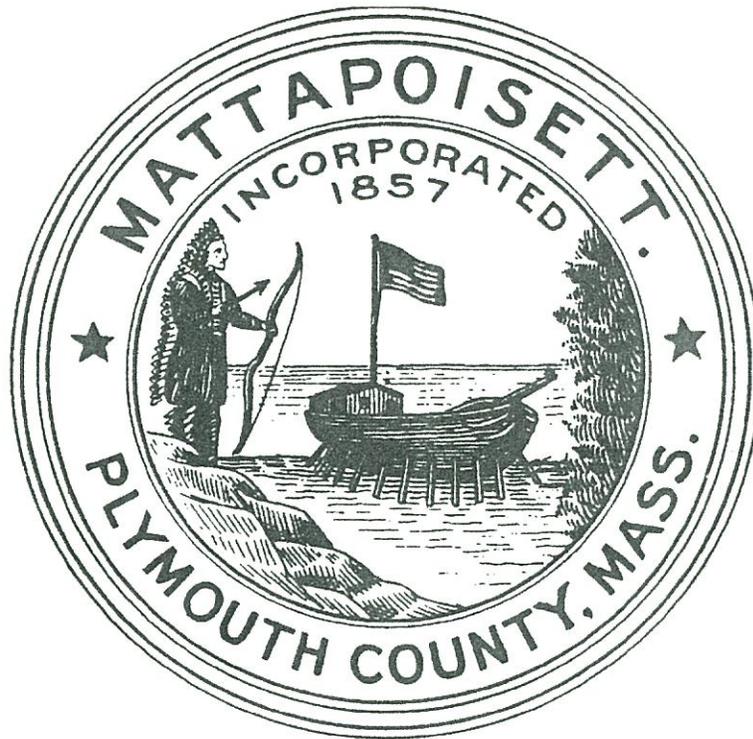


**TOWN  
OF  
MATTAPOISETT**



**MASTER PLAN**

**2000**

**Mattapoisett Master Plan Study Committee:**

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Robert H. Atkinson  
Marian D. Cole, Chairman  
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\*Some pages have been left blank intentionally

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**The Mission of the Mattapoissett Master Plan Study Committee is to prepare a comprehensive plan to help guide Mattapoissett's growth and development over the next five years and beyond. The plan will reflect the input of citizens, elected officials, town departments, boards and committees, as well as the business community, while utilizing the best practices and current techniques available. The final product will be a living, ongoing document with recommendations directed to the appropriate group(s) for consideration and implementation. It will be presented verbally and in print to the Planning Board and to the public at a special meeting called for that purpose.**

## MATTAPOISETT MASTER PLAN STUDY COMMITTEE EXECUTIVE SUMMARY

The Master Plan Study Committee consists of local volunteers and a paid consultant whose one common thread is a love for the Town of Mattapoissett. We have been meeting bimonthly for three years under the auspices and guidance of the Planning Board.

After organizational meetings involving the Marine Advisory Board and the Open Space Committee (both of whose deliberations are included as part of this Plan), we spent all of 1997 determining how people felt about the Town and what they wanted it to become through a series of fourteen neighborhood and business meetings.

In 1998, we learned more about the Town directly from town officials, boards and committees, studied the physical characteristics of the Town via a mapping project and adapted a computer model to analyze map data and project buildout. The purpose was to determine how many more single-family homes could be built and what the maximum population might become over time. This was accomplished by using the model for many different scenarios ranging from no changes in zoning to a doubling of the current acreage requirement, with and without sewerage. We finished the year with a town-wide Community Planning Day to gather additional workshop information from residents.

This year, 1999, we deliberated on what we had learned and wrote the plan. During this process, we talked with officials from other towns, collected information about the projected growth of the SouthCoast, and sponsored one well-attended meeting on cluster development. Two studies were conducted showing a need for standardized computer mapping (compatible with state and regional systems) and a town-wide Economic Development Plan. Most importantly, we determined a need to understand and address major issues.

We determined that:

- (1) Townspeople want all the amenities, but they do not want the Town to change very much. Our aging population wants downsized, affordable housing.
- (2) Town government is strained and under pressure to keep costs and taxes down. It is still run by independently elected officials, volunteer boards and part-time personnel. Town Meeting, not the Board of Selectmen, carries the ultimate authority and responsibility; unfortunately this and other public forums are under-attended, and decisions are made by a minority of our citizens. The fact that it works as well as it does is a credit to the excellence of officials and employees, as well as the devotion of overworked Town boards and committees.
- (3) Despite ever-increasing numbers of people being attracted to the SouthCoast, Mattapoissett has not grown as fast as its neighbors primarily because of a large percentage of un-buildable land, wetlands or soils that will not percolate. Even so, without zoning changes, our model shows that the maximum buildout potential is 4,821 additional housing units or 10,751 more people for a total of over 17,000 people.

(4) There is pressure on the Town to extend sewers now. Every sewer project, however, carries a price in terms of growth because it will service not only existing homes but has the potential of opening up large amounts of land previously not buildable. Some sewer lines will, over time, have the potential to service twice the number of homes than when first installed. Also, the existing Fairhaven sewer contract will be close to capacity when present sewer projects are implemented. Without a new contract, any areas north of Route 195 may never have sewers. Thus, the Board of Water & Sewer Commissioners needs to justify each and every proposal for new sewers to insure that its impact is understood in terms of not just cost but growth potential as well.

(5) The foremost issue facing the Town is the potential threat to our water supply, both in availability and quality, due to possible overbuilding with overflow of excess nutrients. Based on estimates and usage statistics, fewer than 10,000 additional homes can be built in the four Towns (Fairhaven, Mattapoisett, Rochester and Marion) that depend upon the Mattapoisett River Aquifer for water. If this data is correct, then we will run out of water when the towns exceed this threshold. Based on any criteria, our "share" (contingent upon the State issuing permits) is no more than 2,500 housing units or some 5500 additional people--and yet, all but one of our scenarios indicates that more than that number of houses can be built. Because of this concern about water (and growth), many of our neighbors have already changed their zoning bylaws to increase minimum lot sizes, for the most part to two acres.

Recognizing that our growth has not been comparable to the double-digit increases of neighbors and that both the 1965 and 1989 Master Plans overestimated growth, the Master Plan Study Committee, nevertheless, believes our present estimates will be realized. The economy is strong; inflation is low; and the 'experts' say that we are living in the fastest growing area in the entire Northeast. We think that it would be irresponsible not to address our concerns regarding water and growth that will come too fast for the Town to handle. Accordingly, our major recommendations are in relation to protecting our water and managing this growth as follows:

- \* Protect the long-term quality and quantity of our water resource by increasing lot sizes in the Mattapoisett River Aquifer Protection (overlay) District--100% north of Route 195 (40,000 to 80,000 sf) and 50% south of Route 195 (30,000 to 45,000 sf).*
- \* Establish a 3-year cap on housing (30 new units per year) throughout the entire Town while awaiting more accurate data from digitized maps and statistics available from SRPEDD in the year 2000. All new sewer extensions should include an impact statement about growth potential. After 3 years, the Town should be in a position to determine if zoning changes south of Route 195 outside the Aquifer Protection Overlay District are necessary. (Please note that Rochester and Marion have already instituted housing caps.)*

In addition to the above **Land Use** considerations, other recommendations are in the areas of:

**Cluster Zoning:** Change the cluster zoning bylaw with incentives to encourage developers to use clustering as a desirable option for development. This should result in better utilization of

the land, more open space, smaller units for younger and older people and increased affordable housing options (i.e. 1 and 2 bedroom units versus 3 and 4 bedroom houses with heavier school impact).

**Economic Development:** Appoint an economic development task force to consider the extension of sewer lines, an expanded Industrial Park/Route 195 Interchange Zone (potentially lowering taxes) and visually improve all of Route 6 through new zoning bylaws and a business-friendly liaison between government and private enterprise. Mixed use, condominiums and/or apartments, and home-based businesses should be endorsed. Marine Use Districts should be adopted to ensure access to the sea before it is lost forever to private development.

**Open Spaces:** Implement the recommendations of the 1997 Mattapoisett Open Space and Recreation Plan as an integral part of this Master Plan. This covers a number of important initiatives regarding other protections of our water supply, land conservation, wetlands and outdoor recreation, including the bike path. A Land Bank should be adopted and ways should be found, under the Land Bank or otherwise, to finance the acquisition of land *now* for future educational and recreational use.

**Town Governance:** Initiate a study, conducted by an outside, third party, of the way in which we govern ourselves to provide for greater efficiency and accountability. This study would include, among other subjects, the need for a town manager, a town planner, and an evaluation of our town charter.

**ADA Compliance:** Ensure that the Town fulfills its obligations to disabled residents by adhering to ADA standards in terms of services, programs, activities, and employment practices, as well as in new construction.

The Plan also includes recommendations about **Housing, Historic Areas, Natural & Cultural Resources (including the Harbor), Public Services & Facilities and Traffic & Circulation.**

Finally, and very importantly, **A Master Plan Implementation Task Force** should be appointed to act as a catalyst in helping to provide oversight and direction for all key groups and players (identified in each section) responsible for making these recommendations a reality.

Back in 1998, after we had conducted all the neighborhood meetings, met with business people and obtained information from Town boards and officials, we wrote a very formal mission statement based on what we had learned. Now, we simply refer to our mission as doing everything possible 'to retain the Town's character' and 'manage growth.' This is what the Town told us it wants and this is what we believe these recommendations begin to accomplish.

For the Master Plan Study Committee, November 29, 1999

Marian Donald Cole  
Chairman

## **Mattapoisett is rich in natural, cultural, historical and community resources**

- The Mattapoisett River Aquifer is the only current water supply for several area communities. Its limited supply of water may ultimately limit our growth.
- Only 26% (2,727 acres) of Mattapoisett's total developable land area (10,467 acres) is developed. Another 20% (2,122 acres) is either protected, exempt under current tax provisions or bog land and cannot be developed. Of the remaining 5,618 acres, 41% (4,268 acres) appear to be upland and 13% (1,349 acres) are believed to be wetlands.<sup>1</sup>
- Mattapoisett's forests, streams and salt-water harbor are still relatively healthy for fish, game and people but are threatened by increased usage.
- Residents have a strong and abiding respect for what they have inherited from their predecessors and want to preserve those community values:
  - Wonderful neighborhoods and beach colonies - especially the Village;
  - An historic harbor, waterfront and Town Wharf area which functions as the cultural center of the Community;
  - Open spaces and scenic vistas that continue to underscore what the Native Americans called "Mattapoisett" ..... a "place of rest";
  - A tradition of community festivals and gatherings throughout the year;
- Our churches and civic organizations promote volunteerism and community service and will be key players in the future of our Town.
- A small, committed citizenry regularly exercises its voice at town meetings.
- Elected and appointed officials care deeply about the future of the Community.
- Mattapoisett has a sublime, small-town atmosphere that takes on a different feeling with each season.
- A small, locally-based commercial and industrial sector could be further developed to contribute in new ways to the vitality of the Community.

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<sup>1</sup> Mattapoisett Master Plan Study Committee - Land Use Analysis, 1998 (page 34)

## The region and the town are growing and will grow significantly in the future

### Historic Growth Patterns: <sup>2</sup>

**Colonial Times to the Civil War:** Mattapoissett grew steadily from its founding in the late 17th Century to its heyday as a whale ship building port in the mid-1800's. Upon its incorporation as a Town in 1857, its population stood at 1,700.

**The Age of the Summer Colony:** After the discovery of oil and the subsequent shift from whale oil to petroleum, ship building declined precipitously in Mattapoissett and along with it, the population of the Town decreased to a low of just over 1,000 people in 1905, a decrease of 41%. During this period, however, spending by an increasing number of wealthy summer residents eventually stabilized the declining fortunes of the Town. Between 1905 and 1940, the population climbed again to 1,700 people.

**Post-War Mattapoissett:** Except for a brief WW II-related decline between 1940 and 1945, the Town's population grew steadily between 1945 and 1960 when it increased from 1,700 to 3,000 residents, an increase of 76 %.

**Another "Boom" in the 1960's:** Between 1960 and 1970, the Town's population increased from 3,000 to 5,000 residents, an increase of 67 %.

**The Past Thirty Years:** Population figures continued to climb, but at a more gradual rate, through 1986 when, despite the economic and real estate boom driving Massachusetts, growth appeared to stall through the end of the decade. Following the period between 1988 and 1991, when several major banks failed and credit was difficult to obtain, things picked up once again. Between 1990 and 1999, Mattapoissett's population grew from 5,850 persons to a current tally of 6,523 persons, an increase of 11.5% in less than ten years.

**Growth Projections:** *Future growth is very hard to predict with accuracy.*

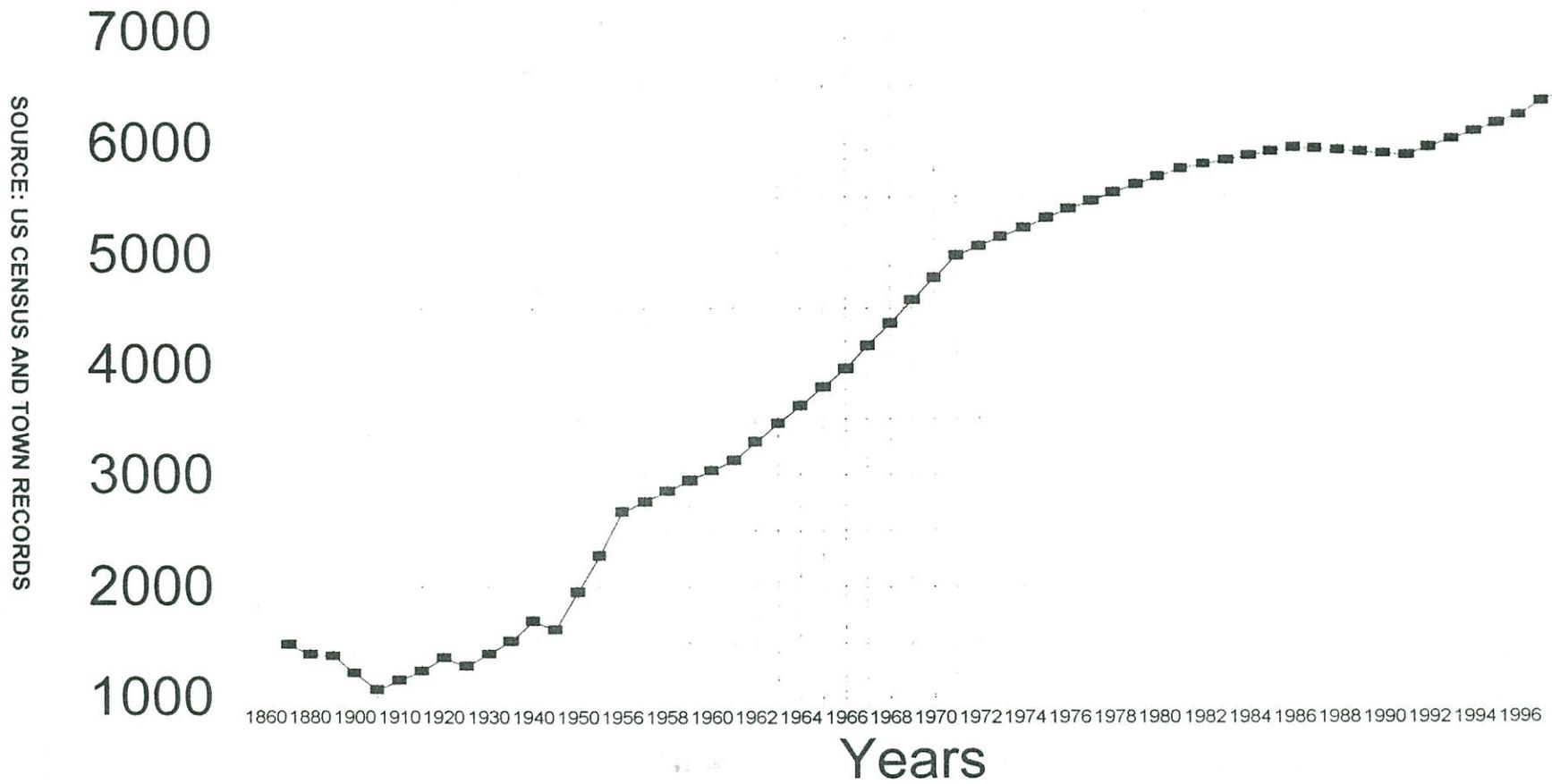
- In the 1965 Master Plan, consultants projected that Ttown would grow to approximately 11,000 people by 1990. The population stood at only 5,850 in 1990. The post-war growth boom was simply not sustained in New England as had been assumed based on a 1965 perspective.
- In 1995, the Massachusetts Institute for Social & Economic Research (M.I.S.E.R.) at U Mass Amherst projected that Mattapoissett would be home to 6,355 people by 2010. The population stands at 6,523 people in 1999 - ten years before predicted.
- Our buildout model provides a rough "guesstimate" of how many homes could

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<sup>2</sup> U.S. Census of Population & Town Clerk Data (pages 6-8)

# Mattapoissett, Massachusetts

Population Growth, 1865 - 1997



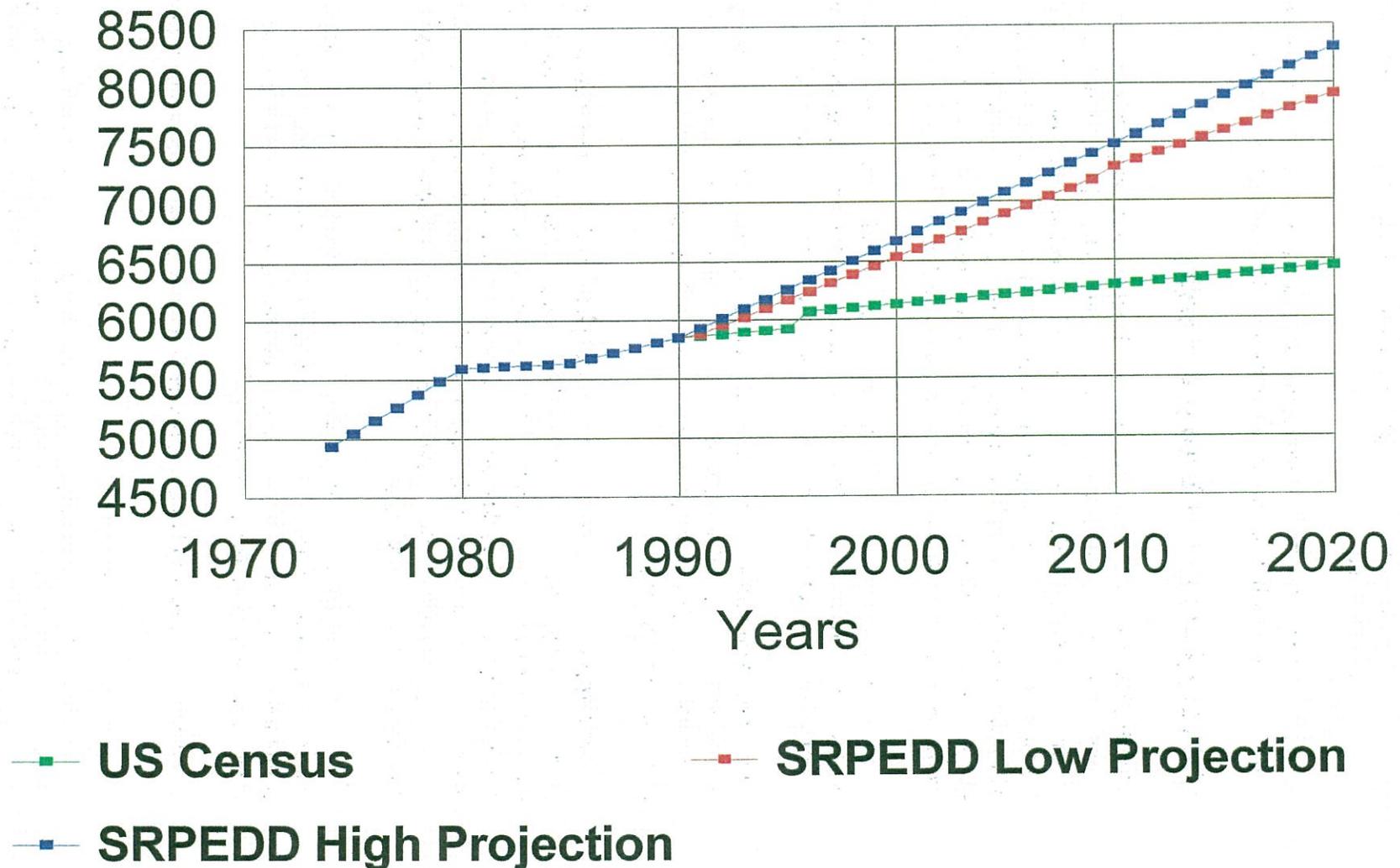
## 1990 -1996 Population Estimate and Projections 2000 - 2025

City/Town	U.S.	SRPEDD	SRPEDD	SRPEDD	SRPEDD	SRPEDD
	Census	Estimate	Projection	Projection	Projection	Projection
	1990	1996	2000	2010	2020	2025
Acushnet	9,554	10,240	10,565	11,576	12,586	13,092
Attleboro	38,383	41,142	41,117	43,851	46,585	47,952
Berkley	4,237	5,513	5,704	7,172	8,639	9,373
Carver	10,590	11,462	12,657	14,724	16,791	17,825
Dartmouth	27,244	29,547	29,482	31,740	33,957	35,076
Dighton	5,631	6,208	6,327	7,024	7,720	8,068
Fairhaven	16,132	16,624	16,739	17,346	17,954	18,257
Fall River	92,703	94,919	93,913	95,122	96,332	96,937
Freetown	8,522	9,098	9,316	10,391	11,325	11,722
Lakeville	7,785	8,894	10,287	12,789	15,291	16,542
Mansfield	16,568	19,761	20,701	24,835	28,968	31,034
Marion	4,496	5,113	5,339	6,183	7,026	7,448
Mattapoisett	5,850	6,376	6,519	7,188	7,858	8,192
Middleborough	17,867	19,633	21,843	25,819	29,794	31,782
New Bedford	99,922	101,088	101,146	102,370	103,594	104,206
N. Attleborough	25,038	26,787	26,807	28,576	30,345	31,230
Norton	14,265	16,182	16,740	19,215	21,690	22,927
Plainville	6,871	7,416	7,656	8,440	9,225	9,617
Raynham	9,867	10,963	11,582	13,297	15,013	15,870
Rehoboth	8,656	9,907	10,206	11,756	13,305	14,080
Rochester	3,921	4,434	4,788	5,655	6,522	6,956
Seekonk	13,046	13,805	13,857	14,669	15,480	15,886
Somerset	17,655	18,341	18,307	18,958	19,610	19,936
Swansea	15,411	16,280	16,649	17,886	19,124	19,742
Taunton	49,832	54,092	53,947	58,062	62,177	64,235
Wareham	19,232	19,938	20,467	21,702	22,936	23,554
Westport	13,852	14,961	15,529	17,206	18,883	19,722
District Total	563,130	598,726	608,190	653,552	698,730	721,261

SOURCE: SOUTHEASTERN REGIONAL PLANNING AND ECONOMIC DEVELOPMENT DISTRICT

# Mattapoissett Population Projections

## 1990 Census & 1997 SRPEDD Projections



potentially fill our landscape but cannot predict whether or when these homes will actually be built.

To illustrate the difficulty of settling on one projection of future population, the Committee has chosen instead to offer several projections for future growth on page nine.

### **Current Factors Affecting Growth:**

**The Big Picture:** The United States, New England and Massachusetts are currently enjoying a strong economy and continued growth prospects. The Vision 2020 Project, co-sponsored by the Southeastern Regional Planning and Economic Development District (SRPEDD), projects an increase of some 200,000 people over the next twenty years in Southeastern Massachusetts. This growth will be driven by companies and workers in both the Providence and Metropolitan Boston regions looking for cost effective manufacturing, office and residential space, along with the tremendous amenities of open space and coastline offered by our region.

The extension of commuter rail into this region--already only 20 miles away in Lakeville with the prospect of eventual service from New Bedford to Boston--along with improvements to the regional highway network, will enable this growth throughout the region in general.

**Appealing Amenities:** With its Buzzard's Bay location, small-town atmosphere, excellent school system and relatively affordable land, to name just a few factors, Mattapoissett is extremely competitive with its neighbors and will face increasing pressure for residential growth over the next twenty years.

**Water Supply:** The estimated safe annual yield<sup>3</sup> of the Mattapoissett River Watershed Aquifer is approximately 5 million gallons per day (5 mgpd) under normal rainfall conditions. However, recent sustained drought conditions have proven that certain parts of the aquifer cannot sustain normal pumping in dry cycles, prompting some communities to scramble to find more water during mid-summer 1999. Although alternative sources of water can be developed at great cost in the long term future, our ground water supply is perhaps the central factor which may limit our ability to grow in the future.

The water in the aquifer is "controlled" by the Commonwealth of Massachusetts. Mattapoissett shares this limited resource with the Fairhaven and Marion municipal water systems. These communities purchased land in Mattapoissett during the last century for the purpose of obtaining water from the Mattapoissett River Aquifer.

The Town of Fairhaven has six municipal wells along the river in Mattapoissett. One of these

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<sup>3</sup> Five million gallons per day (gpd) is the safe yield figure currently accepted and used by the Mattapoissett Water and Sewer Commission and the Commonwealth of Massachusetts Department of Environmental Protection. One 1982 study estimated that the safe yield may be substantially higher. A new study using newer measurement technology would be necessary to update the safe yield estimate.

wells, at the Herring Weir near Route 6, has been closed due to “low water levels”: but because of the demand, Fairhaven intends to reopen this well. Another of Fairhaven’s wells, near the “Tinkhamtown” neighborhood, has been closed due to high concentrations of iron and manganese but, in order to keep up with demand, Fairhaven intends to install a filter/treatment system and reopen this well.

The Town of Mattapoisett has five municipal wells that produce a higher average flow than Fairhaven’s wells. A sixth Mattapoisett well, on the south side of Interstate 195 on the western edge of town, has been closed due to “low water levels” and will remain closed indefinitely.

The Town of Marion currently operates 2 municipal wells in the aquifer. Half of the Perry Hill well yield is available to Rochester when, in the future, they develop the capacity to store and deliver this water.

These three municipal systems alone currently utilize *on average* almost half (2.471 mgpd) of the projected safe yield of this aquifer. The *maximum daily demand* of these three municipal systems totals 4.515 mgpd--nearly all of the water available in the aquifer. In addition, approximately 500 households in Mattapoisett and 750 households in Rochester take their water directly from this aquifer via private wells.

Mattapoisett households use, *on average*, 213 gallons per day but can use up to 470 gallons per day during *maximum daily demand* conditions. Assuming the same per household utilization factor (213 gpd), these 1,250 private wells in Mattapoisett and Rochester draw an estimated .266 mgpd, bringing the total estimated average daily consumption from the aquifer to 2.737 mgpd or over half of the safe annual yield.

Average water consumption by Mattapoisett households from the municipal water system has nearly doubled since the late 1950's and now stands at 193 million gallons per year or .528 mgpd. Increasing uses of potable water for watering lawns, swimming pools and operation of new cranberry bogs are all potentially important factors increasing our per capita use of water.

The total weighted average daily demand per household on the aquifer in all three towns with municipal systems (Fairhaven, Mattapoisett and Marion) including the private wells in Mattapoisett and Rochester drawing from the aquifer is estimated at 223 gallons per day. (2,755,533 gpd / 12,370 services/wells)

As such, with 2.263 mgpd available in the aquifer for average daily usage, and assuming no change in basin-wide per household consumption figures (223 gpd), there appears to be enough untapped ground water in the Mattapoisett River Aquifer to service only 9,700<sup>4</sup> new households throughout the entire Mattapoisett River Watershed Aquifer. Without costly new sources of water, such as desalinization or deep rock wells with enhanced treatment, this is all the water that we have to share with Fairhaven, Marion and Rochester in the future.

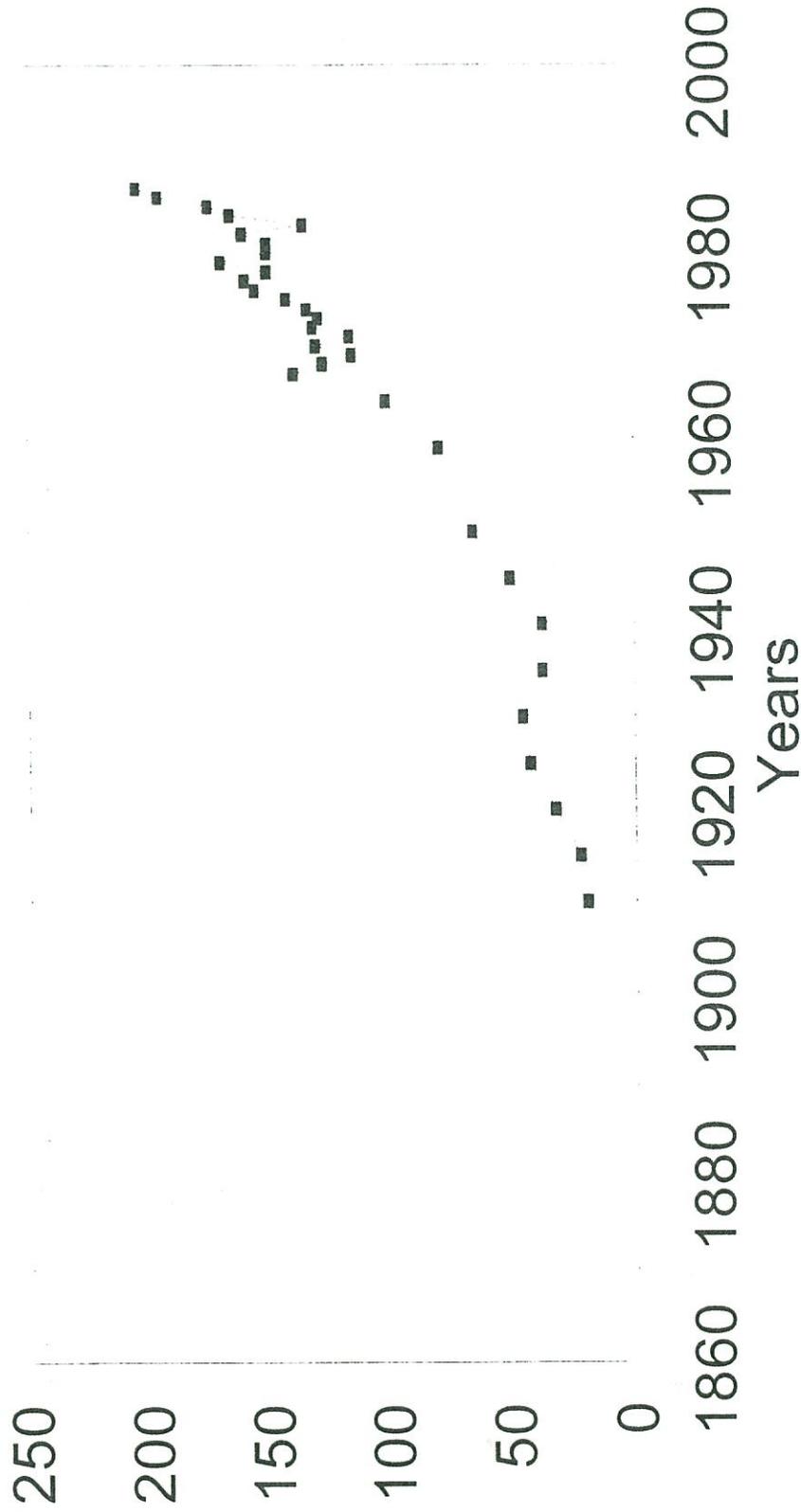
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<sup>4</sup> Estimated figure based on current estimated per household water consumption data.

MATTAPOISETT RIVER AQUIFER PROTECTION DISTRICT 1998 WATER SUPPLY STATISTICS				
MEASUREMENT	FAIRHAVEN	MARION	MATTAPOISETT	TOTALS
WINTER POPULATION	15,993	5,072	5,248	26,313
SUMMER POPULATION	15,993	7,800	6,800	30,593
ACTIVE SERVICES	6,135	2,511	2,474	11,120
AVG. DAILY DEMAND	1,300,000	643,619	527,792	2,471,411
MAX. DAILY DEMAND	2,036,000	1,317,000	1,161,600	4,514,000
DATE	July 22, 1998	May 25, 1998	July 19, 1998	
MAX. DAILY PRODUCTION WITHIN VALLEY	2,036,000	840,000	1,161,600	4,037,600
MAX. WEEKLY PRODUCTION WITHIN VALLEY	13,040,800	4,747,000	6,727,000	24,514,800
WEEK BEGINNING ON DATE	August 2, 1998	August 4, 1998	August 4, 1998	
SOURCES OUTSIDE VALLEY	0	72,334,500	0	
TOTAL FROM VALLEY	493,136,400	162,586,300	192,643,900	848,366,600
AVG. DAILY FROM VALLEY				2.323 MGPD
WITHIN VALLEY PUMPING CAPACITY	2,750,000	835,000	2,400,000	5,985,000
MAXIMUM SAFE YIELD	1,650,000	668,000	1,600,000	
MAXIMUM SHORT TERM YIELD	2,750,000	835,000	240,000	
TOTAL VALLEY CAPACITY	2,750,000	835,000	2,400,000	5,985,000

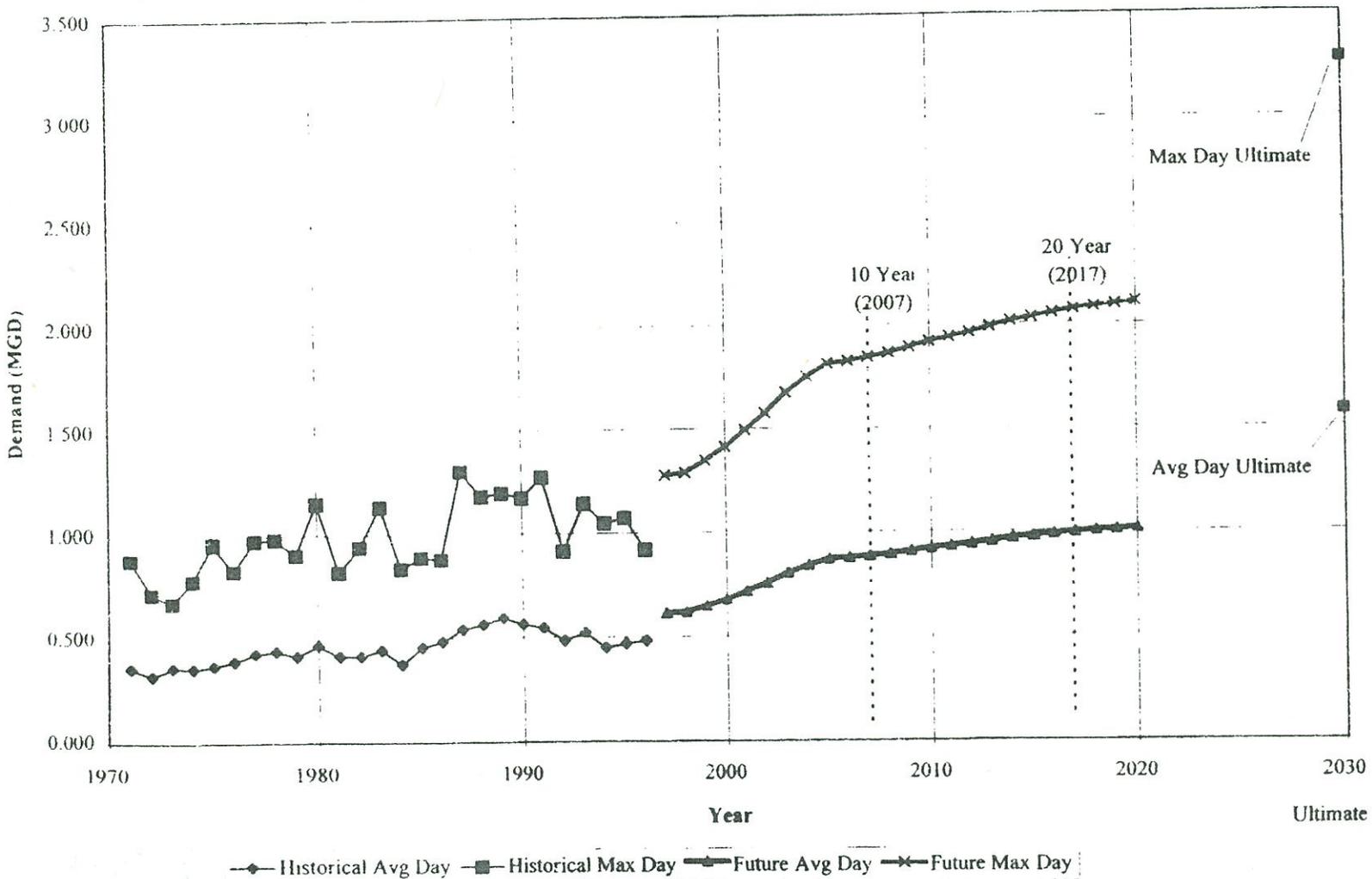
SOURCE: MATTAPOISETT RIVER AQUIFER PROTECTION DISTRICT, FALL, 1999  
(C/O MATTAPOISETT WATER AND SEWER COMMISSION SUPERINTENDENT)

# Mattapoissett Water Usage & Service Millions of Gallons Pumped Yearly

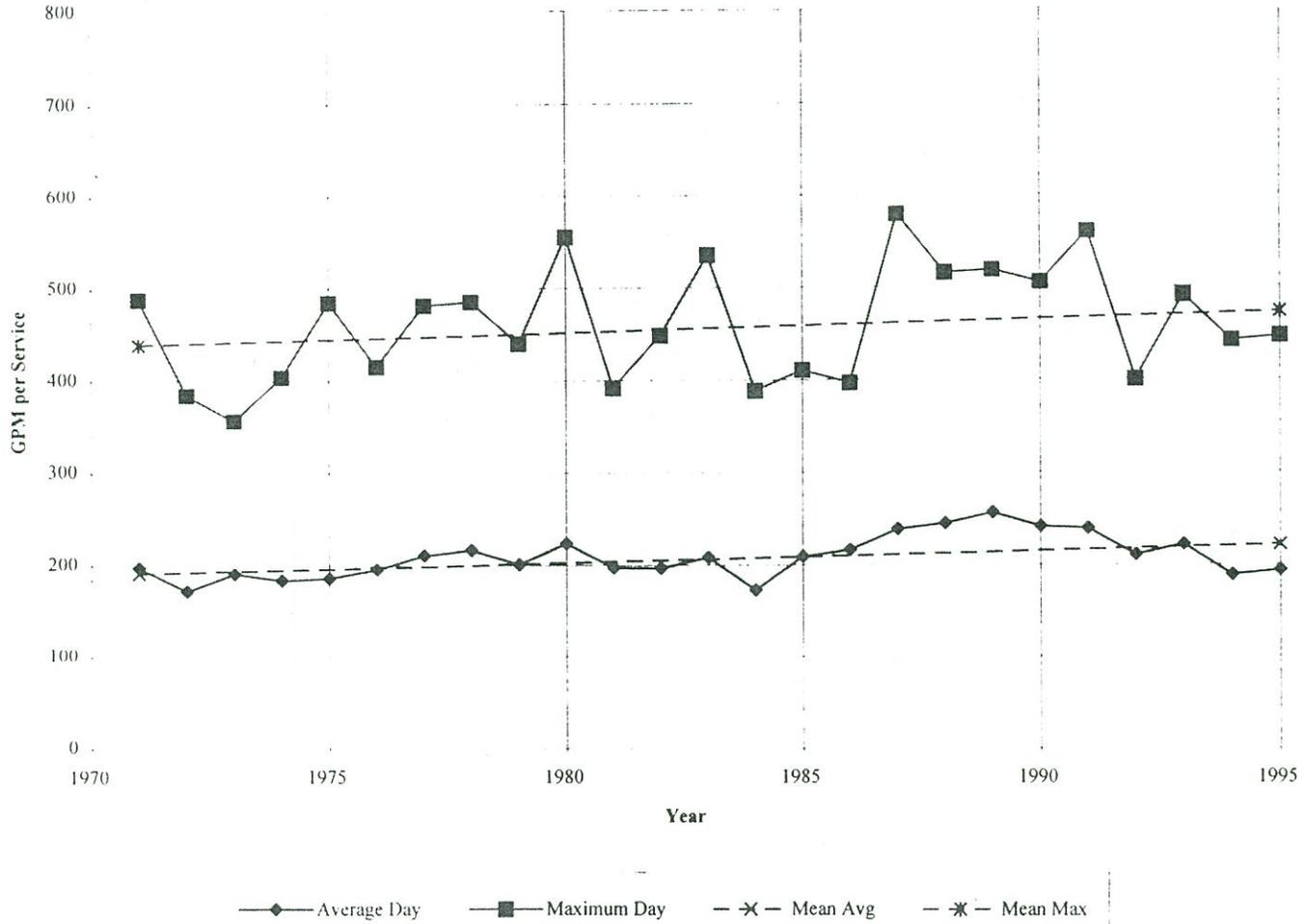


SOURCE: MATTAPOISETT WATER AND SEWER COMMISSION DATA AND VARIOUS STUDIES

**Figure 2-1  
Demands Historical and Projected**



**Figure 2-2**  
**Maximum Day Demand per Service**





**LEGEND**

-  HIGH PRIORITY PROTECTION AREAS  
(developable soils/ high and moderate potential yield recharge areas)
-  MODERATE PRIORITY PROTECTION AREA  
(developable soils/ low potential yield recharge areas plus till contributing leakage)

This Project was funded through a Strategic Planning Grant Award made by the Executive Office of Communities and Development.

**IV-3**  
**PRIORITY PROTECTION AREAS**  
 MATTAPOISETT RIVER  
 AQUIFER PROTECTION PLAN  
 JUNE 1988  
 PREPARED BY SPEDD

**Sewage Disposal Capacity:** Mattapoissett's total current allocation of sewer disposal capacity at the Fairhaven Municipal Sewer Treatment facility in East Fairhaven is 500,000 gpd. Mattapoissett currently pumps approximately 150,000 gpd of sewerage to Fairhaven which amounts to approximately 75 gpd per person.<sup>5</sup>

With the planned extension of sewers to both the Acushnet Road/Park Street neighborhood<sup>6</sup> and the Crescent Beach/Angelica Point neighborhood<sup>7</sup> by late 2000 and 2001 respectively, sewer pumping by existing homes only will increase by at least 210,000 gpd bringing the total pumped to 360,000 gpd. The next extension of sewer disposal capacity to the Brandt Beach area is expected to serve approximately 116 existing households and generate an additional load of 18,270 gpd. Sewering in the current Mattapoissett Corporate Park is expected to add less than 5,000 gpd to the load. When these projects are completed, it is projected that Mattapoissett will use 382,270 gpd or approximately 76.65% of its contracted treatment capacity.

Extension of sewers to these areas, particularly the beach areas, will eventually enable the development of an additional 300 - 400 house lots on land which currently is unsuitable for septic systems. This would result in another 67,500 to 90,000 gpd in sewer demand bringing the total load to over 457,000 gpd or 91.4% of 500,000 gpd treatment capacity currently contracted by Mattapoissett. Capacity will be **exceeded** when the ORR JHS/HS campus comes online.

**Residential Land Use / Buildout Scenarios:** The Master Plan Study Committee has used PC-based land use modeling software<sup>8</sup> to estimate the potential maximum number of housing units that could be built in Mattapoissett under different sets of assumptions. The following bar chart represents a summary of two scenarios developed using this model. ***It must be noted that the results are simply a hypothetical "guesstimate", based solely on the mathematical constraints of the model and assumptions chosen by the Committee for use in the model and do not represent a projection of what will happen in the future.***

Each of the three sets of scenarios starts with the existing number of housing units in Mattapoissett estimated at 2,929. These buildout scenarios attempt to estimate the number of single family detached housing which could be built using different assumptions about the minimum lot sizes in the RR30, R40 and RR40 zoning districts. Ironically, this is where the Committee believes there is the most potential for future residential growth in Mattapoissett and also the area of most potential environmental concern as it encompasses much of the Aquifer Protection District.

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<sup>5</sup> Mattapoissett Water & Sewer Commission (various system studies and reports)

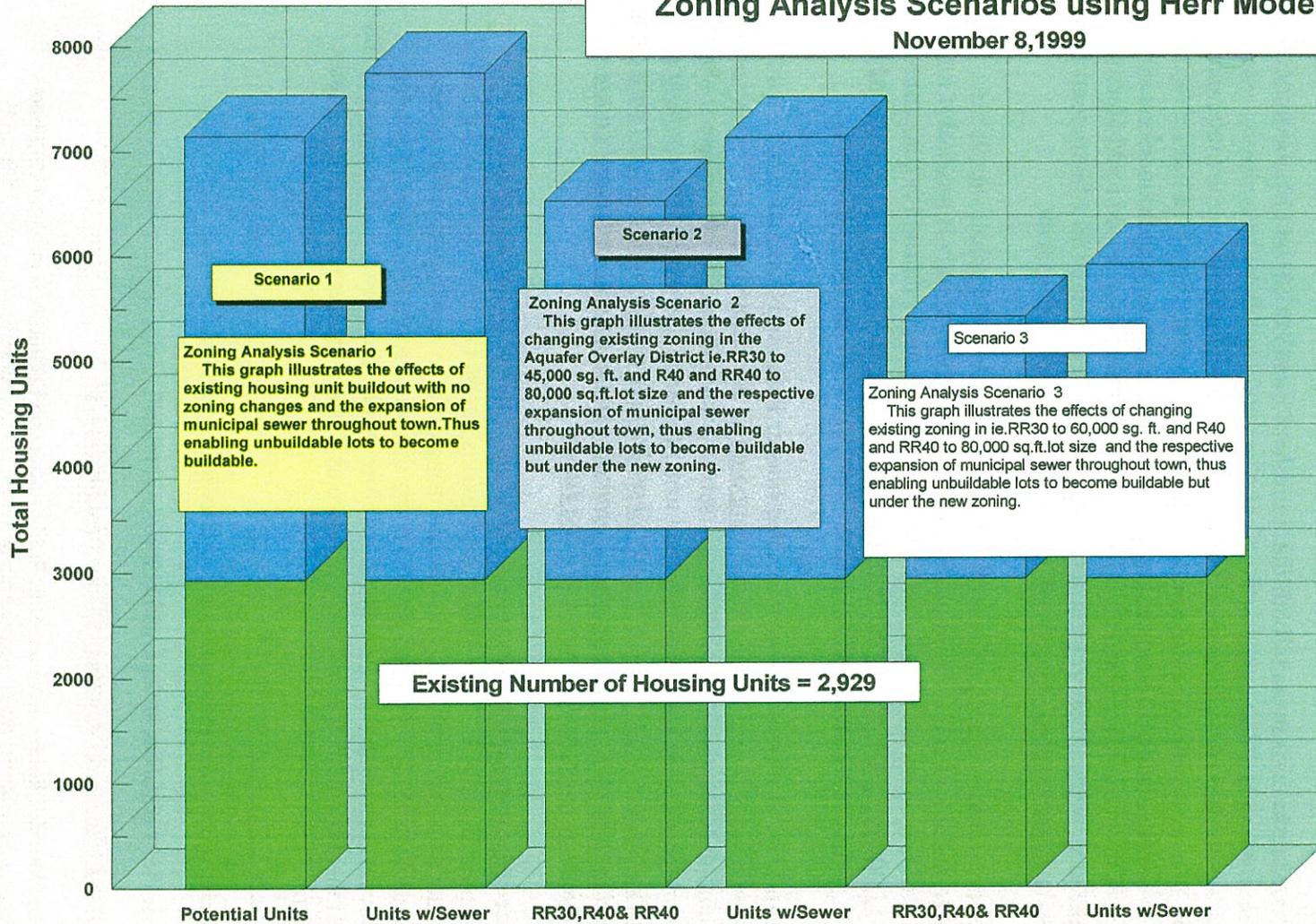
<sup>6</sup> Known as the "Mattapoissett River Aquifer Protection Project"

<sup>7</sup> Known as the "Buzzards Bay Water Quality Protection Project"

<sup>8</sup> The "Land Model" has been developed by MIT Professor and Planning Consultant Philip Herr and has been used successfully by many Massachusetts communities over the past 25 years to evaluate and better understand future "buildout" scenarios. The Committee was aided in the modeling process by the Umass Amherst Manual of Buildout Analysis, Jeff Lacy, 1992.

### Zoning Analysis Scenarios using Herr Model

November 8, 1999



	Scenario 1	Scenario 1	Scenario 2	Scenario 2	Scenario 3	Scenario 3
	Potential Units	Units w/Sewer	RR30 R40& RR40	Units w/Sewer	RR30 R40& RR40	Units w/Sewer
Existing Units	2,929	2,929	2,929	2,929	2,929	2,929
Buildout Analysis	4,220	4,821	3,601	4,201	2,487	2,981
Total	7,149	7,750	6,530	7,130	5,416	5,910
Population	15,942	17,283	14,562	15,900	12,078	13,179

Each of the scenarios assumes that all of the unbuilt land in RR30, R40 and RR40 is currently not subdivided. In fact, a substantial amount of this land is already subdivided and would be "grand- fathered" under current law, even if the lot sizes of RR30, R40 and RR40 were increased. Depending on the number of grand-fathered lots in these zoning districts, actual buildout results might be higher than estimated by the model as theoretical possibilities.

**The following scenarios are based on the current population of 6,523 people in Mattapoissett who live in 2,929 households or 2.23 people per household.**

**The First Scenario Set Assumes No Zoning Changes:** The first set (1A & 1B) of the three scenarios assumes "no zoning changes" and estimates the potential increase in housing units if sewerage was extended throughout Town and previously "un-buildable lots" became "buildable" because of the provision of municipal sewer service.

***Buildout Scenario 1A - No Zoning Changes and Current Deployment of Sewers.<sup>9</sup>*** *The first bar on the chart represents the guesstimate generated by the model with NO ZONING CHANGES and SEPTIC AND SEWER AS IS:*

*4,220 potential added housing units for a total of 7,149 housing units. This represents a potential 144% increase in the number of housing units over the current 2,929. This would result in 9,411 additional people over the current 6,523 for a total of 15,934 people.*

***Buildout Scenario 1B - No Zoning Changes with Town-Wide Expansion of Sewers.*** *The second bar on the chart represents the guesstimate generated by the model with NO ZONING CHANGES and TOWN-WIDE EXPANSION OF SEWERS:*

*4,821 potential added housing units for a total of 7,750 housing units. This represents a potential 165% increase in the number of housing units over the current 2,929. This would result in 10,751 additional people over the current 6,523 for a total of 17,274 people.*

**The Second Scenario Set Assumes a 100% Increase in Lot Sizes Within The Aquifer Protection Overlay District north of Interstate 195 and a 50% Increase in Lot Sizes Within the Aquifer Protection Overlay District south of Interstate 195.** The second set (2A & 2B) of the two scenarios assumes that lot sizes are doubled in the RR30, R40 and RR40 zoning districts within the Mattapoissett River Aquifer Protection (Overlay) District north of Interstate 195 and that lot sizes are increased by 50% within the Mattapoissett River Aquifer Protection Overlay District south of Interstate 195. This

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<sup>9</sup> Includes the recent 1998-1999 extension of municipal sewer to Ned's Point and environs but does not include sewerage in those neighborhoods (Acushnet/Park Street, Crescent Beach / Angelica Point & Brandt Island) approved for sewer engineering at the 1999 Town Meeting.

scenario estimates the potential increase in housing units if sewerage is extended throughout town and previously “un-buildable lots” become “buildable” because of the provision of municipal sewer service.

***Buildout Scenario 2A - Moderate Zoning Changes and Septic and Sewer as Is.*** The third bar on the chart represents the “guesstimate” generated by the model with MODERATE ZONING CHANGES and SEPTIC AND SEWER AS IS:

*3,601 potential added housing units for a total of 6,530 housing units. This represents a potential 123% increase in the number of housing units over the current 2,929. This would result in 8,030 additional people over the current 6,523 for a total of 14,553 people.*

***Buildout Scenario 2B - Moderate Zoning Changes and Town-wide Expansion of Sewers.*** The fourth bar on the chart represents the “guesstimate” generated by the model with MODERATE ZONING CHANGES AND TOWN-WIDE EXPANSION OF SEWERS:

*4,201 potential added housing units for a total of 7,130. This represents a potential 143% increase in the number of housing units over the current 2,929. This would result in 9,368 additional people over the current 6,523 for a total of 15,891 people.*

**The third scenario set assumes a 100% increase in the RR40, R40 and RR30 zoning district lot sizes throughout Mattapoisett.** The third set of scenarios (3A and 3B) assume doubled lot sizes in the RR40, R40 and RR30 throughout Mattapoisett and estimates the potential increase in housing units if sewerage is extended throughout Town and previously “un-buildable lots” become “buildable” because of the provision of municipal sewer service.

***Buildout Scenario 3A - Increased Lot Sizes Town-Wide<sup>10</sup> and Current Deployment of Sewers.*** The fifth bar on the chart represents the guesstimate generated by the model with more extensive zoning changes and septic and sewer as is:

*2,487 potential added housing units for a total of 5,416 housing units. This represents a potential 84% increase in the number of housing units over the current 2,929. This would result in 5,546 additional people over the current 6,523 for a total of 12,069 people.*

***Buildout Scenario 3B - Increased Lot Sizes Town-Wide and Town-Wide Extension of Sewers.*** The sixth and last bar on the chart represents the guesstimate generated by the model with more extensive zoning changes and septic and sewer as is:

*2,981 potential added housing units for a total of 5,910 housing units. This represents a*

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<sup>10</sup> Minimum lot sizes in this scenario would not be changed in the MR30, R20, R30, VR10, W30, GB and LI Zoning Districts.

*potential 102% increase in the number of housing units over the current 2,929. This would result in 10,751 additional people over the current 6,523 for a total of 17,274 people.*

These scenarios illustrate the following:

- Increasing minimum lot sizes lowers future development potential
- Extending sewer service enables future development potential
- Using a combination of increased minimum lot sizes and managing the extension of sewers can provide the Town with the ability to guide future development potential

The Committee has examined each of these three scenarios.

- Scenario One: “Do Nothing” - provides no added protection for the aquifer and could easily result in population growth that would substantially change the character of Mattapoisett.
- Scenario Two: Increasing lot sizes within the Aquifer Protection Overlay District- is appealing and justifiable given the importance of preserving the quantity and quality of our aquifer for future generations.
- Scenario Three: Increasing lot sizes throughout Town - may result in the lowest potential growth, but may also result in large lot construction south of Interstate 195.

The Committee’s recommendation, explained further in Part II, section 2, Land Use Goals and Policies, is to increase lot sizes within the Aquifer Protection Overlay District first (Scenario Two) and consider additional zoning changes only after further data gathering and analysis.

**The Need for Affordable Housing:** Massachusetts has established a goal that all 351 cities and towns in the Commonwealth should strive to have at least 10% of their housing stock priced (including principal, interest, tax and insurance payments using a 5% down payment) in the “affordable” range. This means that at least 10% of Mattapoisett’s housing stock should be “affordable to people or families with incomes no higher than 80% of the median income for the New Bedford Metropolitan Statistical Area (MSA).”<sup>11</sup>

Currently 80% of the median income for a family of 1-4 people outside of Boston is \$40,039. The maximum selling prices and monthly rents deemed affordable outside of Boston are as follows:

1-2 Bedroom Detached Fee Simple	\$75,000
3 Bedroom Detached Fee Simple	\$80,500

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<sup>11</sup> Massachusetts Department of Housing and Community Development

1-2 Bedroom Condominium	\$62,250
3 Bedroom Condominium	\$67,750
1 Bedroom Rental Apartment	\$ 870 per month
3 Bedroom Rental Apartment	\$ 920 per month

The Massachusetts Housing Appeals Committee<sup>12</sup> maintains the official eligibility database for affordable housing. As a minimum, they consider the 68 housing units subsidized under Chapter 40B in Mattapoisett to be “affordable”. Using the Commonwealth’s year-round base of some 2,321 housing units<sup>13</sup>, we would need approximately 250 new housing units, either owner occupied homes or rental apartments, priced at or below the above figures in order to meet our “fair share” of affordable housing according to current state law, Chapter 40B. It is likely that some, but certainly not all, of the smaller private apartments in Mattapoisett would qualify as “affordable” under the state guidelines. Nevertheless, according to current state figures, Mattapoisett is a long way from meeting the 10% affordable housing goal

While there is no legal requirement to meet this target goal, communities not in compliance with the goal face a potential adversarial situation with the Commonwealth. The law provides for the Commonwealth to issue a “comprehensive permit” under Chapter 40B to a developer with an eligible affordable housing development proposal if the community fails to work cooperatively with that developer on such a project.

The average cost of raw, buildable land in Mattapoisett ranges from \$75,000 to \$100,000 per acre depending on location and whether sewered or not. A modest 3 bedroom detached single family home in Mattapoisett (1,500 square feet) cannot be built for under \$100 per square foot or \$150,000.<sup>14</sup>

With the cost of land itself nearly equal to the “affordable cost” - let alone construction of the home itself - it is doubtful that prevailing market forces and construction practices will result in progress toward meeting affordable housing objectives. However, with modifications to zoning and creative planning, Mattapoisett could encourage private development of apartments and/or townhouses close to the village center.

**The Need for “Downsized” Housing:** Household size in Mattapoisett has gradually decreased from a recent high of over 2.4 persons per housing unit in 1983 to under 2.23 persons per housing unit in 1999. Taken together with public input from the Mattapoisett Council on Aging and both residents and town officials, this statistic is consistent with the apparent need for

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<sup>12</sup> Massachusetts Department of Housing and Community Development, Housing Appeals Committee, June 1999

<sup>13</sup> Mattapoisett Town Clerk records indicate a total housing stock, including seasonal homes, of 2,929 units.

<sup>14</sup> Interviews with local Realtors and Builders, 1999

“downsized” housing units by our growing “older” population.

Combined with the clear need for more “affordable housing” and a consensus that some of this housing be affordable to start-up families, it is clear that Mattapoisett wants to and needs to work harder on providing smaller and more affordable housing opportunities for its residents.

Regardless of the obligation to work toward encouraging “affordable housing” as defined by the Commonwealth, the Committee believes there is a growing potential demand for smaller and less costly housing in Mattapoisett, both for young families starting out and for older residents who would like to simplify their living arrangements.

Currently, land owners and developers who might want to build such housing cannot find suitable sites at the right price to make it work economically. The Committee believes that a cooperative Housing Advisory Task Force should be appointed by the Selectmen to better understand the demand/supply equation as it affects Mattapoisett and to formulate recommendations to encourage the private sector to meet these perceived needs.

**Home Building Activity:** Over the past ten (10) years, an average of 26.8 building permits have been issued each year for new single family home construction. In the past five (5) years, this average has dropped to 24.8. In the first six months of 1999, only 6 building permits for new single family home construction were issued.<sup>15</sup> The annual new single family home construction rate in Mattapoisett appears to be dropping considerably compared to the early 1960's when over 100 permits were issued in some years.

Building permits for new home construction currently appear to be “flat” or declining. Local realtors and builders do not yet see a building boom in Mattapoisett. However, given a continuation of the growth pressures facing the region, a steadily strengthening economy and a favorable interest rate environment, building permits could increase again, particularly when land that is currently not buildable is made buildable by the extension of municipal sewerage systems.

**Seasonal Conversion:** Mattapoisett has, since the mid 1800's, been a popular summer community with significant population increases during the peak summer season. There is still a marked increase in the summer population but that increase is declining as cottages are converted to year round living quarters, often rented as “winter rentals” by their owners. This conversion activity has stressed older septic systems which were not designed for year-round use.

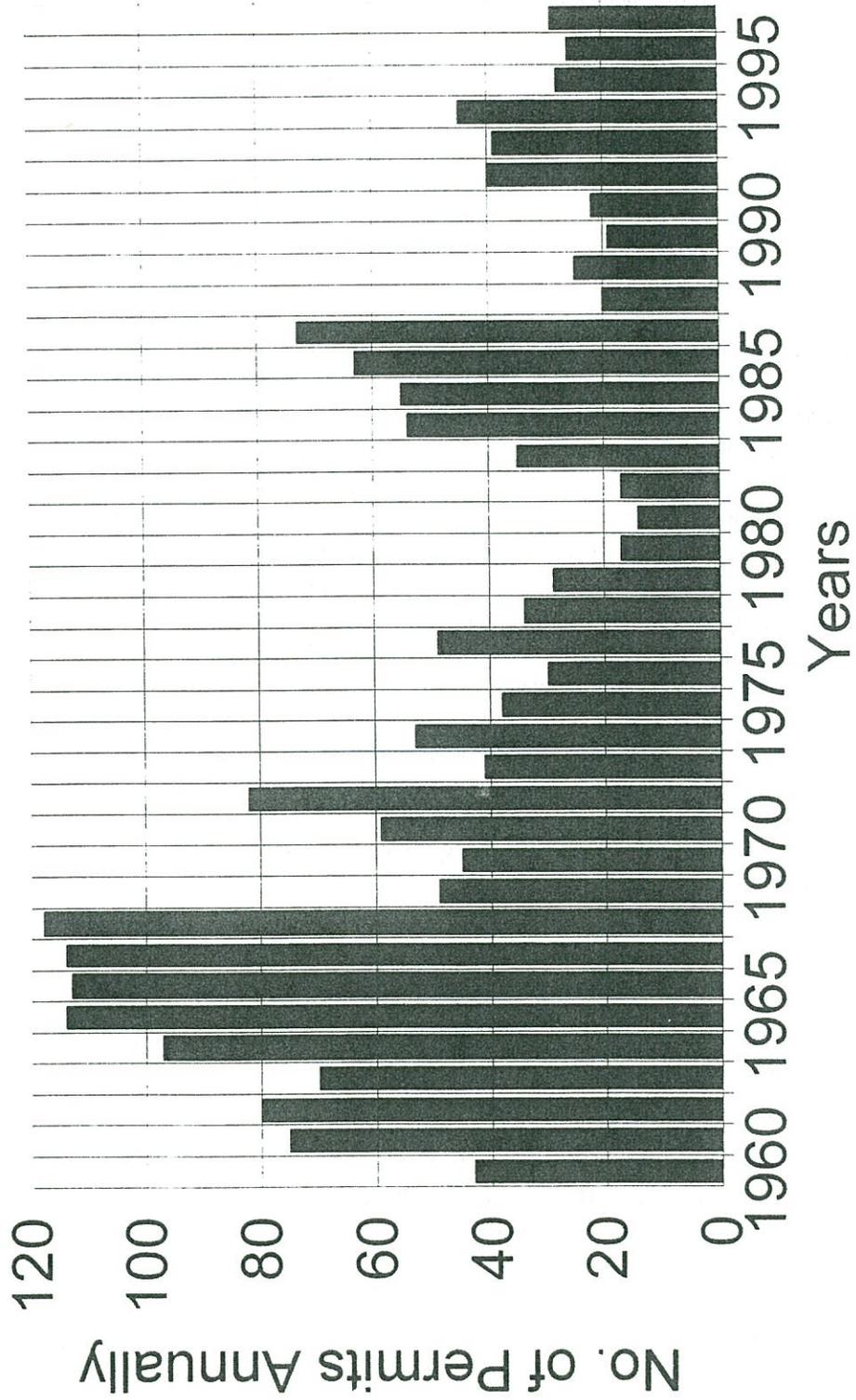
Because the owners of seasonal homes pay the same property tax as do year round residents (plus personal property tax), many feel compelled to rent their beach houses during the Winter, often to singles or small families, many of whom place their school-aged children in the municipal school systems and then move out from June through August or September.

The Committee has observed that “true summer cottages”, which are not rented during the off

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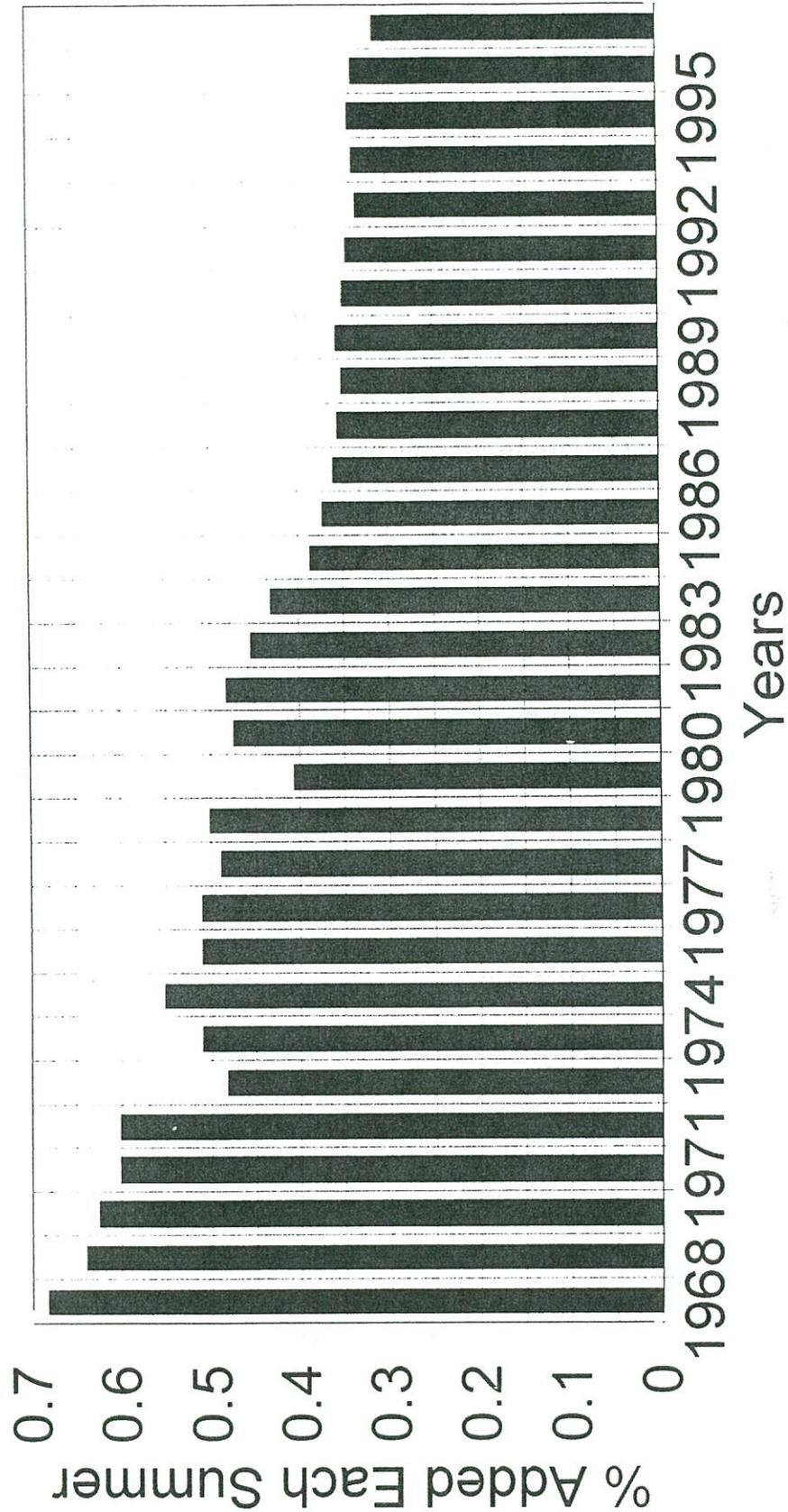
<sup>15</sup> Mattapoisett Building Inspector. 1999

# Mattapoissett Building Permits For Single Family Houses



# Mattapoissett's Seasonal Population

Decreasing Summer "Influx"



SOURCE: DERIVED FROM ANALYSIS OF SEASONAL WATER SERVICE RECORDS OF THE MATTAPOISETT WATER AND SEWER COMMISSION ALONG WITH TOWN CLERK DATA

season, are becoming rare. Since the owners of these properties do not, by definition, host off-season families with school age children, the Committee and the Planning Board have discussed finding ways to encourage the owners of "true summer cottages" to maintain them as such, possibly using tax breaks or by relaxing the interpretation of building codes so that such properties may remain un-insulated and without non-renewable sources of heat.

**Understanding the Fiscal Impact of Residential Development:** Mattapoissett has always been an open minded, welcoming community for the various waves of residents which have settled here since the colonial days. It is a refreshingly well-rounded community with diversity of class, ethnicity, age and occupation, if not race.

In recent years, growing communities have struggled with the fiscal impacts of development--trying to balance the costs of servicing new developments with taxes or other revenue generated by new residents and businesses. Although generations before us have willingly paid these costs, and "empty nesters" have gladly paid property taxes to educate the children of the Community even after their own kids have grown up, the costs of not only schools but other public investments appear to be burgeoning beyond the ability of many taxpayers to pay without some hardship.

All types of development result in both positive and negative fiscal impacts. Traditionally, and at present, much of the development in Town is of larger, single family homes on gracious lots. To illustrate the concern over fiscal impacts, the following section focuses specifically on the school budget impacts of this type of residential development.

The concern over the fiscal impacts of residential development comes with the realization that larger homes generally attract families with school-age children and that increases in the number of school-age children invariably puts pressure on the school budget which amounts to well over 60% of the Town's annual budget. With a growing older population on fixed incomes and, at present, a relatively stagnant business sector which cannot relieve the growing property tax burden on residential tax payers, this concern is important to understand.

The Committee believes it is important that the Townspeople understand how the numbers work:

- While the assessed valuation of the Town has also grown to support it, the FY'99 budget passed by the 1998 Annual Town Meeting has doubled to over \$9 million since 1985.
- The FY'99 tax rate is currently \$15.94 per thousand on a total assessed valuation of \$584,393,725.
- The FY'2000 budget proposed at the May 1999 Annual Town Meeting was over \$11.75 million with a projected tax rate of between \$17 and \$19 per thousand depending on the results of revaluation and overrides proposed.

### Mattapoisett Labor Force, 1980 - 1990

Labor Force		1980-1990 Growth Rate	Participation Rate	
1980	1990		1980	1990
2,806	3,346	19.2%	64.6%	70.6%

### Mattapoisett Occupations, 1980 & 1990

Admin / Management		Professional Technical		Sales		Administrative Support		Service		Farming & Fishing	
1980	1990	1980	1990	1980	1990	1980	1990	1980	1990	1980	1990
376	389	675	768	234	436	374	492	300	367	89	83

Precision Production Craft & Repair		Machine Operations / Assemblers		Transportation		Laborers & Handlers		Total Employed Over Age 16	
1980	1990	1980	1990	1980	1990	1980	1990	1980	1990
292	313	150	80	87	92	38	112	2,615	3,132

### Mattapoisett Labor Force - Racial Origin

Total	White	Black	Other	Hispanic
3,346	3,252	11	83	7

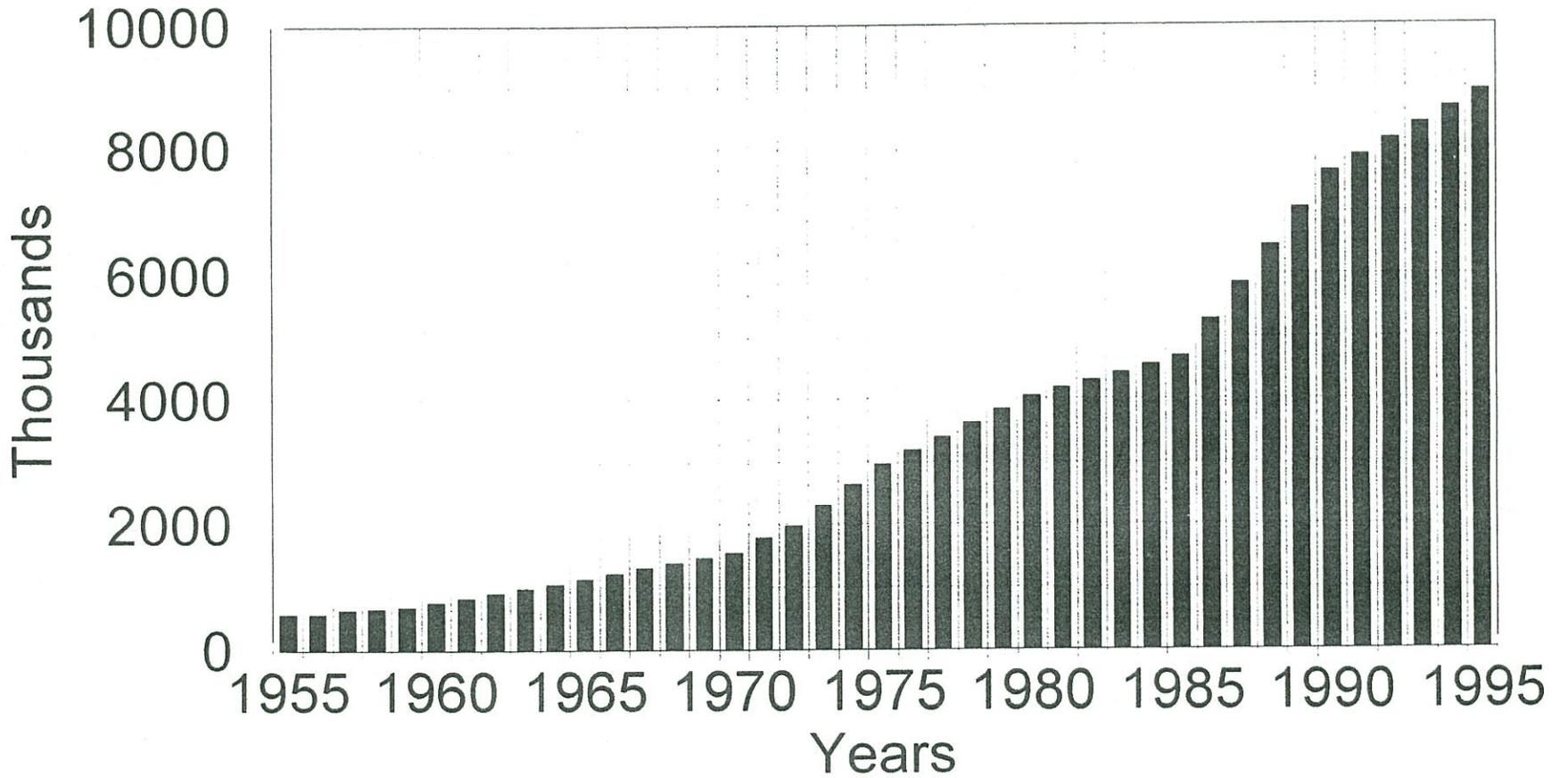
### Mattapoisett Employment and Unemployment, 1995 & 1996

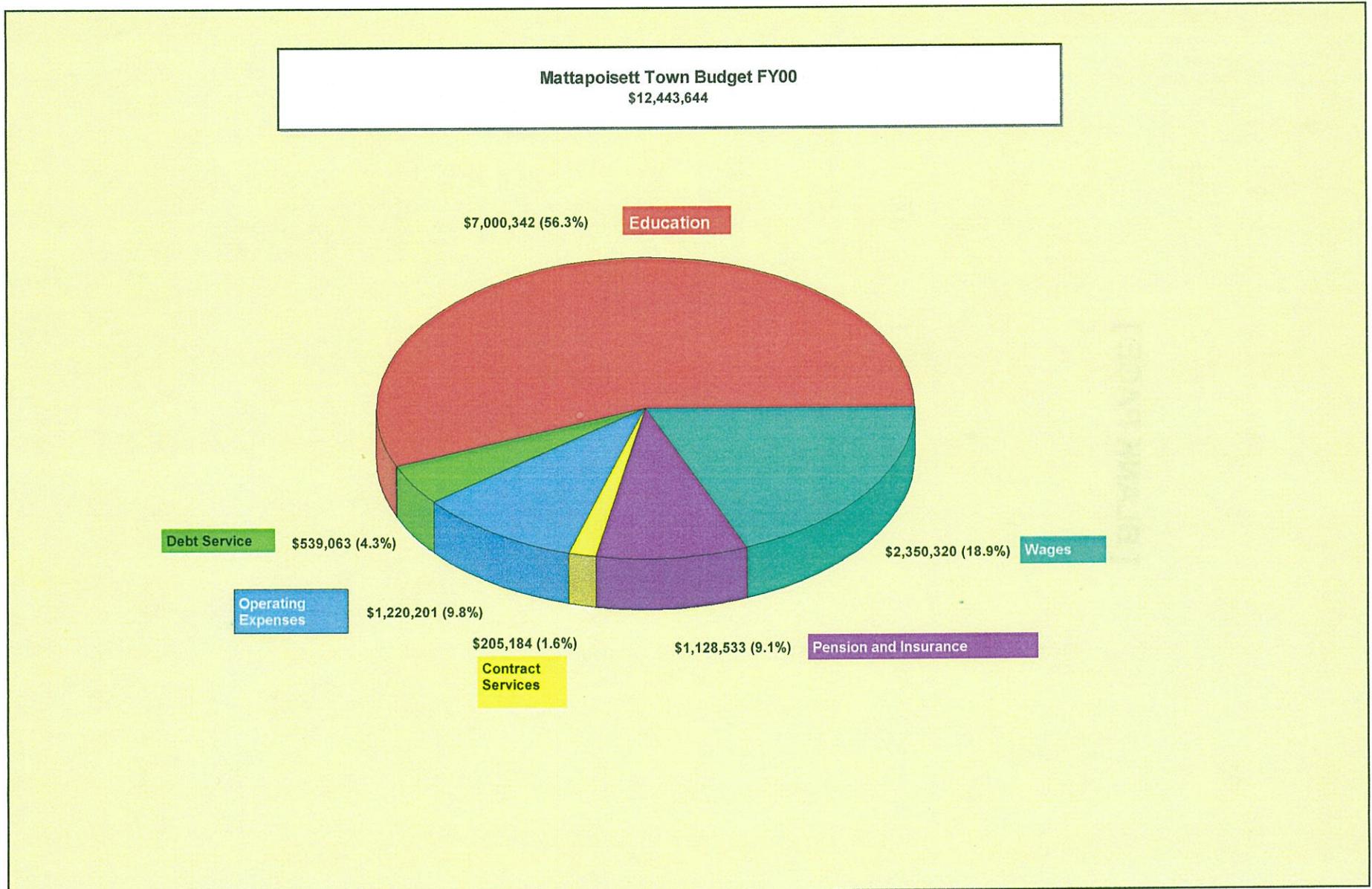
Labor Force		Employment		Unemployment Rates	
1995	1996	1995	1996	1995	1996
3,281	3,211	3,101	3,058	5.5%	4.8%

# Mattapoissett Annual Budget

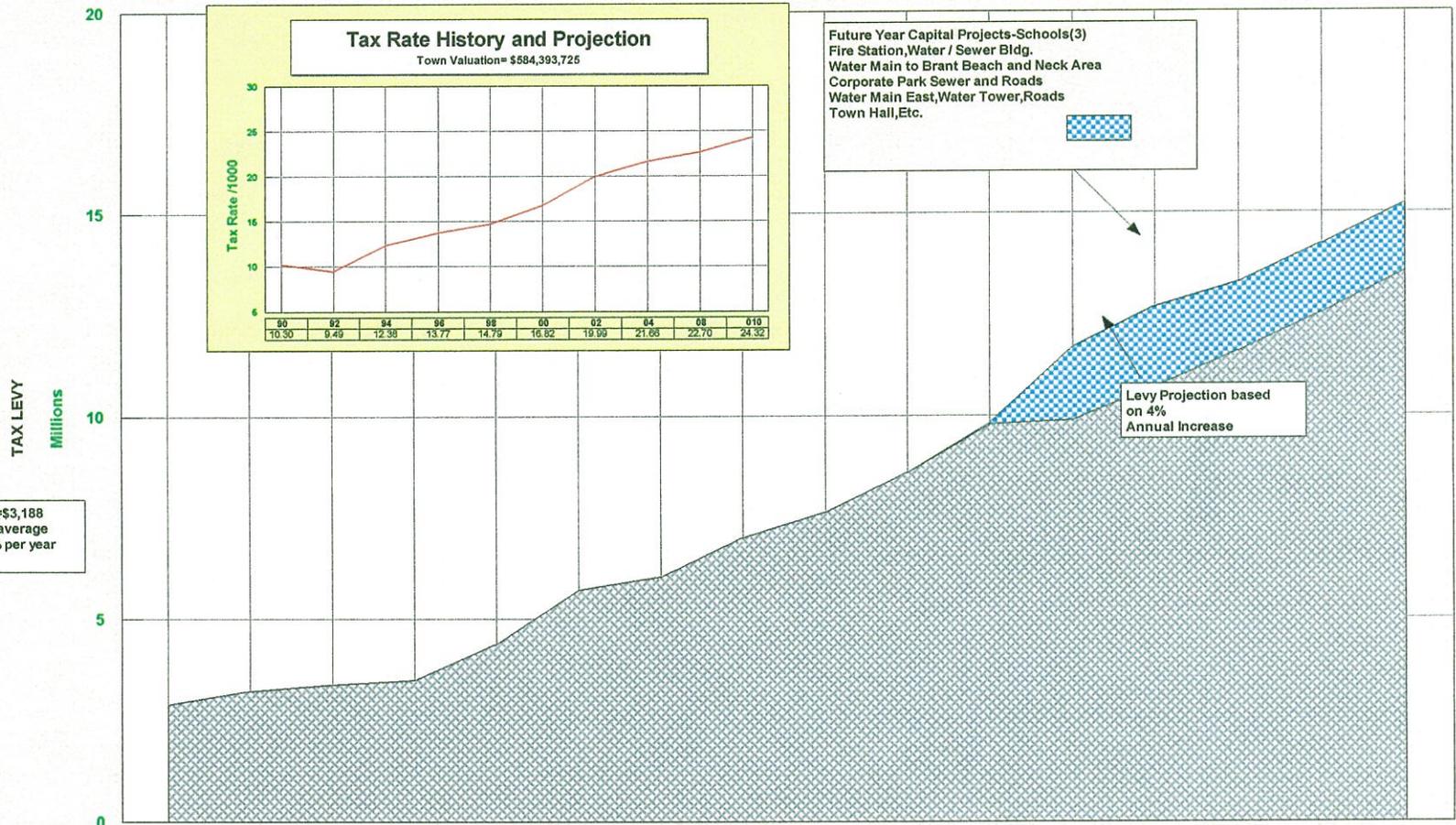
Passed at Annual Town Meeting

SOURCE: MATTAPOISETT ANNUAL TOWN REPORTS





### Tax Levy Profile and Future Year Projection



FY99 Tax on \$200,000 Home=\$3,188  
 FY2010 =\$4,864 which is an average  
 increase of \$168/year or 5.3% per year  
 (1.3% for Capital Projects)

Future Year Capital Projects-Schools(3)  
 Fire Station,Water / Sewer Bldg.  
 Water Main to Brant Beach and Neck Area  
 Corporate Park Sewer and Roads  
 Water Main East,Water Tower,Roads  
 Town Hall,Etc.

Levy Projection based  
 on 4%  
 Annual Increase

	1980	1982	1984	1986	1988	1990	1992	1994	1996	1998	2000	2002	2004	2006	2008	2010
Total tax levy	2,894,706	3,225,396	3,387,347	3,600,998	4,378,099	5,711,167	6,032,971	6,995,926	7,617,825	8,600,319	9,779,844	9,887,392	10,694,204	11,666,851	12,610,706	13,531,579
Capital Projects											50,000	1,796,000	1,966,000	1,700,000	1,700,000	1,700,000

- The FY'97 Integrated Per Pupil Cost for Mattapoissett students in the ORR District was \$6,789. The new state-certified figure is projected to be higher.
- At the FY'99 tax rate of \$15.94 per thousand, a new home valued at \$225,000 would produce \$3,586 in property tax revenue.
- Assuming only one school-age child in the household, the owner of this new home would leave Mattapoissett taxpayers and the Commonwealth with a negative fiscal impact of \$3,202 for education costs alone. Of course, the State picks up some of this difference.
- It would take a new home assessed at \$426,000 to produce property tax revenues sufficient to fully pay for just one new student in the school system at today's costs.
- The assessed value of a home with one school aged child would have to be almost \$525,000 to generate enough local property tax revenue to cover the per household share of both the town operating budget and school budget.

Historically, as noted above, Town residents have always been willing to pay the cost of educating the youth of the community, regardless of their age, economic status or the other economic burdens placed upon them. Mattapoissett is very proud of its school system, and indeed, our excellent school system may be one of the most compelling amenities driving the growth of the Town in recent and future years.

Mattapoissett needs to encourage the development of a more diverse housing stock, particularly "downsized" housing opportunities. Nobody is "against" large, single family homes. There are measurable fiscal impacts resulting from any residential development. It is a question of balance. At the very least, Mattapoissett should fashion its land use and housing policies with a clear understanding of their fiscal implications, and if at all possible, seek to encourage a more balanced mix of housing choices and opportunities in the future.

**The Need for Economic Development and Diversification:** Mattapoissett has a small commercial and light industrial base. Some of the commercial businesses along Route 6 are strong and stable and some appear to fail each time a new owner takes over. We have an active Corporate Park, which has been unable to grow, in part because of restrictive zoning rules and lack of sewer disposal infrastructure.

While we will never be an "industrial town", the Master Plan Study Committee believes that the commercial and industrial base could grow and, in addition to providing more employment opportunities for residents, could become part of the solution to a property tax burden which seems to be growing out of control. Basically, many types of business land uses contribute more in property tax revenues relative to the cost of municipal services than do most residential uses.

As such, in the pages that follow, the Committee will propose a series of bold ideas designed to strengthen and improve the role of the business sector in the life of the Community.

**Controlling the Use of Land by Taking it Off the Private Development Market:** Throughout this Master Plan, there are numerous references regarding the need to preserve open space and provide land for future public needs. The Master Plan Study Committee has concluded that one of the most important reasons to preserve open space in the future will be to protect the Mattapoisett River Aquifer. There are many ways to do this. Private land owners may agree to sell or gift their open land to the Town or to an organization such as the Mattapoisett Land Trust. Others may wish to hold the land but give up their rights to develop it in the future. In many cases private owners can reap current or future tax benefits as compensation for transferring land or development rights to municipal or land trust hands.

In many situations, however, good dry useable upland can only be preserved by outright purchase. The Commonwealth of Massachusetts in 1998 purchased the so called "Nunes Farm" at the southwest end of Brandt Point in order to protect it and provide for future public uses. The Town has recently purchased small tracts of land for well sites and protection of recharge areas immediately surrounding well sites.

Municipal land purchases are generally financed through long term borrowing (bond issues) and occasionally with the help of state or federal grants. Given the needs of the Town for future capital investments in schools, roads, sewer and water systems and other critical infrastructure needs, it is not at all clear that taxpayers will approve large bond issues for the purchase of land simply to leave it in its natural state.

Many communities throughout the Commonwealth have considered alternative mechanisms to augment their grant writing and bonding capabilities with respect to needed land purchases for preservation purposes. Using the concept of a Land Bank, which requires special approval from both the Legislature and Governor, a nominal real estate transfer fee is collected by the Land Bank organization each time any property is sold. With proper investment management, fee revenue in the Land Bank can grow substantially and is generally used to purchase select parcels of land outright. In some cases, communities have considered the possibility of using these funds as a form of collateral or as dedicated debt service in order to finance the purchase of desired parcels.

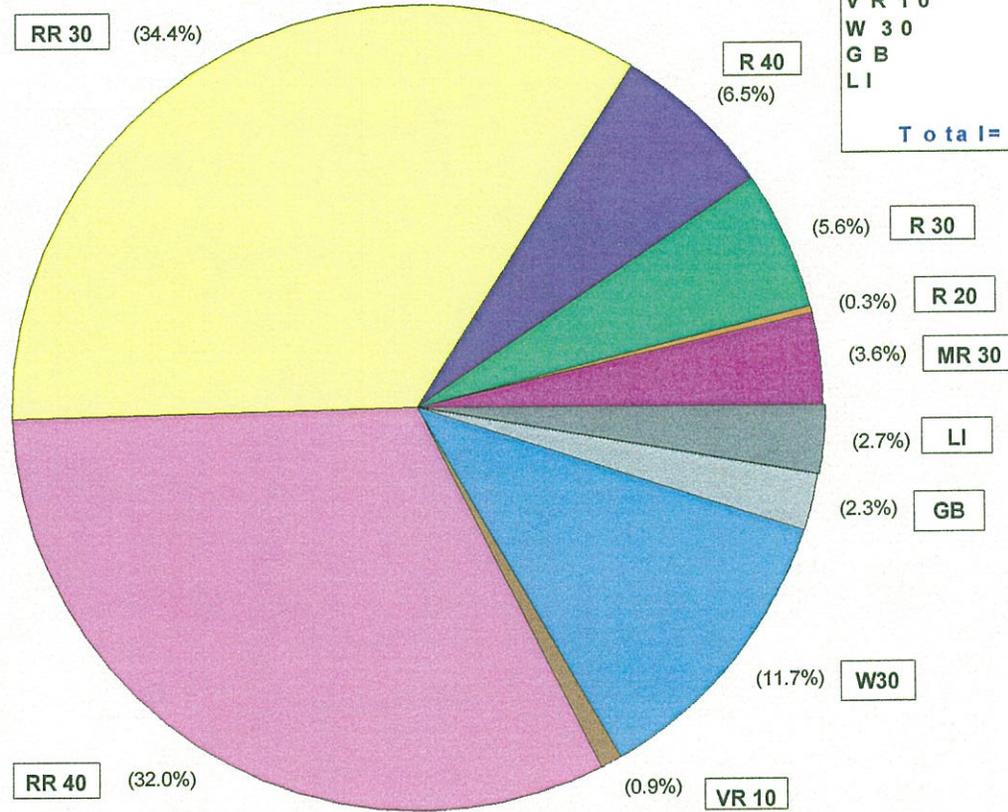
A large portion of our land area is as yet undeveloped. In lieu of outright donations of land to the public trust, the Town will need to make strategic land purchases. Perhaps the most important of these needs will be to protect the water quality of the Mattapoisett River Aquifer and to control the amount of nutrients, especially nitrates, flowing into our surface and ground water. We may need to preserve forest land, which serves as a natural filter for both air and water-borne pollutants. We will need to set aside prime land for future school buildings or other municipal facilities, and to provide for active and passive recreation in the years ahead. The Master Plan Study Committee believes strongly that an alternative such as a Land Bank is needed and should be vigorously pursued in Mattapoisett.

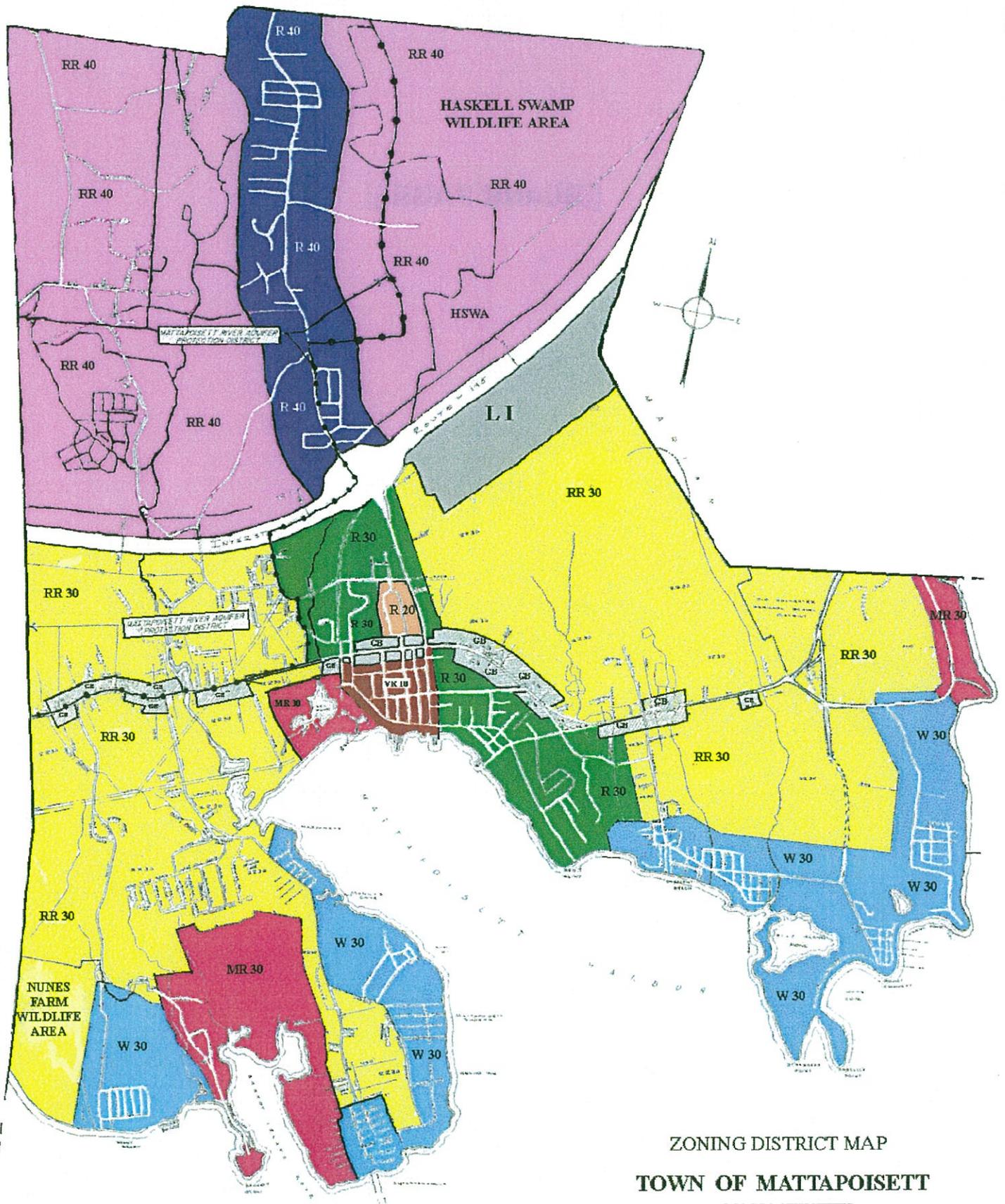
# Mattapoisett

## Zoning Districts Profile

Zoning District	Acreage	No. of Lots
MR 30	381.23	160
R 20	30.67	56
R 30	587.19	566
R 40	681.24	385
RR 30	3596.48	1056
RR 40	3352.84	337
VR 10	89.88	272
W 30	1224.52	1341
GB	238.37	191
LI	285.08	56
<b>Total</b>	<b>10467.5</b>	<b>4420</b>

- MR30
- R20
- R30
- R40
- RR30
- RR40
- VR10
- W30
- GB
- LI





ZONING DISTRICT MAP  
**TOWN OF MATTAPOISETT**  
 MASSACHUSETTS

1999  
 PREPARED FOR  
 THE MATTAPOISETT PLANNING BOARD

Ray Andrews

Table 1

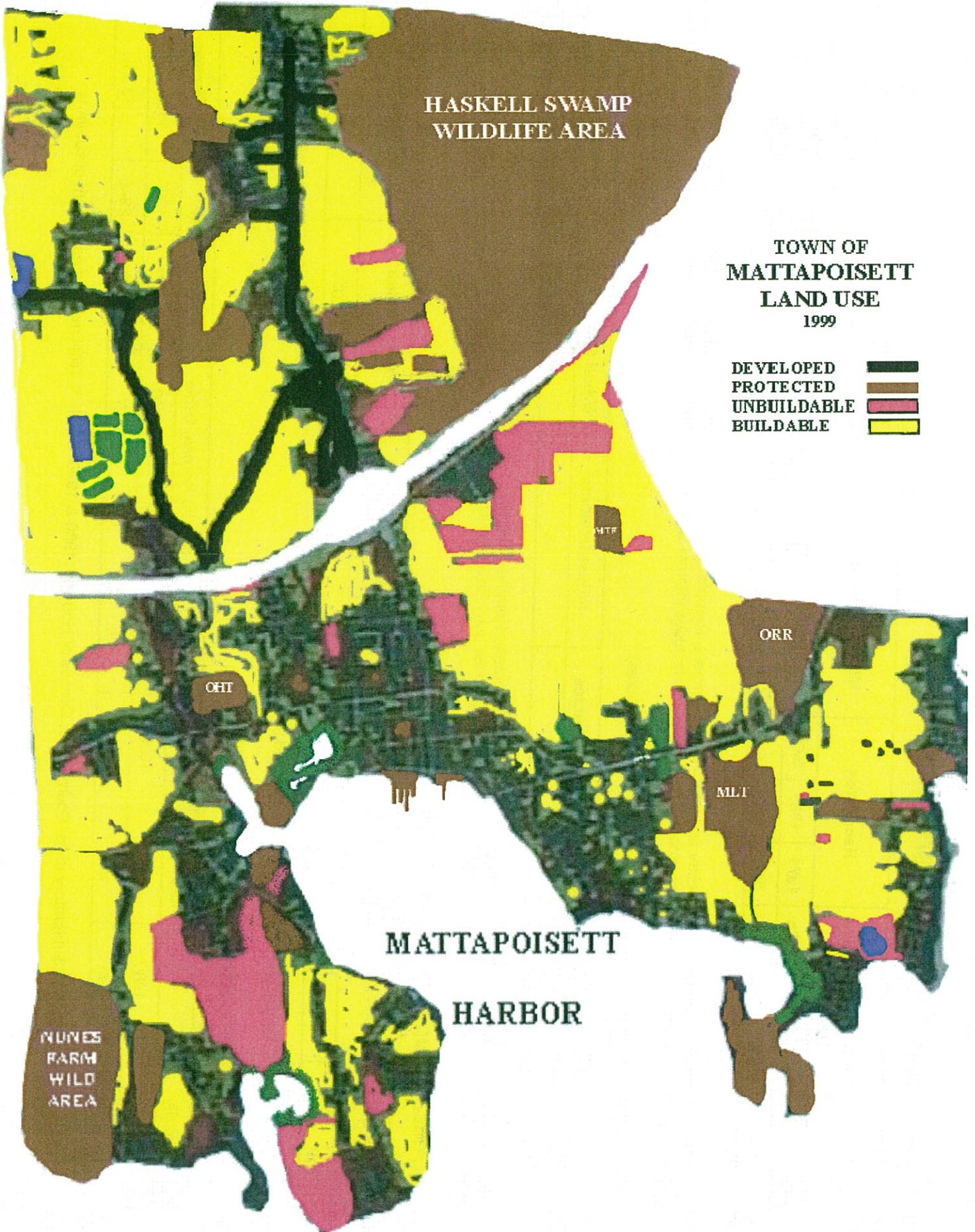
Town of MATTAPOISETT

LAND USE BY ZONING DISTRICT (acres)

0

Zoning District	Total	DEVELOPED				PROTECTED/EXEMPT				
		Developed	Uplands	Wetlands	% Wet	Open space	Exempted	Uplands	Wetlands	% Wet
<b>RESIDENTIAL</b>										
MR30	381.23	100.43	87.16	13.27	13.21%		5.63	4.89	0.74	13.14%
R20	30.67	28.59	28.59							
R30	587.19	384.23	373.70	10.53	2.74%		52.90	52.90		
R40	681.24	336.77	307.56	29.21	8.67%		26.10	16.91	9.19	35.21%
RR30	3,596.48	862.57	813.14	49.43	5.73%		409.76	381.55	28.21	6.88%
RR40	3,352.84	334.98	328.32	6.66	1.99%		1,043.30	505.98	537.32	51.50%
VR10	89.88	69.69	69.69				13.41	13.41		
W30	1,224.52	466.97	434.13	32.84	7.03%		100.01	99.81	0.20	0.20%
<b>BUSINESS</b>										
GB	238.37	102.13	101.11	1.02	1.00%		20.98	19.51	1.47	7.01%
LI	285.08	40.93	40.93				22.98	22.98		
<b>OTHER</b>										
<b>Total =</b>	<b>10,467.50</b>	<b>2,727.29</b>	<b>2584.33</b>	<b>142.96</b>	<b>5.24%</b>		<b>1,695.07</b>	<b>1117.94</b>	<b>577.13</b>	<b>34.04%</b>

Zoning District	UNBUILDABLE				BUILDABLE				Bogs	Wetland's	
	Unbuildable	Uplands	Wetlands	% Wet	Buildable	Uplands	Wetlands	% Wet		Unbuildable	% Wet
<b>RESIDENTIAL</b>											
MR30	191.55	63.64	127.91	66.78%	83.62	55.11	28.51	34.09%		170.43	44.70%
R20	0.36	0.36			1.72	1.72					
R30	31.77	31.77			118.29	118.29				10.53	1.79%
R40	7.31	7.21	0.10	1.37%	311.06	237.53	73.53	23.64%		112.03	16.44%
RR30	166.67	124.19	42.48	25.49%	2,151.64	1,725.60	426.04	19.80%	5.84	552.00	15.35%
RR40	98.01	68.25	29.76	30.36%	1,483.09	1,067.40	415.69	28.03%	393.46	1,382.89	32.63%
VR10	0.46	0.46		0.00%	6.32	5.06	1.26	19.94%		1.26	1.40%
W30	187.55	131.96	55.59	29.64%	469.99	371.00	98.99	21.06%		187.62	15.32%
<b>BUSINESS</b>											
GB	12.91	12.91			74.57	64.91	9.66	12.95%	27.78	39.93	12.10%
LI	134.98	116.31	18.67	13.83%	86.19	64.83	21.36	24.78%		40.03	14.04%
<b>OTHER</b>											
<b>Total =</b>	<b>831.57</b>	<b>557.06</b>	<b>274.51</b>	<b>33.01%</b>	<b>4,786.49</b>	<b>3711.45</b>	<b>1,075.04</b>	<b>22.46%</b>	<b>427.08</b>	<b>2,496.72</b>	<b>20.98%</b>



## Changes in Mattapoisett Land Use, 1971 to 1985

Agriculture			Forest, Wetland, Open Land			Recreation			Mining & Waste Disposal			Urban*			** Water	Total	Total Square
1971	1985	%Ch	1971	1985	%Ch	1971	1985	%Ch	1971	1985	%Ch	1971	1985	%Ch	Acres	Acres	Miles
564	514	-8.9	8952	8514	-4.6	124	130	4.8	76	107	40.8	1508	1893	25.5	15	11173	17.46

Source: University of Massachusetts, Dept. Of Forestry and Wildlife Management, Remote Sensing, Note: Acreage numbers are approximate and are intended for planning purposes only, Revised 7/97, \* Detail of urban land use below, \*\* Includes internal water bodies, excludes coastal water.

## Urban Land Use, 1985 (see Urban, 1985 above for Total Urban Acres)

Total Urban Acres	Residential Acres	Commercial Acres	Industrial Acres	Urban Open/Public	Transportation
1893	1491	94	33	63	212

Source: University of Massachusetts, Dept. Of Forestry and Wildlife Management, Remote Sensing  
Note: Acreage numbers are approximate and are intended for planning purposes only. Revised 7/97

## Housing Units, Occupancy Characteristics, 1990

Total Housing Units	Occupied Housing Units	% Owner Occupied	% Renter Occupied	Median Value	Persons per Household 1990
2949	2233	74.4%	25.6%	\$190,000	2.6

Source: 1990 US Census of Population & Housing, STF1A, Revised 9/91

## Housing Units, Units In Structure\*, 1980 - 1990

Single-Family		2 to 4 Units		5 or More Units		Mobile Homes, Other		Total Units		% Change
1980	1990	1980	1990	1980	1990	1980	1990	1980**	1990	1980 - 1990
1858	2633	199	221	22	68	0	27	2606	2949	13.2%

\*Including occupied, vacant, seasonal & migratory units, Source: U.S. Census of Housing, 1980 & 1990, STF1, \*\* Total may not equal sum of columns

## **Growth Brings Both Challenges and Opportunities!**

- Can we take positive steps now to preserve our natural, cultural, historic and community resources?
- Can we improve our land use policies, procedures and capabilities to more accurately reflect the apparent desire of the majority of Townspeople who want to maintain community character?
- Can we ensure that the residential developments that will be built in the future are efficiently located and designed in an environmentally sensitive manner as well as truly meet the changing needs of the community for “downsized” and “affordable” housing?
- Can we encourage enough of the “right kind” of new economic development (with positive net fiscal impacts) so that the increasing property tax burden on homeowners can be shared with business in a more balanced manner in the future?
- Can we identify and take more pro-active steps to secure the most important pieces of open space before it’s too late and ensure adequate recreational resources for a more leisure-oriented population in the future?
- Can we provide new and increased public services as well as meet the maintenance and new facility requirements of town government and the school system?
- Can we “calm” traffic on busy roads and intersections, improve parking and circulation in the center of Town and along the waterfront and consider future needs of a growing community for improved access between new developments and both Interstate 195 and Route 6?
- Can we make the changes in town governance and management that will be necessary if we are to squarely meet these challenges and opportunities?

**YES WE CAN! HERE’S HOW!**

**1. FUTURE GROWTH AND DEVELOPMENT GOALS and POLICY STATEMENT:**

Mattapoissett's residents want their town government to work with the entire Community to more effectively manage inevitable growth in such a way as to preserve and enhance what is special about Mattapoissett while enabling and guiding growth and change that strengthens and improves our high quality of community, family and personal life.

**2. LAND USE GOALS AND POLICIES:**

Improve and strengthen land use policies and management capabilities to more accurately reflect the public's strong orientation toward sensitive preservation and growth management.

**A. Discourage Building on Land with Physical Characteristics Not Suitable for Development**

Recommendations:

1. Continue to discourage the building of homes in coastal flood zones, hazard areas and on barrier beaches.
2. Continue to discourage building on land with perennially wet soil conditions and poor structural characteristics.
3. Continue to prevent housing development on land with soils that do not perk, are unsuitable for septic systems and which are not serviced by suitable alternative sewage disposal systems.

**Lead Responsibility:** Planning Board

**Key Players:** Building Inspector, Conservation Commission, Town Planner

**B. Consolidate and Improve Wetlands, Watershed, Aquifer, River and Habitat Protection Programs:**

Recommendations:

1. Consolidate the unique provisions of each of these programs to simplify their interpretation and avoid unnecessary confusion and opportunities for errors and omissions.
2. Clearly delineate protected and sensitive areas on an official map to guide private and public land use planning, preservation decision-making.

regulation and enforcement.

3. Educate volunteer and staff officials and land-owners so all clearly understand the intent and specific provisions of each program.
4. Thoroughly review and evaluate land use and development occurring under the protective provisions of the Mattapoissett River Aquifer Protection District to determine whether and how the objectives contained in the legislation have been achieved and if they need to be strengthened.

**Lead Responsibility:** Conservation Commission

**Key Players:** Mattapoissett River Aquifer Protection District, Mattapoissett Land Trust, Board of Health, Water & Sewer Commission, Planning Board

C. **Modify the Zoning Bylaw as follows: (*Some modifications listed here are also described elsewhere in this Master Plan.*)**

Recommendations

1. Protect the long-term quality and supply of our only water resource in the Mattapoissett River Aquifer by creating an overlay district contiguous with the Aquifer Protection District.

Within this overlay district, RR40 and R40 should be changed to RR80 and R80 and all newly subdivided lots within these zoning districts would have a minimum lot size of 80,000 square feet. Within this overlay district, RR30 should be changed to RR45 and all newly subdivided lots within this zoning district would have a minimum lot size of 45,000 square feet.

2. The Master Plan Study Committee believes that lot sizes outside of the Aquifer Protection/Overlay District, should be reviewed and possibly changed after receiving new data, digitized maps and analysis from SRPEDD, slated for completion in 2000.

In the interim, The Committee recommends establishment of a three-year cap, limiting the issuance of building permits for new homes town-wide to no more than 30 per year (above and beyond grand-fathered lots), similar to caps that now exist in Rochester and Marion.

3. Reduce nitrogen loading, especially within the district.
4. Maximize permeability on lots by restricting paved driveways and other barriers to infiltration.
5. Investigate the impacts of limited or no extension of sewers into the

northern portions of the Aquifer Protection District based on an evaluation of recharge rates and nitrogen loading, among other factors.

6. Encourage the development of apartments and townhouses close to village services by creating a “by right” zoning district for multifamily or attached homes in certain areas on or adjacent to Route 6. Ensure that proposed developments are consistent with community standards by requiring enhanced site plan review and/or consider placing such a zoning district under the provisions of the cluster zoning bylaw.
7. Enhance the cluster zoning bylaw as described below and examine the implications of a “phased development” bylaw for managing growth.

**Lead Responsibility:** Planning Board

**Key Players:** Conservation Commission, Water & Sewer Commission, Master Plan Implementation Committee

### 3. HOUSING GOALS AND POLICY STATEMENT

**Encourage more efficient use of land for single family residential development and work much harder to encourage a wider mix of housing opportunities for Mattapoissett’s aging population.**

- A. **Encourage site planning more sensitive to the natural features of the land, thus helping to protect open space.**

Recommendations:

1. Strengthen the incentives and guidelines for cluster development in the Zoning Bylaw to encourage developers and builders to design and build housing which respects natural features and conserves open land to the maximum extent practical:
  - a. Offer special incentives for developers who propose a “development with significant public benefit”;
  - b. Evaluate the development on the impacts of the subdivision rather than on the number of dwelling units;
  - c. Provide for additional flexibility in site planning by allowing the Planning Board to reduce many of the dimensional requirements such as lot area, yard setback and frontage that control a conventional subdivision;
  - d. Seek ways to encourage developers to propose cluster development

by making procedures more cost effective and “builder friendly” and by permitting developers to submit a cluster plan without a detailed conventional plan.

- e. Undertake such planning studies as needed to fully integrate the Town of Lexington cluster zoning concept to Mattapoisett.

**Lead Responsibility:** Planning Board

**Key Players:** Board of Appeals, Conservation Commission

**B. Encourage alternative housing types which meet the needs of the Town’s changing age groups and which have a positive cost/benefit ratio for Town finances:**

Recommendations:

1. Establish a Community Housing Advisory Task Force comprised of citizens, Town officials, community and church groups, private landowners, builders and developers. Charge this Task Force with determining the current and future housing needs of the community and with making recommendations to the Board of Selectmen and Planning Board about how best to meet these needs, consistent with the objectives of the Master Plan.
2. Seek to meet the needs of the growing and changing population for smaller, more efficient and affordable housing units including duplexes, town houses, apartments or other forms of attached housing in suitable locations with appropriate amenities and services.
3. Seek to meet the needs of young families and individuals with efficient and affordable housing opportunities designed and located to minimize the cost of living and the cost of providing public services to the community.
4. Encourage, where appropriate, “mixed use” development where housing can co-exist with commercial and/or office-related uses in an efficient and integrated manner, consistent with neighborhood scale and atmosphere.
5. Consider ways to manage conversion of seasonal homes to year round (possibly through tax reclassification) and to encourage appropriate development of seasonal housing (because seasonal residents pay taxes but do not burden major budget items such as schools)

**Lead Responsibility:** Board of Selectmen

**Key Players:** Community Housing Advisory Task Force *NEW* (Citizens, Town Officials, Community Groups, Private Landowners, Builders and Developers)

**C. Examine ways in which the Mattapoissett Housing Authority can utilize its authority and available resources to promote community-wide housing goals.**

Recommendations:

1. Charge the Community Housing Advisory Task Force with fully involving the Mattapoissett Housing Authority in their deliberations regarding the current and future needs for housing in Mattapoissett.
2. Involve the regional planning agency and the state and federal government to the extent that their regulations and funding may be integral to the success of this endeavor.
3. Seek to find creative ways in which to engage the Mattapoissett Housing Authority, the private housing development sector and the community in a constructive dialogue and action planning process that leads to specific advances toward a more diverse and needs-based set of housing opportunities.

**Lead Responsibility:** Community Housing Advisory Task Force

**Key Players:** Mattapoissett Housing Authority, Friends of the Elderly

**4. ECONOMIC DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES GOALS AND POLICIES**

Make economic development a top priority with the objective of capitalizing on our strengths and competitive advantages in order to provide a wider range of employment opportunities and to develop a stronger and more diversified commercial tax base capable of easing the growing property tax burden on residential taxpayers.

**A. Address Economic Development as a Critical Municipal Function**

Recommendations:

1. Appoint an Economic Development Working Group to evaluate and make recommendations to the Planning Board as to the formation of a permanent economic development program (called herein the Economic Development Council) consistent with state enabling statutes and with appropriate power, authority and accountability to aggressively pursue a more diversified economic base for the Town. Focus specifically on:
  - Mattapoissett Corporate Park
  - Interstate 195 "Interchange Zone"

- Route Six “Between the Lights”
  - Route Six “Border to Border”
  - Mixed Use Development
2. Eventually seek to enable this permanent body by providing paid professional staff to carry out their mission and initiatives, coordinate day-to-day communications between and among the Town departments and serve as a user-friendly liaison to the business community.
  3. Clarify and consolidate the regulatory maze confronting existing and new business people in order to both simplify the development, planning and permitting process and encourage appropriately planned projects.
  4. Provide meaningful incentives and support for the business community including tax considerations, technical assistance, partnership opportunities and financial resources available through public and private granting sources.

**Lead Responsibility:** Planning Board

**Key Players:** Local Business Leaders, Board of Selectmen, Finance Committee, Capital Needs Committee, Mass Office of Business Development

**B. Encourage Appropriate Growth of the Corporate Park and I-195 Limited Industry Zone (South & East of I-195 and North Street)**

Recommendations:

1. Conduct an in-depth economic development study for the Corporate Park/Limited Industry Zone which also addresses traffic, circulation and neighborhood impacts.
2. Extend municipal sewer lines to the Corporate Park/Limited Industry Zone as a top priority.
3. Review the existing Limited Industrial zoning classification and consider bylaw changes such as increasing the existing limit of 50% lot coverage and other changes as needed to encourage optimum utilization of the Mattapoisett Corporate Park.
4. Consider appropriate ways to capitalize on our location on Interstate 195 such as providing for lodging and conference facilities.

**Lead Responsibility:** Economic Development Council

**Key Players:** Water & Sewer Commission, Capital Needs Committee, Planning Board, SRPEDD

### C. Strengthen and Improve the Route 6 and General Business Zone

#### Recommendations:

1. Conduct an in-depth analysis of the Route 6 Business Zone "Between the Lights" focusing on urban design, economic development, traffic and circulation in conjunction with business owners.
2. Consolidate development along Route 6 into larger, deeper development areas by modifying the General Business zoning classification and/or creating a Planned Commercial Development overlay zone in at least two places:
  - a. At the west end of town, possibly at the southwest corner of Route 6 and Mattapoissett Neck Road where, despite evidence of a perked water table and ledge, there appears to be sufficient developable land to create an off-street commercial/office complex with access and egress from Neck Road
  - b. Some or all of the area immediately north of Route Six and east of the Seahorse property to Church Street Extension. (This could serve the eastern part of town, including the planned new golf-course oriented residential community north of that area.)
3. Reduce the existing 65' setback-from-street requirement for General Business along Route 6 and develop new design guidelines to encourage planned commercial development areas with adequate "back-lot" parking and safer access to and from Route 6.
4. Reduce the number of Route Six curb cuts required to access local business locations by encouraging adjacent commercial land owners, where possible, to share egress, parking and circulation and make creative use of available space.
5. Seek to achieve a more attractive and consistent urban design for Route 6 businesses through stronger design controls and review, including strict controls on lighting, signage, landscaping and other aesthetic factors.
6. Slow down or "calm" traffic on Route 6 and approaches, particularly "between the lights".

**Lead Responsibility:** Economic Development Council

**Key Players:** Planning Board, Route Six Business Owners, Building Inspector, Highway Surveyor, Mass. Highway Dept., SRPEDD, Route Six Abutters, Police Department and the Public Safety Officer.

**D. Plan Carefully for New Mixed Use Development and Provide for the Growing Prevalence of Home-Based Businesses.**

Recommendations:

1. Allow for development of mixed uses in outlying areas only by special permit and only when such development provides needed neighborhood level access to services and overall net benefits to the affected neighborhood(s).
2. Encourage, where appropriate, mixed use development which combines residential, commercial and office uses under one roof.
3. Review the increasing trend toward home-based businesses, and if necessary, develop clearer guidelines and/or bylaws that strike a balance between the needs of such business operations and the interests of the neighborhood and community.
4. Allow for suitable signage, and if necessary other considerations, for Bed & Breakfast operations which provide needed local accommodations in a manner consistent with the small town atmosphere of Mattapoisett.

**Lead Responsibility:** Planning Board & Zoning Board of Appeals

**Key Players:** Affected Landowners, Route Six Business Owners, Community Design Review Team (*Optional NEW*), Building Inspector, Highway Surveyor

**E. Preserve and Strengthen Natural Resource Dependent Economic Uses - Primarily Agriculture, Aquaculture and Marine-Dependent Businesses.**

Recommendations:

1. Conduct a series of workshops with the owners of existing and potential farmland to evaluate the potential benefit of producing higher value added crops, such as cranberries, viticulture and vegetable truck farming as a preferred economic alternative to selling the land for house lots.
2. Consider an "agricultural zoning overlay district" and examine other mechanisms such as Transfer of Development Rights (TDR) to minimize the financial pressures on owners of farmland to convert their land to residential uses.
3. Work closely with other public officials, agricultural real estate brokers and farmers throughout the region to learn how best to maintain and revitalize a healthy agricultural economy.

4. Adopt a "Designated Marine Use District" similar in concept to the state's "Designated Port" policy, for sites such as: Aucoot Cove Boatworks, Mattapoissett Boat Yard, Town Wharf, Town Landing and Leisure Shores Marina/Boat Yard. Such a policy would strictly limit future use of these sites for marine dependent uses and would prevent conversion of these unique sites for housing or other non-marine dependent uses. In the case of the Town Wharf, make special provisions to permit traditional community uses such as band concerts, car shows, organized dances and activities such as Harbor Days.

**Lead Responsibility:** Economic Development Council

**Key Players:** Marine Advisory Board and Agricultural Resources Workshop Group, Board of Assessors, Land Trust, Board of Selectmen, Planning Board, Mass. Dept. Of Agriculture, Mass. CZM Office

## 5. **Historic and Cultural Assets**

**Take a more pro-active approach to preserving and enhancing our unique natural and cultural assets.**

### A. **Preserve and Enhance Assets of High Scenic Value to the Community:**

Recommendations:

1. Adopt special provisions to enable land owners to place smaller sized parcels under tax relief protection similar to that provided by Chapter 61 and consider adding provisions for open space and scenic value as a basis for such protection.
2. Review and strengthen zoning and subdivision bylaws and consider other tools such as transfer of development rights (TDR) to address design and scenic impact characteristics of new development in keeping with the small town ambiance so highly valued by the citizens of Mattapoissett.
3. Review and strengthen signage bylaws as a means of preserving both property values and enhancing the overall attractiveness and competitive advantage of the Community's commercial and industrial districts.

**Lead Responsibility:** Planning Board

**Key Players:** Zoning Board of Appeals, Building Inspector/Zoning Enforcement Officer, Mattapoissett Land Trust

**B. Preserve and Enhance Assets of High Cultural and Historic Value to the Community:**

Recommendations:

1. Create a Shipyard Park - Wharves Historic District under provisions of the Massachusetts Historic Commission. If declared a "marine historic district" on the Massachusetts Register of Historic Places, Mattapoissett would be eligible to apply for an annual grant for wharf repair and maintenance.
2. Based on the experience gained, reconsider the "Village Historic District" concept to preserve the Village neighborhood. This objective has been noted as a high priority by the public throughout the master planning process. Such a designation would make Mattapoissett eligible for state grants which could be used to support preservation efforts and/or to restore historic village features such as the original Town Hall clock tower.
3. Consider extending protection measures developed for the Village to other sites of high cultural and historic value.

**Lead Responsibility:** Mattapoissett Historic Commission,

**Key Players:** Board of Selectmen, Mattapoissett Cultural Council, Marine Advisory Board, Village Neighborhood Residents

**C. Improve Access to and Functional Use of the Harbor:**

Recommendations:

1. Augment the annual wharf repair budget (5% of the Waterfront Enterprise Fund) with state and/or federal grants to continue the following efforts already underway by the Marine Advisory Board:
  - Rebuilding of the main launching ramp at Town Wharf
  - Dredging of the lower wharf areas to provide deeper water for skiffs
  - Prepare an efficient mooring plan which provides for an overall "cap" on the number of moorings, an expanded mooring field and reduces the waiting list for new moorings
  - Encourage development of a launch service to and from moorings which would reduce the need for dinghy storage

- Install a loading/offloading float on the west sides of Mello Wharf and Barstow Wharf
  - Improve the boat ramp for Town residents at the Town Landing off Mattapoissett Neck Road to accommodate launching and retrieval of boats owned by town residents up to 20 feet in length
  - Consider installation of dinghy racks at strategic launch points throughout Town.
2. Seek to designate Mattapoissett waters as a “NO DISCHARGE AREA” (NDA) and continue to pursue state funding for a new, state-of-the-art pump out vessel.
  3. Seek to improve Mattapoissett’s status as a “friendly harbor of refuge” to visiting sailors by providing better transient services and facilities and improved management and harbor master coverage.
  4. Consider alternative ways to protect Mattapoissett’s large and growing moored fleet from seasonal storms and hurricanes such as a stone or floating breakwater running from the vicinity of Ned’s Point towards Mattapoissett Neck.
  5. Undertake research of historic access ways to the water and seek to reopen additional public ways to the harbor and Buzzards Bay.
  6. Continue efforts to improve and enforce mooring tackle requirements through regular inspections and penalty enforcement.
  7. Consider strengthening the role and status of the Harbor Master position including, if necessary, changing the position from part time to full time.

**Lead Responsibility:** Board of Selectmen/Marine Advisory Board

**Key Players:** Open Space and Recreation Commission, Mattapoissett Historic Commission, Harbor Master

## 6. OPEN SPACE AND RECREATION GOALS AND POLICIES

### **Implement the 1997 Mattapoissett Open Space and Recreation Plan**

*(The following is excerpted directly from Section I. Plan Summary which plan document is appended to and made a part of this Master Plan. The Committee has made certain editorial modifications in italics where necessary to clarify their position.)*

**Plan Summary:** The 1997 Mattapoissett Open Space and Recreation Plan is a guide to

facilitate the preservation and maintenance of the natural and recreational resources of this town. The Plan is the culmination of 18 months worth of volunteer effort on the part of the Mattapoissett Open Space Study Committee, and is an update to the 1989 Mattapoissett Open Space and Recreation Plan. This document was made possible through a grant from the Environmental Protection Agency for open space, which provided the town with technical assistance to see this project to completion.

The Plan was developed according to the 1990 Open Space and Recreation Plan guidelines set forth by the Executive Office of Environmental Affairs, Division of Conservation Services (DCS). Approval of the Mattapoissett Open Space and Recreation Plan by DCS allows the town to become eligible for state and federal funding sources, such as Massachusetts Self-Help and Urban Self-Help, to assist the town with open space land acquisitions and with the creation of recreational facilities. DCS requires municipalities to update their Open Space Plans every five years to remain eligible for such programs.

From the beginning, it was the intent of the Open Space Study Committee to provide the Community with a document that reflects the people, history, natural resources and charm of this Town. The Committee tried to capture the essence of what makes Mattapoissett so special through the use of survey, community input meetings, and public committee meetings. These methods fostered the creation of Goals and Objectives, and resulted in an Action Plan for the town's future, all based on the voices of Mattapoissett's citizens.

The Goals and Objectives of the 1989 Mattapoissett Open Space Plan are in many ways echoed here nearly a decade later - preservation of the Mattapoissett River, Mattapoissett's unique coastal resources, small town character and rural atmosphere, and the development of recreational facilities for all residents, regardless of age or ability. Building on Mattapoissett's wealth of natural resources and scenic beauty, the 1997 Mattapoissett Open Space and Recreation Plan Goals and Objectives provide a blueprint for the preservation of the community's most important resources and the improvement of the quality of life of Mattapoissett residents. The 1997 Goals and Objectives are presented below:

**Goal One: Protect Water Quality and Natural Resources in the Mattapoissett River Valley**

- Objective 1: Continue to acquire undeveloped lands in the Mattapoissett River watershed for permanent conservation. Establish River corridor as highest priority for land acquisition.
- Objective 2: Investigate the *implications* of nominating the Mattapoissett River watershed from the Route 6 herring weir to Snipatuit Pond as an Area of Critical Environmental Concern (ACEC).

*The Master Plan Committee does not believe that such a designation is desirable given the existing powers of local governments working together through the Mattapoissett River Aquifer Protection District. However, to the extent that such designation may help the Aquifer Protection District to accomplish its long term objectives, the Aquifer Protection District should consider this and other provisions of state and federal law as their needs require.*

Objective 3: Support efforts to restore herring populations in the Mattapoissett River system.

Objective 4: Support the Enforcement of the Aquifer Protection District Zoning Bylaw.

**Goal Two: Improve and Sustain Land Conservation efforts in Mattapoissett**

Objective 1: Acquire important open space parcels for permanent protection.

Objective 2: Develop funding and institutional mechanisms for a sustained land acquisition program including the creation of a Mattapoissett Land Bank.

Objective 3: Encourage private and alternative methods for land conservation.

Objective 4: Increase community education that addresses land conservation efforts.

**Goal Three: Preserve the Quality of Mattapoissett's Wetlands, Wildlife Habitats and Coastal Resources**

Objective 1: Support acquisition of important wildlife habitats as defined by the Massachusetts Natural Heritage and Endangered Species Program.

Objective 2: Preserve and restore water quality in Brandt Island Cove, Mattapoissett Harbor, Eel Pond, Aucoot Cove and along Mattapoissett's beach communities.

Objective 3: Support protection of wetland resources throughout Mattapoissett.

Objective 4: Protect barrier beaches.

Objective 5: Develop a town Geographic Information System (GIS) to assist in growth management and natural resource protection efforts.

**Goal Four: Provide and Enhance Outdoor Recreational Opportunities for all Mattapoissett Residents**

- Objective 1: Provide walking and biking areas and complete construction of a rail bed oriented multi-use bicycle and walking path.
- Objective 2: Improve awareness of existing public access and beaches.
- Objective 3: Increase the number of playgrounds available.
- Objective 4: Enhance access to recreational facilities for persons with disabilities.
- Objective 5: Create a Park Department to manage recreational facilities and programs.
- Objective 6: Provide recreational facilities and programs for young adults.
- Objective 7: Improve Harbor recreational facilities and access to facilities and the general harbor and bay waterfront where appropriate.

**Goal Five: Maintain Mattapoissett’s Unique Small Town Atmosphere and Rural Character**

- Objective 1: Acquire and preserve distinctive and historical aspects of the Mattapoissett landscape.
- Objective 2: Maintain and enhance the character of rural and historic roads.
- Objective 3: Support local community organizations in the development of educational materials regarding the historical and archeological aspects of the Mattapoissett landscape.

It is the hope of the Open Space Study Committee that this Plan will be embraced by the Town and used, not just as a guide to the planning of Mattapoissett’s future, but also as a valuable reference tool. This Plan is an assemblage of a vast amount of information, much of which has never before been available in a single document. For the first time ever, an inventory of all Town-owned lands regarded to have conservation or recreation value, both protected and unprotected, has been assembled, complete with each parcel deed.

It is with a certain sense of urgency that this Plan is brought forth. Mattapoissett has largely been spared the negative impacts of rapid development, and with a few exceptions, the Mattapoissett landscape today remains only slightly affected by suburban sprawl and commercial development. Nevertheless, the Town is facing already permitted and anticipated growth that could forever alter, not only the beauty of its rural, seaside landscape, but the quality of life for its residents. The Town must pursue natural resource protection proactively in the coming years.

**Lead Responsibility:** Master Plan Implementation Task Force

## 7. PUBLIC SERVICES AND FACILITIES

Respond to the changing demand for public services (elderly, housing, economic development, library, schools, fire, police, recreation) and adopt more effective processes for preparing and implementing budget plans for both operating and capital needs.

### A. Identify and Secure Now, Land Needed for Future Community Use

Recommendations:

1. Identify and secure land targeted for municipal well and wellhead protection zones.
2. Identify and secure a potential site or sites for future school building facilities and a future municipal recreation complex. Strongly consider land north of I-195 and west of North Street as a prime candidate site for future school/recreation complex development.
3. Based on the Open Space and Recreation Plan, prepare an integrated green space acquisition plan and secure land to be protected for natural resource and environmental values, passive recreation or active recreation, such as for a rail-bed oriented bicycle path.
4. Consider development of a Land Bank mechanism and provide for the possible use of funds generated through the Land Bank for certain capital improvements in addition to land acquisition.

**Lead Responsibility:** Board of Selectmen

**Key Players:** Water and Sewer Commission, Local and Regional School Committees, Recreation Commission, Bike Path Committee, Highway Surveyor, Conservation Committee, Mattapoisett Land Trust

### B. Comply with and/or Exceed State and Federal Access Goals for Persons with Disabilities

Recommendations:

1. Designate an ADA Coordinator.
2. Conduct or update a comprehensive self-evaluation pursuant to section 504 of the state Rehabilitation Act and the American's with Disabilities Act (ADA).

3. Develop or update a comprehensive transition plan as part of the Capital Plan and Capital Budget of the Town.
4. Ensure that all new construction or alterations comply with relevant standards.
5. Consider opportunities for improving compliance with access goals when refining and implementing all Master Plan recommendations.

**Lead Responsibility:** Mattapoisett Commission on Disability

**Key Players:** Board of Selectmen, All Town Departments, Boards and Commissions

### C. Capital Planning Process and Objectives

**Develop a rational and systematic process for meeting demonstrated municipal facility needs which would include a formal Capital Improvement budget approved by Town Meeting. This would be accomplished, at a minimum, through more teamwork among Town departments and officials, both elected and appointed.**

Recommendations:

1. Prioritize extension of water and sewerage facilities to strengthen and service established uses and neighborhoods.
2. Utilize economies of scale and shared locations to encourage more efficient teaming and networking opportunities among town departments. Seek to group related departments together in the same location and encourage shared use of common building and technology systems.
3. Encourage efficient siting and design for new private sector development and require new development to pay its fair share of the new infrastructure and public services necessary to support the development.
4. Establish a rule that Town Meeting shall only vote on capital expenditure proposals, including those for water and sewer extensions, after the petitioner presents a fiscal and growth impact statement outlining all of the costs and implications of the proposed expenditure.

### D. Incorporate the FY 2000 - FY 2004 Capital Plan dated April 14, 1999 into this Master Plan. (See Appendix C)

## 8. TRAFFIC AND CIRCULATION:

Provide for safer vehicle operating speeds, improved circulation and parking along major roads, particularly Route 6 and along the waterfront, while considering the needs of pedestrians and bicyclists.

### A. Make physical and engineering improvements to the road network and control systems in order to enhance safety and convenience of residents and visitors:

Recommendations:

1. Establish emergency vehicle access and if possible, permanent pedestrian access, at Old Slough Road, the Railroad Right of Way (RR ROW) between Mattapoisset Neck and Brandt Island Road and at Tinkam Lane for access between Acushnet Road and upper North Street.
2. Lower speed limits and employ proven “traffic calming” techniques in areas of high vehicle and pedestrian activity such as Route 6, Water Street and all sections of North Street.
3. Install (subject to further evaluation by SRPEDD) STOP signs:
  - 3-Way in each direction on Water Street at the foot of North Street;
  - 4-Way at the intersection of Beacon Street, Old Marion Road, Neds’ Point Road and Ship Street;
  - 3-Way on North Street in both directions and at the head of Park Street. Alternatively, consider installation of a flashing Yellow/Red light for North Street traffic which would require stops at peak commuter periods in order to manage the flow and speed of such traffic between Route Six and Interstate 195 and to facilitate safe egress onto North Street from Park Street:
  - and at other intersections as necessary
4. Encourage commercial landowners to design integrated access and egress with adequately sized and landscaped parking areas.
5. Reduce the number of curb cuts “between the lights” on Route 6.
6. Work with the commercial owners on Route 6 to prevent and resolve

peak period traffic jams, possibly by exploring alternative means of egress and other traffic flow considerations.

7. Replace and extend, or install new sidewalks on primary pedestrian routes where possible, including, but not limited to: North Street, Water Street, Route Six and Ned's Point Road.

**Lead Responsibility:** Planning Board

**Key Players:** Highway Surveyor, Commerce Development Committee

**B. Develop a long range circulation plan that anticipates the possible need for additional roads and improved access as the community grows and new neighborhoods develop.**

Recommendations:

1. Extend Industrial Drive to the Marion town line and design a connector road between that point and Route 6.
2. Enhance existing Planning Board provisions that encourage developers opening up new areas of Town to work with the Town in advance to prepare traffic and circulation plans and to work cooperatively in financing and implementing such plans.

**Lead Responsibility:** Planning Board

## **9. IMPLEMENTATION PROGRAM**

The proposals in this Master Plan are very basic ideas that the Committee believes flow naturally from the two and a half years of input from town officials and citizens. As noted in the introduction, the Committee has chosen to keep the core Master Plan document very brief and to-the-point. It contains a series of action items but does not attempt to provide a detailed, step-by-step recipe for implementation.

Given the responses of the boards and committees themselves during our interview process in the winter and spring of 1998, the Committee is concerned that the existing Town staff and board and commission members appear to be overwhelmed by their current administrative responsibilities and may not have the capacity to aggressively implement the bulk of these recommendations.

As such, it is the opinion of the Master Plan Study Committee that before full implementation of these ideas can take place, the Town of Mattapoisett must reassess its capability to implement and administer the changes contained in this Master Plan document along with existing duties of departments, boards and committees.

In addition, even after organizational improvements are made or new staff positions created to implement these recommendations, the citizens of Mattapoisett will have to “pitch in” if they wish to see these recommendations implemented. To that end, the Master Plan Study Committee has proposed a series of citizen action teams to work with town officials to flesh out these recommendations and bring each closer to implementation.

Our Implementation Program summary statement is as follows:

**Take an honest and realistic look at our ability to implement these and other changes as a corporate entity. Objectives are to improve cooperation and accountability among departments and, as needed, develop the staff resources necessary to handle the increasingly challenging task of town planning, implementation and governance.**

Recommendations:

1. Appoint a **Master Plan Implementation Task Force** to provide comprehensive oversight and direction to the Town as it seeks to implement the recommendations of the Master Plan. This task force should focus initially on working with each of the “Lead Responsibility” agencies to implement the respective recommendations contained herein.
2. The Board of Selectmen should initiate a **Charter Study**, pursuant to state guidelines, to review the current organizational structure of Town Government and, using the resources of an outside consultant, make recommendations to the Board of Selectmen and Town Meeting regarding modification of the Town Charter in order to more effectively and efficiently meet the governance needs of the new century.
3. The Planning Board should appoint an **Economic Development Task Force**, comprised of volunteers representing various management skills and disciplines whose charge would be to, within six months, make recommendations regarding the creation of a permanent economic development entity which would spearhead, on a “fast track” basis, implementation of the economic development recommendations contained in the Master Plan.
4. Establish, fund and fill the position of **Town Planner**.
5. Develop the capability to monitor, apply for and secure funding necessary to implement the Master Plan and other related town goals. One possibility involves the creation of a community-based network of “**opportunity watchers**” who would monitor various funding sources and then work with a **grant writer**, either on staff or on a contract basis.

to go after available funding opportunities available from the state and federal government and from private or not-for-profit sources.

6. Appoint a **Community Housing Advisory Task Force** comprised of citizens, town officials, community groups, private landowners, builders and developers. Charge this Task Force with determining the current and future housing needs of the community and with making recommendations to the Board of Selectmen and Planning Board about how best to meet these needs consistent with the objectives of the Master Plan. (Section 3)
7. Test the concept of creating an **Agricultural Resources Working Group** composed of interested citizens, land owners, farmers and public officials to focus on preserving and strengthening agriculture and aquaculture in Mattapoisett.
8. Implement by-law changes noted above - particularly with respect to increasing lot sizes within the Aquifer Protection District as recommended and improving the incentives associated with the **Cluster Zoning By-Law** based on the Lexington Model.
9. Seriously consider formation of a **Land Bank** or other bona fide mechanism to raise primary or supplemental funds for land acquisition and other appropriate capital investments.

**PART III - APPENDICES**

- A. SUMMARY MAPS**
- B. COMMUNITY PROFILE**
- C. CAPITAL PLAN**
- D. GUIDELINES FOR LOCAL MASTER PLANS**
- E. AMERICANS WITH DISABILITIES ACT (ADA)  
GUIDELINES**
- F. INTERIM REPORT - PHASE I - ASSESSING  
COMMUNITY CONCERNS AND LAND USE -  
DIRECTIONS FOR PLANNING**
- G. MATTAPOISETT PLANNING DAY - OCTOBER 17, 1998**  
  
**INCLUDES FINDINGS OF INTERVIEWS WITH  
TOWN BOARDS AND OFFICIALS**
- H. SUMMARY OF PLANNING DAY FOCUS GROUP  
FINDINGS**



# Mattapoissett Master Plan 1999

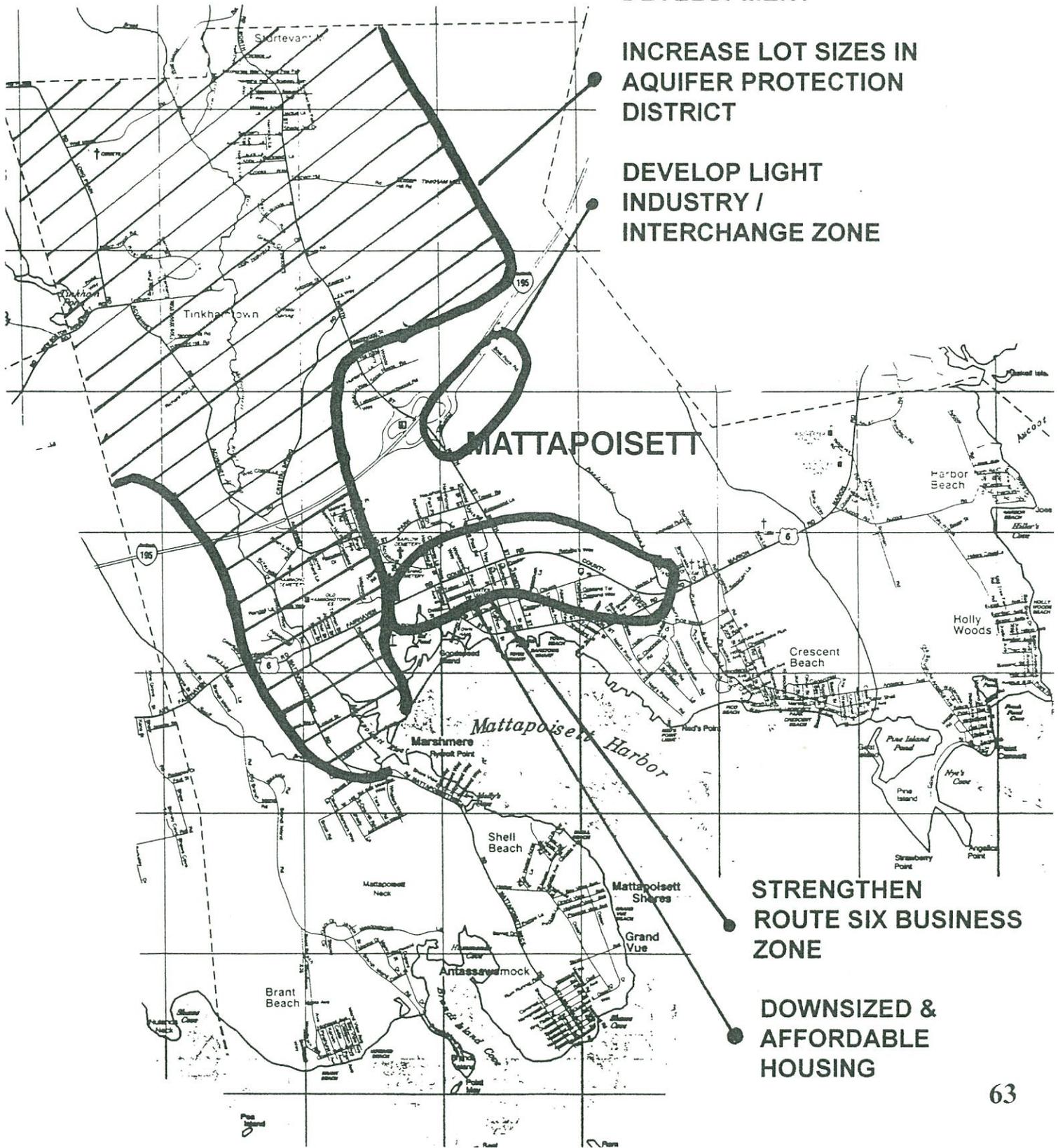


1" = 1.375 MILES

## FOCUS AREAS LAND USE, HOUSING ECONOMIC DEVELOPMENT

INCREASE LOT SIZES IN  
AQUIFER PROTECTION  
DISTRICT

DEVELOP LIGHT  
INDUSTRY /  
INTERCHANGE ZONE



STRENGTHEN  
ROUTE SIX BUSINESS  
ZONE

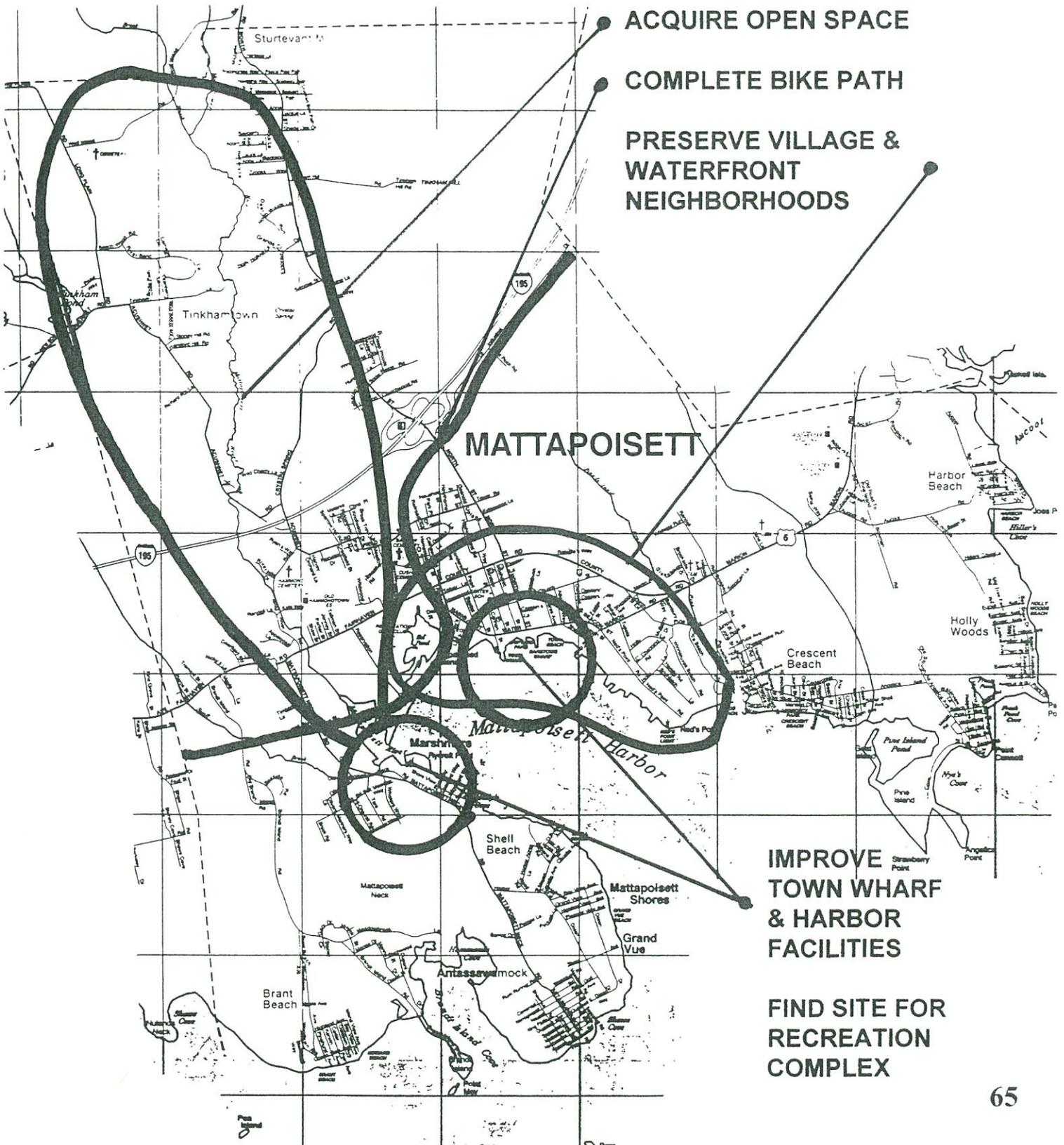
DOWNSIZED &  
AFFORDABLE  
HOUSING

# Mattapoissett Master Plan 1999



1" = 1.375 MILES

## FOCUS AREAS HISTORIC & CULTURAL ASSETS, RECREATION



ACQUIRE OPEN SPACE

COMPLETE BIKE PATH

PRESERVE VILLAGE &  
WATERFRONT  
NEIGHBORHOODS

IMPROVE  
TOWN WHARF  
& HARBOR  
FACILITIES

FIND SITE FOR  
RECREATION  
COMPLEX

# Mattapoissett Master Plan

1999



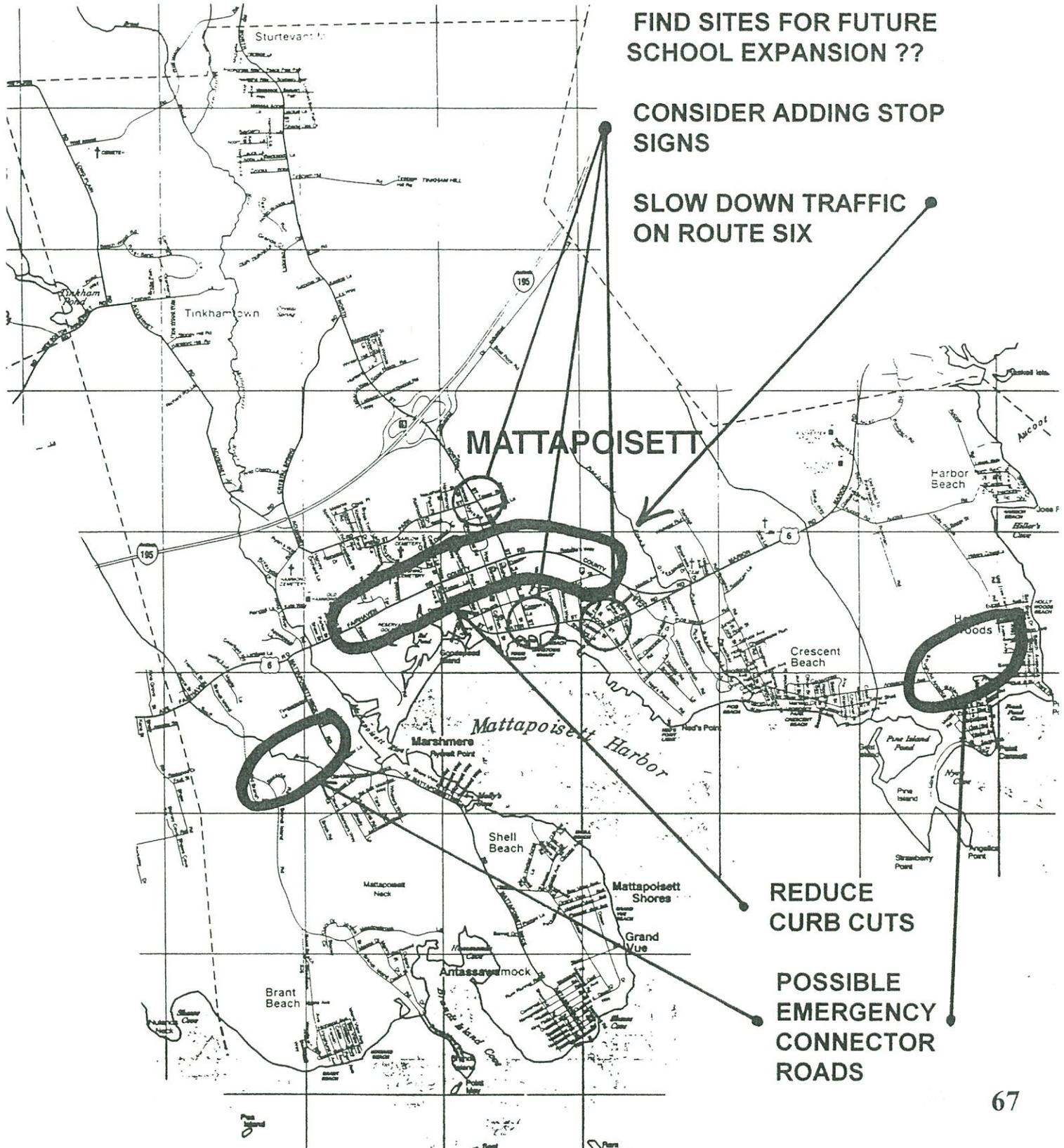
1" = 1.375 MILES

## FOCUS AREAS PUBLIC FACILITIES, TRAFFIC & CIRCULATION

FIND SITES FOR FUTURE  
SCHOOL EXPANSION ??

CONSIDER ADDING STOP  
SIGNS

SLOW DOWN TRAFFIC  
ON ROUTE SIX



REDUCE  
CURB CUTS

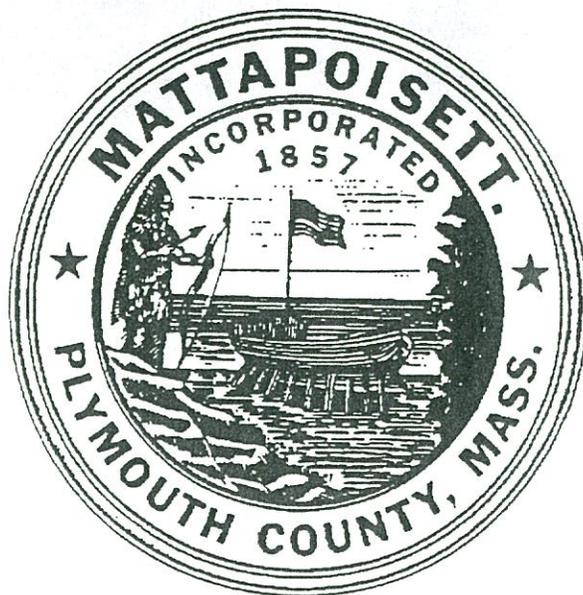
POSSIBLE  
EMERGENCY  
CONNECTOR  
ROADS

# MATTAPoisETT

PLYMOUTH COUNTY

A Community Profile  
1995

Prepared by the  
Executive Office of Communities & Development  
Commonwealth of Massachusetts  
100 Cambridge Street, Room 1804  
Boston, MA 02202  
(617) 727-7765



Mattapoissett is a resort town on Buzzard's Bay which was incorporated in 1857. The first settlements in the town were seasonal as European colonists used sites in the area as fishing camps. The draw for both Indians and colonials were the rich fish, shellfish, water-fowl and game possibilities of the town as well as the seasonal eel and fish runs on the Mattapoissett River and eel ponds. Historians believe that the sheltered harbor may have been used by European explorers long before any settlements in the community. There are some Indian burial sites.

The earliest settlements after the King Philip wars occurred around 1680 with residents dealing in lumbering, tar and turpentine production. Shipbuilding was established around 1740 and before the Civil War the principal businesses in the town were shipbuilding and whaling, with four shipyards in operation before 1800. The town traded with Nantucket, Newport, New York and Savannah and a shipping complex was developed at the head of Mattapoissett Harbor in the first half of the 18th century. There were few streams and therefore few mills using water power in town, but by 1855 there were 16 whaling ships in operation. Those residents who were not involved in the maritime trades farmed and raised sheep.

The death of the whaling and shipbuilding industry in the 1870's followed the discovery of oil in Pennsylvania, and resort development replaced both. The town's mainstay became agriculture and tourists through the early 20th century. An influx of well-to-do summer residents built summer homes on big estates, not in densely packed groupings as in some other shore communities. There has been some suburban growth and development in the town, but Mattapoissett still contains gracious summer homes and hosts many summer visitors.

*(Seal supplied by community. Narrative based on information provided by the Massachusetts Historical Commission)*

# MATTAPOISETT

Plymouth County

## GEOGRAPHY

### Location

Southeastern Massachusetts, bordered by Fairhaven and Acushnet on the west, Rochester on the north, Marion on the east, and Buzzards Bay on the south. Mattapoisett is 6 miles east of New Bedford; 56 miles south of Boston; 39 miles southeast of Providence, and 213 miles from New York City.

**Total Area:** 23.33 sq. miles

**Land Area:** 16.48 sq. miles

**Population:** 5,850

**Density:** 355 per sq. mile

**Climate** *(National Climatic Data Center)*  
*(Rochester Station)*

Normal temperature in January	26.3°F
Normal temperature in July	71.2°F
Normal annual precipitation	48.2"

### U.S.G.S. Topographical Plates

Marion, Sciticut Neck, Onset

### Regional Planning Agency

Southeastern Regional Planning and Economic Development District

### Metropolitan Statistical Area

*(1993 Definition)*

New Bedford

## GOVERNMENT

### Municipal Offices

Main Number: (508) 758-4103

### Form of Government

Board of Selectmen  
Executive Secretary  
Open Town Meeting

### Year Incorporated

As a town: 1857

### Registered Voters *(Secretary of State 1994)*

	Number	%
Total Registered	4,002	
Democrats	990	24.7
Republicans	720	18.0
Other parties	2	0.0
Unenrolled Voters	2,290	57.2

### Legislators

US Senator . . . . . Edward M. Kennedy  
US Senator . . . . . John F. Kerry  
US Congressman . . . . . Barney Frank  
State Senator . . . . . Marc R. Pacheco  
State Rep. . . . . William M. Straus

# DEMOGRAPHICS

Population Trends	(M.I.S.E.R.)	
	Persons	% change
1980	5,597	
1990	5,850	4.5
2000	6,025	3.0
2010	6,355	5.5

Persons by Sex (1990 US Census)	
Male	2,815
Female	3,035

Age Distribution (1990 US Census)		
	Persons	%
Under 5	351	6.0
5-14	736	12.6
15-44	2,559	43.7
45-64	1,345	23.0
65 & over	859	14.7

Vital Statistics (Depr. of Public Health 1995)		
	Statewide	
1993 Resident Births	59	
per 1,000 women 15-44	45.6	57.9
1993 Resident Deaths	53	
per 100,000 residents	883	913

Race & Ethnicity (1990 US Census)		
	Persons	%
White	5,629	96.2
Black	29	0.5
Am. Indian, Eskimo or Aleut	4	0.1
Asian or Pacific Islander	33	0.6
Hispanic Origin	65	1.1
Other	90	1.5

Households (1990 US Census)		
		% change
1980	1,980	
1990	2,233	+12.8

**Household Size (1990 US Census)**  
2.60 persons per household

Households by Type (1990 US Census)		
	Households	%
Married Couple Family	1,390	62.2
Male Householder	53	2.4
Female Householder	202	9.0
Non-Family Household	588	26.3

Income Distribution (1990 US Census)		
	Households	%
Less than \$5,000	79	3.5
\$5,000 - \$9,999	144	6.4
\$10,000 - \$24,999	393	17.6
\$25,000 - \$34,999	293	13.1
\$35,000 - \$49,999	573	25.7
\$50,000 - \$74,999	450	20.2
\$75,000 - \$99,999	150	6.7
\$100,000 or more	199	8.9

**Median Household Income** \$40,467  
state rank 169  
% of state average 109.5%

**Per Capita Income** \$19,955  
state rank 81  
% of state average 115.9%

Sources of Income (1990 US Census)		
	Number of Households	Average Income
Wage & salary	1,718	\$48,475
Nonfarm self-employed	465	26,752
Farm self-employed	17	-502
Social Security	763	7,520
Public assistance	104	2,915
Retirement	505	9,169
Interest	1,292	6,872
Other	281	3,422

Poverty Status (1990 US Census)		
		Statewide
Persons for whom status determined	5,895	5,812,415
Below poverty level	270	519,339
	4.6%	8.9%

# APPENDIX B - COMMUNITY PROFILE HOUSING CHARACTERISTICS

Housing Units <i>(1990 US Census)</i>	<i>Units</i>	<i>%</i>
Total Units	2,949	
Total Occupied	2,233	
owner occupied	1,661	74.4
renter occupied	572	25.6
Total vacant	716	
for sale	23	3.2
for rent	29	4.1
other vacant	664	92.7
Owner Vacancy Rate		1.4
Rental Vacancy Rate		4.8

Median Value (owner occupied)	\$190,000
Median Contract Rent (renter occupied)	\$536

Type of Structure <i>(1990 US Census)</i>	<i>Units</i>	<i>%</i>
Single Unit	2,633	89.3
2-4 Units	221	7.5
5 or More Units	68	2.3
Other	27	0.9

Year Structure Built <i>(1990 US Census)</i>	<i>Units</i>	<i>%</i>
1989-March 1990	26	0.9
1980-1988	470	15.9
1970-1979	486	16.5
1960-1969	460	15.6
1950-1959	504	17.1
1940-1949	262	8.9
1939 or earlier	773	26.2

Home Sales <i>(Banker &amp; Tradesman)</i>	<i>Number</i>	<i>% change</i>
1990	82	-17.2
1991	92	+12.2
1992	108	+17.4
1993	102	-5.6
1994	129	+26.5

Median Sales Price <i>(Banker &amp; Tradesman)</i>	<i>Price</i>	<i>% change</i>
1990	140,000	-6.7
1991	132,000	-5.7
1992	135,500	+2.7
1993	134,000	-1.1
1994	135,000	+0.7

### Residential Building Permits *(US Census Bureau 1994)* (New Construction)

	<i>Single Family</i>	<i>Multi Family</i>
1990	32	4
1991	22	0
1992	40	0
1993	36	0
1994	46	0

### Subsidized Housing Units *(EOCD 1993)*

Aggregate Number	64
% Subsidized	2.76

### Public Housing Units *(EOCD 1993)*

Conventional State	64
Conventional Federal	0

### Rental Assistance *(EOCD 1994)*

State (MRVP)	2
Federal (Section 8)	0

**Value:** Value is the Census respondent's estimate of how much the property, including lot, would sell for if it were for sale.

**Home Sales & Home Prices:** Data for all transactions between \$25,000 and \$1,000,000. Condominium sales and prices are included.

**Subsidized Housing Units:** The number of housing units which count toward the municipality's 10% goal for low- and moderate-income housing. It includes both subsidized affordable units and market rate units in certain eligible subsidized developments.

# APPENDIX B - COMMUNITY PROFILE EDUCATION

## Student Population *(Dept. of Education)*

Total students 91/92	996
at public schools	92.7%
at private schools	7.3%

## Pupil Cost *(Dept. of Education)*

Integrated Per Pupil Cost 91/92	\$5,141
state average	\$5,034

## Educational Attainment *(1990 US Census)*

High School Graduate or Higher	86.5%
Bachelor's Degree or Higher	30.0%

## School District Membership *(Dept. of Education)*

Mattapoisett	(K-06)
Old Rochester	(07-12)
Old Colony	(09-12)

## School Enrollment *(Dept. of Education)*

	<i>Enrollment 94/95</i>	<i>Change 1981-95</i>	<i>Statewide</i>
Mattapoisett	584	-3.2%	-10.2%
Old Rochester	977	-7.6%	
Old Colony	473	-20.8%	

## Public Schools *(Dept. of Education)*

Mattapoisett	
Center	K-03
Old Hammondtown	04-06
Old Rochester	
Old Rochester Reg Jr High	07-08
Old Rochester Reg High	09-12
Old Colony	
Old Colony Reg Voc Tech	09-12

## Colleges and Universities

*(Higher Education Coordinating Council)*

None

## Dropout Rate *(Dept. of Education)*

	<i>Rate 93/94</i>	<i>Statewide</i>
Mattapoisett	0.0%	3.7%
Old Rochester	1.1%	
Old Colony	1.3%	

## Average Teacher Salary *(Dept. of Education)*

	<i>Salary 93/94</i>	<i>Statewide</i>
Mattapoisett	\$38,417	\$39,023
Old Rochester	\$41,491	
Old Colony	\$34,310	

For further information on public schools contact:  
 Massachusetts Executive Office of Education  
 Parent Information Center  
 (800) 297-0002  
 (617) 727-1313 x352

EOE On-Line Service    <http://www.eoe.mass.edu>

# APPENDIX B - COMMUNITY PROFILE ECONOMIC DEVELOPMENT

## ECONOMIC BASE

### Labor Force *(1990 US Census)*

Employed	3,132
Unemployed	214
Unemployment Rate	6.4%
statewide	6.7%

### Industry Groups of Residents *(1990 US Census)*

Agriculture	82
Mining	0
Construction	161
Manufacturing	499
Transportation & Communication	218
Wholesale & Retail Trade	690
Finance, Insurance & Real Estate	189
Government	134
Services	1,159
Total	3,132

## EMPLOYMENT, PAYROLL & SALES

### Average Annual Employment by Place of Work

*(Dept. of Employment & Training 1993)*

Agriculture	23
Mining	0
Construction	98
Manufacturing	70
Transportation & Communication	66
Wholesale & Retail Trade	499
Finance, Insurance & Real Estate	52
Government	553
Services	196
Total	1,557

Total Annual Payroll (\$,000) 32,561

Average Annual Wage (\$) 20,912

Number of Establishments 182

### Largest Employers *(Supplied by community 1993)*

	<i># employees</i>
Universal Industries	150
Brownell Boatworks	50
Dennis Mahoney and Sons	25
Mattapoisett Boat Yard	20
Fisher and Rocha	15

### Retail Establishments *(US Census of Retail Trade 1992)*

Establishments	n/a
Sales (\$,000)	0
Per Capita Sales (\$)	0
Paid Employees in work week	0

### Retail Sales by Retail Group

*(US Census of Retail Trade 1992)*

	<i>Establishments</i>	<i>Sales (\$,000)</i>
Bldg. materials, garden supplies	0	0
General merchandise	0	0
Food stores	0	0
Automotive dealers	0	0
Gasoline service stations	0	0
Apparel, accessories stores	0	0
Furniture, home furnishings	0	0
Eating & drinking places	0	0
Drug & proprietary stores	0	0
Misc. retail stores	0	0

## ECONOMIC DEVELOPMENT ORGANIZATIONS

*(Supplied by community 1993)*

**Employment & Wages:** Data for employment and wages covered by unemployment compensation. Data is confidential (identified with a "C") if there are less than three reporting units in the total, or if one unit accounts for 80% or more of the total. Reporting problems of multi-location employers may result in some over or under reporting.

**Retail Establishments & Sales:** Data is reported for municipalities of 10,000 inhabitants or more. Sales is withheld (indicated with a "D") where it would disclose the operations of individual companies or businesses.

# APPENDIX B - COMMUNITY PROFILE ECONOMIC DEVELOPMENT

## TRANSPORTATION AND ACCESS

Mattapoissett, which is situated in the New Bedford-Fall River Area, is served by the airport and port facilities of New Bedford. In addition, Interstate 195 and State Routes 24 and 140 provide access to the airports, ports, and intermodal facilities of Providence and Boston.

### Major Highways

Principal highways are U.S. Route 6 and Interstate Route 195, which link the southern coastal cities and towns.

### Rail

There is no freight-rail service in Mattapoissett, but the network of intermodal facilities serving eastern Massachusetts and Rhode Island is easily accessible.

### Bus

Mattapoissett is a member of the Southeastern Regional Transit Authority (SRTA), which provides fixed route service between New Bedford, Fairhaven, and Mattapoissett. SRTA and the Council on Aging also provide paratransit services for the elderly and disabled.

### Other

The New Bedford Municipal Airport, a Primary Commercial Service (PR) facility with scheduled passenger service, is easily accessible. The airport has 2 asphalt runways 4,997' and 5,000' long. Instrument approaches available: Precision and non-precision.

### Commuting to Work (1990 US Census)

Drove alone	86.0%
Carpools	6.6%
Public transportation	1.3%
Other means	1.9%
Walked or worked at home	4.3%
Average time to work (mins)	19.4

## LAND USE CLASSIFICATION

*(Office of Environmental Affairs 1985)\**

	<i>Acres</i>	
Residential	1,491	13.3%
Commercial	94	0.8%
Industrial	33	0.3%
Transportation	212	1.9%
Agriculture	416	3.7%
Urban Open Land	63	0.6%
Recreation	129	1.2%
Water	15	0.1%
Other	8,719	78.1%

\*Cape Cod communities updated 1992

## ZONING REGULATIONS

*(Supplied by community 1993)*

	<i>Single Family</i>	<i>Two Family</i>	<i>Multi Family</i>
Minimum lot size (sf)	10,000- 40,000	guest house	n/a
Minimum lot width or frontage (ft)	100-150	n/a	n/a

## GROWTH MANAGEMENT

*(Supplied by community 1993)*

Comprehensive Plans	Yes
Rent Control	No
Condominium Controls	No
Groundwater Protection	Yes
Subdivision Control Laws	Yes
Site Plan Approval Required	No
Other Growth Limits	No

# APPENDIX B - COMMUNITY PROFILE

## CULTURE AND RECREATION

### LIBRARIES

*(Board of Library Commissioners 1993/94)*

Mattapoisett Public Library  
7 Barshow St., P.O. Box 475  
(508) 758-4171

		<i>Statewide</i>
Total Holdings	21,236	
per capita	3.62	4.91
Total Circulation	45,460	
per capita	6.80	7.02

### MUSEUMS

*(American Association of Museums)*

Mattapoisett Museum and Carriage House  
5 Church Street  
(508) 758-2844

### RECREATION

#### Recreation Department

*(Supplied by community 1993)*

Mattapoisett Recreation Department  
Town Hall  
Mattapoisett, MA 02739

#### Recreational Facilities

*(Department of Environment Management)*

Largest recreational sites, and activities:

Camp Massasoit (300 acres)

boating-non motor, camping, cross country skiing, fresh water fishing, fresh water swimming, general play, hiking, ice skating, nature observing, organized event, other-team, picnicking, pool swimming, target archery, tennis, walking/jogging

Reserv Golf Course (125 acres)

golf

Conservation Land (33 acres)

hiking, hunting, nature observing

Tinkham Forest (20 acres)

hiking, hunting, nature observing

Fin Feather Club (12 acres)

boating-non motor, hiking, hunting, target archery

Leos Riding School (10 acres)

horseback riding

Aucoot Road Beach (7 acres)

salt water swimming

Ashland Stables (6 acres)

horseback riding

# MISCELLANEOUS

## HEALTH FACILITIES

*(Dept. of Public Health 1992)*

### Hospitals

None

### Long Term Care

Mattapoissett Nursing Home

### Hospices

None

### Rest Homes

None

## UTILITIES

*(Office of Business Development)*

Electric	Commonwealth Electric Co.
Gas	Commonwealth Gas Co.
Sewer	Fairhaven WPCF
Water Sources	Ground

## PUBLIC SAFETY

*(Office of Public Safety 1993)*

		<i>Statewide</i>
Total Crimes Reported	161	
rate per 1,000 persons	27.52	47.95
change from 1992	-2%	-5%
 Violent Crimes	6	
rate per 1,000 persons	1.03	7.13
change from 1992	-54%	-3%
 Property Crimes	155	
rate per 1,000 persons	26.50	40.82
change from 1992	3%	-5%

## WELFARE ASSISTANCE

*(Department of Public Welfare 1994)*

### Cash Assistance

	<i>Cases</i>
Refugee Assistance	0
Supplemental Security Income (SSI) - Aged	16
Aid to Families with Dependent Children (AFDC)	34
Supplemental Security Income (SSI) - Disabled	47
Emergency Aid (formerly General Relief)	10

### Medicaid Only

Aged	14
Families	14
Disabled	4
Children	2

### Food Stamps Only

Total	151
-------	-----

DPW caseloads are compiled by zip code. The cases shown are for the zip code(s) in which the community is located, and may include cases for other communities with the same code.

**MUNICIPAL FINANCE***(Department of Revenue)***ESTIMATED REVENUES BY SOURCE (\$,000)**

	FY90	FY91	FY92	FY93	FY94
Tax Levy	5,711	5,733	6,033	6,685	6,996
State Aid	583	504	409	445	480
Local Receipts	1,035	1,486	1,551	1,718	1,887
Other	491	520	560	48	627
<b>Total Revenues</b>	<b>7,820</b>	<b>8,242</b>	<b>8,553</b>	<b>8,896</b>	<b>9,990</b>

**ACTUAL EXPENDITURES (\$,000)**

(Source: Schedule A. Expenditures are from general fund only. Spending from special revenue, enterprise, capital projects, or trust funds are not reflected in these figures.)

	FY90	FY91	FY92	FY93	FY94
General Government	439	452	484	471	474
Police	590	647	704	714	727
Fire	65	56	54	66	64
Other Public Safety	140	133	139	141	155
Education	3,680	4,041	4,304	4,319	4,455
Public Works-Highway	310	286	266	275	300
Public Works-Other	304	150	184	185	197
Human Services	64	65	122	114	108
Culture & Recreation	74	105	98	97	106
Debt Service	406	388	365	360	374
Fixed Costs	642	742	794	932	798
Intergovernmental	34	40	45	41	46
Miscellaneous		82	100	89	97
<b>Total Expenditures</b>	<b>6,748</b>	<b>7,186</b>	<b>7,656</b>	<b>7,802</b>	<b>7,903</b>

**MUNICIPAL FINANCE***(Department of Revenue)***TAX RATES, TAX LEVIES, ASSESSED VALUES**

	FY90	FY91	FY92	FY93	FY94
<b>Tax Rates (\$)</b>					
Residential	10.30	9.02	9.49	10.54	12.38
Open Space	10.30	9.02	9.49	10.54	12.38
Commercial	10.30	9.02	9.49	10.54	12.38
Industrial	10.30	9.02	9.49	10.54	12.38
Personal Property	10.30	9.02	9.49	10.54	12.38

<b>Tax Levies (\$,000)</b>					
Residential	5,235	5,250	5,509	6,115	6,361
Open Space					
Commercial	320	343	377	409	452
Industrial	21	21	17	19	22
Personal Property	135	119	129	142	161

<b>Assessed Values (\$,000)</b>					
Residential	508,225	582,049	580,522	580,155	513,817
Open Space	39	24	24	24	24
Commercial	31,112	38,007	39,770	38,779	36,496
Industrial	2,013	2,282	1,806	1,820	1,783
Personal Property	13,092	13,208	13,597	13,435	12,979

**Proposition 2 1/2 Levy Limits (\$)**

Limit before Debt Exclusion	5,169,846	5,411,712	5,685,999	6,352,521	6,631,481
Limit with Debt Exclusion	5,725,966	5,737,421	6,033,175	6,694,297	7,001,201
Total Tax Levy	5,711,157	5,732,842	6,032,971	6,684,597	6,995,927
Excess Capacity	14,809	4,579	204	9,700	5,274
Excess as % of Limit	0.26	0.08		0.14	0.08
Levy Ceiling	13,862,025	15,889,253	15,892,969	15,855,307	14,127,727
Override Capacity	8,692,179	10,477,541	10,206,970	9,502,786	7,496,246
Tax Levy as % Full Value	1.03	0.90	0.95	1.05	1.24

**MISCELLANEOUS**

Date of Next Revaluation: FY97

Moody's Bond Rating	A	A	A	A	A
Long Term Debt (\$,000)	2,115	2,484	2,160	3,891	3,469
per capita (\$)	361.54	424.53	369.23	665.04	592.99

## MUNICIPAL FINANCE

(Department of Revenue)

## STATE AID RECEIPTS (\$)

	FY90	FY91	FY92	FY93	FY94
School Aid Chapter 70	144,069	138,306	70,193	70,193	150,16
Additional Assistance	125,802	120,770			
County Jail Grants					
Racial Equality					
Lunch Programs					
Equal Education Opportunity					
School Improvement Council	1,307	917			
Per Pupil Aid				54,800	
Horace Mann Teachers	512	236			
School Transportation	41,176	35,292	35,894	43,018	43,32
School Construction					
Tuition State Wards		1,873			
Special Needs Education					
Retired Teachers Pension					
Transportation of Pupils					
Water Pollution					
Public Libraries	4,688	4,573	4,544	4,277	4,14
Additional Library	520				
Regional Libraries					
Police Career Incentives					
Urban Renewal					
Veterans Benefits	3,963	2,139	1,864	4,400	1,16
Highway Fund	29,654		97,364	53,224	53,71
Additional Highway	21,190				
Lottery, Beano & Charity	189,722	189,722	189,722	203,982	203,98
Local Share of Racing Tax					
Urban Redev Corp Excise					
Abatements Vets, Blind, Surv Spouse	1,663	1,225	1,400	1,575	1,57
Abatements Elderly	10,659	8,559	7,263	8,904	9,00
State Owned Land				138	14
Municipal Stabilization Aid					9,32
<b>Total Estimated Receipts</b>	<b>574,925</b>	<b>503,612</b>	<b>408,244</b>	<b>444,511</b>	<b>476,52</b>

For further municipal finance information contact:

Division of Local Services  
 Department of Revenue  
 100 Cambridge Street  
 Boston, MA 02202  
 Phone: (617) 727-7300

ACKNOWLEDGEMENTS

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NOTE: The COMMUNITY PROFILE draws information from a diversity of sources. The main source of information is listed under each section. In some instances comments submitted by the municipality were incorporated to correct and/or enhance the information obtained from the main source. However, no changes were made to those data bases which must be consistent throughout the state. EOCD has made efforts to ensure the accuracy of all data in the COMMUNITY PROFILES, but cannot take responsibility for any consequences arising from the use of the information contained in this document.

The COMMUNITY PROFILES are also available on-line through the Commonwealth of Massachusetts Home Page at <http://www.magnet.state.ma.us>

Town of Mattapoissett  
 CAPITAL NEEDS COMMITTEE

CAPITAL PLAN  
 FY 2000 - 2004

Town of Mattapoissett  
 Capital Plan FY 00 - 04  
 April 14, 1999

**BACKGROUND**

The Capital Needs Committee of the Town of Mattapoissett was formed at the 1994 Annual Town Meeting. Our charter is to identify and define capital needs of the town and to communicate these to the Finance Committee and Board of Selectmen.

Last year we assembled a five-year Capital Plan for fiscal years 1999 - 2003. At the request of the Selectmen, we held a public Capital Needs Forum to review it last April.

This document is our Capital Plan for FY 2000 - FY 2004. There will not be a Capital Needs Forum this year since most of the committee activity this year was focused on the Mattapoissett School issue which was resolved at the March 3 Special Town meeting.

Capital Needs are defined by this committee as acquisitions of equipment, facilities or major maintenance projects costing at least \$10,000 with an expected life of at least five years. Items of this magnitude will usually appear as special Articles on the Town Warrant rather than inclusions in the routine line-item budgets of the appropriate department. Depending on the financial situation of the town when the Article is presented to voters, these items may be "Override" issues and they may require bond financing.

**INTRODUCTION**

This Capital Plan for Fiscal Years 2000 - 2004 covers the time period beginning in June of 1999. It is the composite of requirements suggested by each of the department heads.

The projects and acquisitions presented here are not recommendations of the committee. They are a reflection of needs reflected by Department Heads and are only one possible solution to these needs. Alternatives exist in many cases and, of course, there is the old Yankee proverb: 'Mend it, Fix it, Make it do and do without!' It's entirely the voters' decision.

Each item will come to a vote on the Town Floor if it survives the voter's scrutiny in successive annual Capital Plans and Forum discussions. The financing of these projects comes from an assortment of sources. Almost all will come out of the voters pocket in one form or another; some in the tax rate, some in the water or sewer bill, and some in betterments for new water or sewer lines. Only the proposed Library expansion is potentially free, but even there, voters were asked to pay for the engineering and to provide guarantees against shortfalls in private fund-raising. Some projects have the potential for partial state aid which is noted as appropriate.

CAPITAL NEEDS COMMITTEE  
 Alan Hudson  
 Randall Kurz, Chair  
 Donald Linhares  
 Valerie Nichols  
 Charles Van Voorhis

### CAPITAL PLAN ITEMS

The commentary below relates directly to significant line-items in the numerical summary which appears at the end of this document. The summary assumes that all items are funded by "debt exclusion" bonding at 5% over 20 years.

#### Fire Department

The firehouse at the corner of Route 6 and Barstow Street was built in the early 1950's. It is now crowded, dangerous, and inadequate even for the prime emergency equipment it houses. As the town grows and increased "risks" develop such as chemical furnes, continuing care facilities, and stilt houses, the state insurance rating services will require additional equipment such as an indoor tanker (free of ice) or a ladder truck. This insurance rating has a direct impact on Homeowner Insurance rates which are established each year by your individual carrier.

The fire department has developed a document which identifies specific deficiencies and risks associated with the current facility.

Therefore, a new firehouse needs to be considered. An early plan for the current Police Station included space for both a new firehouse and a water/sewer department facility. Budgetary designs for the Fire House call for 13 thousand sq. feet including 5 double bay garages, office, squad and dispatch space including locker rooms, laundry and sleeping space.

The existing firehouse could be modified to house additional equipment but this may "trigger" state specification which simply cannot be met with the existing building. Such an expansion would require variances for violating "setback" requirements. It also overlooks the basic inadequacies of the facility. Costs for this building are included in the Water and Sewer Department numbers as the Water/Sewer Commissioners are coordinating this project in conjunction with the Fire Chief.

An effective fire-safety communication system which meets state specifications has been lacking for some time. The new "telephone" towers on route 195 have made an upgrade possible. Currently, the communication system gets "out of range" even at the High School and certainly in portions of West Mattapoisett.

What's needed is a complete replacement of the communication system on state approved frequencies which does have the range needed (through use of the "telephone" towers).

#### Mattapoisett Schools

Center School was built in 1989 with wings added in 1938 and 1952. It currently houses grades K-3 plus some additional programs. It's going to be full-to-overflowing with kindergarten classes in excess of 100 children both this year and next.

The building is in nice shape, although it badly needs new rugs, kitchen improvements, and redesigned closet space. It is considered "safe" with continued interior housekeeping by the appropriate authorities. It passed the latest Accreditation review by the State with a middle-of-the-road grade although some shortcomings in cafeteria/auditorium space, library availability, and office/nurses facilities were noted.

The second floor auditorium just accommodates the student body at its rated capacity of 275 people. This leaves no room for parents and siblings to watch performances and assemblies. Lavatory facilities are limited on the first floor of the "new" wings. Coat hanging space and supply storage is at a premium in both "new" wings but worst in the '38 building. The library space is cramped, private conference space non-existent, and the facility is not disability accessible.

## APPENDIX C - CAPITAL PLAN

The first step in upgrading this facility were taken at the March 1999 Special Town Meeting when the voters approved \$100 K to do Architectural feasibility Center School as well as Old Hammondtown.

This will be followed in the near future with a request for full architectural drawings suitable for a bid process. Then the final funding request will be presented to the voters for approval.

Based on figures as presented by the Marion School Committee for their K-6 project, the Mattapoisett elementary school projects will likely cost between \$12 M and \$15 M of which up to 65% may be eligible for reimbursement from the State.

The cash flow will likely come in phases and be scheduled to minimize the impact on the tax rate. Assuming state reimbursement at 65%, in addition to the \$100 K just appropriated, the town will be responsible for approximately \$420 K for design fees and \$5.25 M for construction.

### Old Rochester Regional (Junior and Senior High)

The schematic architectural design work for both the senior and junior high schools has recently been completed by Mt. Vernon Associates, Cambridge. According to the study the district will need to spend an additional \$1.7 M to push these projects through design and bidding, but even without a firm bid price, the district should assume that the project will cost approximately \$35 M.

Fortunately the region is eligible for up to 67% reimbursement for all of these costs through the Depart of Education's School Building Assistance Program. As a result, Mattapoisett's net share of this project (approximately 40%) will be \$224 K for architectural fees and \$4.6 M for construction.

### Highway Department

Our collection of antique equipment is another year older and still functioning. What a miracle! Eight trucks may be too many but not a one is less than 20 years old, and at least one special-purpose truck is a 1960. The heavy trucks are needed for winter sanding but not really useful for routine road maintenance. The heavy ones also require a special operator's license. Two pickups are essential for the superintendent and maintenance activities (to travel around Robin Hood's barn to find antique parts).

The same people have "band - aided" the 1964 Street Sweeper (two carcasses in back to cannibalize) and the 1942 hydraulic Catch Basin cleaner for another tour of duty. They also welded a new bottom on one of our two sander bodies to survive this year's dose of salt.

New trucks must be in our future, now scheduled for FY 02 and FY 04. We must also buy a new Stainless Steel sander body, probably in FY 01.

For road repair, the department has \$30 K remaining from the bond money voted in FY 96. Chapter 90 funds can be used only for "road building equipment" or specific roads themselves according to our Highway Superintendent. We could replace our 1948 road grader, for example, but not the street sweeper we so badly need. The only roadwork needed which can be Chapter 90 is Church Street Extension and Brandt Isl. Road. Since the Nunes Property is now in the State Park System, the road department plans to improve Brandt Island Road with Chapter 90 funds this summer.

Sewer extension budgets include funds for patching the roads, usually done by the Water Dept. This returns the road to roughly its status before the pipe goes through. Of course, we depend on the departments involved to do sewer or water pipes before any major rebuild. They do plan this way.

Additional road rebuilding funds beyond annual budget provisions may be required for FY 02, and possibly again in FY 04. We will revisit this situation carefully as the specific needs unfold.

Library Trustees

Our library suffers from short hours, small space and no handicapped access. The trustees were granted \$ 40 K last year to do architectural - engineering studies for an expansion to include accessibility. Their hope is to have an expansion ready to dedicate on the 100 th anniversary of the current building in the year 2002. This will require an FY 01 warrant article in the Spring of the "Century" year (FY 00).

Their current projection is a \$ 1.5 million project funded 45 % by the State and 55 % by private gifts. The town would, however, be required to guarantee the 55 % to qualify for the state aid.

Some funds are included in FY 04 for project oversights in the FY 01 expansion.

Police Department

The department will require 2 replacement cruisers annually with three needed every third year. Since they intend to include one annually in the operating budget, Capital Needs is showing the warrant-article vehicles.

"Guests" of the Plymouth County Corrections department painted the Station trim last summer. It'll need doing again by FY 03 and these willing helpers may not be available.

By FY 03, the Station and all its "new" equipment will then be about twelve years old. We may well require an update to the communications system.

Water Front Enterprise Fund

This enterprise fund enjoys revenue from moorings, dinghy slips, dockage, boat permits and 50 % of excise taxes on boats. It has been subsidized in recent years by a grant of the other 50 % of excise taxes and an additional cash grant at Annual Town Meeting.

The capital needs are largely "big-time" maintenance on the wharves and some dinghy storage initiatives which are still in planning stages. We've guessed at \$ 220 K for the wharves and \$ 50 K for the dinghy projects.

In April 1997, our HarborMaster reported the following status of the wharves at the Capital Needs Forum as follows based on a survey by Coastline Engineering:

- Barstow Wharf: Pretty good shape. No grout left below water line but fill not washing out. Surface cracks s/b sealed. 5-10 year prnity for grout and pilings.
- Holmes Wharf Very good shape. Some fill leaching out. No grout below water line. Should have cracks sealed now. 3-10 years to do voids below water line.
- Long Wharf: Very good condition. Some rocks moved below water line. Steel sheeing is called for at some time. Some pavement settling due to leaching. Should fix sinkholes now. Pilings needed to be replaced.
- Macuh Wharf: Excellent shape. Needs surface work. When state does ramp can fix west wall of Macuh (State plan in Fall of '98).
- Mello Wharf: This one has a steel sheathing. There are surface cracks. East side has large cracks which should be fixed in next several years.

The Harbormaster's outboard engine will need replacement sometime in the planning period, probably FY 02 or 03.

The Harbor Committee has determined that more residents could access the harbor if the Town Landing on Mattapoisett Neck were upgraded. They have included \$ 20 K in the FY 00 Town Meeting Warrant.

## APPENDIX C - CAPITAL PLAN

The dinghy dock initiatives should be self-funding from increased revenues. The motor is basic Harbormaster activity and should be covered by normal revenues. Wharf repair is another matter since they can be viewed as an integral part of what makes "Mattapoissett - its Special". This must be addressed by the voters since the debt service on \$ 220 K of repair work cannot be funded from the waterfront revenues currently available.

### Town Hall

The Commission on Disabilities has recommended an elevator for Town Hall. To avoid further utilization of valuable space, we've "priced" this in a new tower. In addition, although no specific plans exist, the 1897 building needs attention to sagging floors and reallocation of spaces. The HVAC systems are inefficient and old and need a unified update.

### Bicycle Path

The bicycle path project has received the okay for a 90% matching grant from the Federal Government. Last year \$25K was appropriated and with the \$50 K required for the Park Street sewer extension, the town may have met almost all of its 10% share of the \$900 K project. The construction is currently scheduled to start in FY 04, but in order to accommodate any changes in the scope, budget or funding scheme, the town should plan on appropriating up to an additional \$50 K in FY 03.

### Water Enterprise Fund

Working from a comprehensive water services study, the Water Department has begun a number of initiatives:

- The Route 6 standpipe requires painting in FY 00 for about \$200 K.
- Water main cleaning beginning with \$ 25 KI in FY 00 and utilizing \$ 170 K over the next two.
- Replace water mains which have outlived their usefulness beginning with the main that crosses Mattapoissett River at Route 6 and calling for \$ 500 K through FY 04.

Multiple new water service is proposed but these impacts will be on the individual homes affected as betterments will finance the projects.

The proposed building project to house both Water-Sewer Departments and the Fire Department begins with Two studies to determine the suitability of the Police Station site in FY 00, moves to \$ 150 K of design and engineering in FY 01 and \$ 1.8 Million in FY 02. Sale of the Church and Barstow Street facilities should yield about \$ 300 K in FY 03.

One of their three trucks was replaced in FY 99 and the other two are scheduled for FY 02 and 03, respectively.

Opportunities occur from time to time for acquisition of land adjacent to the Mattapoissett River for protection of our water source. The Water Commissioners are enthusiastic about a ten acre tract appraised at \$ 75 K in the water-shed area. This property is reputed to support 4 homes and would appear to pay for itself as follows: The State will grant us 50% for open space preservation and if you consider that conservatively, two of the four would have two kids each, that's 2 homes times 2 kids times \$ 5 K each per year for schooling and the properties may pay \$ 3 K annually in taxes and other municipal services cost about \$1200 per home. That's a three year payout and worth the commitment.

Just outside the planning horizon is the need to replace the North Street water tower with a modern design with larger capacity. That's planned for FY 05 at \$ 1.5 Million.

### Sewer Department

The treatment Plant projects anticipated last year are being delayed again while the State rethinks requirements. Chlorine reduction and odor control projects are therefore delayed until FY 01. New technology may change the complexion of these projects before they come to a vote.

Replacement of the sanitary sewer on North Street from just north of Route 6 to Water Street is needed. Leaks from the storm sewers cause flow to the treatment plant to triple during heavy rains and, of course, the flow may be the other way during dry periods. This is scheduled for FY 01. Financing through betterments is inappropriate since these homes endured betterments for the big sewer project in the 1970's.

We anticipate one substantial new sewer project each year with the now approved Ned's Point project in the digging phase. These will be self-funded through betterments with the possible exception of incremental engineering and front-end debt service.

### Water/Sewer Combined

These departments have functioned since the mid 40's from their tiny building on Church Street and borrowed garage space at the town barn for vehicles and pipe/pump assembly work. The commissioners suggest that this is inefficient and propose new facilities of 7 thousand sq. feet to include 3 double-bay garages, 3 offices, locker, file and conference space.

Again, the original Police Station plan included a new FireHouse and Water/Sewer facility on the same site. Should the existing FireHouse be vacated, we would still need to renovate to meet ADA. The second-story office space is sub-optimal.

# CAPITAL PLAN: FY 2000- 2004

04/14/1999

\$ in Thousands	Key	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	Later
		Last Yr	-----Projections-----					
<b>Fire Department</b>								
Scott Air Packs	T	22				22		
Trucks-Pickup	T					30		
Rescue Truck Replcaed	T					80		
Ladder Truck: Reconditioned	T							250
Communications Update	T		50					
Firehouse Replacement	T		See Water Dept for combined project					
Gas spill @ police station			No additional funds anticipated at this time					
Fuel Tank, net of State Aid	T	90	-45					
<b>Mattapolsett Schools</b>								
Building Programs: Both Schools								
Project Total Cost			1200	15000				
Town Costs	T		420	5250				
State Share	G		780	9750				
<b>Old Rochester Regional</b>								
Building Programs: Jr & Sr High								
Project Total Cost			1700	35000				
Town Costs @ 40%	T		224	4620				
Other Town Costs			337	6930				
State Share	G		1139	23450				
<b>Highway Superintendent</b>								
Catch basin cleaner	T		75					
Street Sweeper	T			85				
Truck rebuild: Light truck	T	15						
Truck replacements	T				50		50	
Town Garage Roof	T	20						
New Sander: Stainless	T			25				
Major Road Repairs	T				600		600	

Key: B: Betterments; G: Guarantees; H: Harbor Fees; S: Sewer Rates; T: Tax Rate; W: Water Rates

	Key	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	Later
		Last Yr	-----Projections-----					
<b>Library Trustees</b>								
Archi/Engineering Study	T	40						
Construction	G			1500				
Other							20	
<b>Police Department</b>								
Cruisers	T	24	24	47	24	24	47	
Paint Bldg Trim	T					10		
Communications Update	T					10		
<b>Water Front Enterprise Fund</b>								
Wharf Repair	T		8	5	5	200	5	
Dinghy Storage	H		4	25	25			
Hbr Mstr's Outboard: Replacement	H				15			
Town Landing	H		20				10	
Pump out Facility	G			53				
<b>Town Hall</b>								
Elevator	T	125		165				
Building Upgrade	T			9	9	9		
HVAC	T			25				
<b>Bicycle Path</b>								
Near-Term Expenses	T	25	10					
Balance of 10 %	T					50		
Federal "IceTea" funding	G					800		
<b>Water Enterprise Fund</b>								
Aux Power replacement: Well #3	W			13				
Well Pump #4 and Motor Replace	W	40						
Truck Replacement	W	25			30	35		
Standpipe Painting: Rte 6	W		206					
Water Main cleaning	W		25	50	120			
Water Main Replacement	W		158		250		250	
Water Main Extensions: Self Funded	B		170		2100	1300	2410	
River Valley Land Acquisition	T		100		300		200	
Water Tower Replacement	T							1500

Key: B: Betterments; G: Guarantees; H: Harbor Fees; S: Sewer Rates; T: Tax Rate; W: Water Rates

	Key	FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	Later
		Last Yr	Projections					
<b>Sewer Department</b>								
New Building: Constr, Water & Fire	T		19	150	1800	-300		
North Street Replacement	S			300				
Sewer Constr: Ned's Point	B							
Sewer Eng'g: Tentatively Brandt Bch	B		95	1800				
Sewer Eng'g: Tentatively Crescent Bch	B	380		4800				
Sewer Eng'g: Tentatively Park Street	B	230	2500					
Sewer Eng'g: Extend to Ind'l Park	T			1000				
RR Right of way: for Park St Sewer	B		50					
Sewer to be Named	B				220	2300		
Treatmnt Plant: Rehab for Chlorine	S			170				
Treatmnt Plant: Odor Control	S			225				
<b>Totals: The Dollars above in each category</b>								
Water Rate Dollars	W	65	389	63	400	35	250	
Sewer Rate Dollars	S	0	0	695	0	0	0	
Harbor Enterprise Dollars	H	0	24	25	40	0	10	
Betterment Dollars	B	610	2815	6600	2320	3600	2410	
Guarantees	G	0	1919	34753	0	800	0	
Tax Rate Dollar Impacts	T	361	885	11381	2788	135	922	
Grand Total		<u>1036</u>	<u>6032</u>	<u>53517</u>	<u>5548</u>	<u>4570</u>	<u>3592</u>	
<b>Debt Schedule-Tax Rate (Tax Bill)</b>								
Current Debt Service	644	586	374	360	220	202	171	
Authorized but not issued	0	0	89	87	85	83	80	
New Debt Service	0	0	0	88	1224	1472	1448	
Resulting Debt Service (Tax Bill)	<u>644</u>	<u>586</u>	<u>463</u>	<u>536</u>	<u>1529</u>	<u>1757</u>	<u>1700</u>	
<b>Debt Schedule-Enterprise Funds (Service Fees)</b>								
Current Debt Service	247	203	193	185	184	180	0	
New Debt Service	0	0	0	41	119	194	192	
Resulting Debt Service (Service Fees)	<u>247</u>	<u>203</u>	<u>193</u>	<u>226</u>	<u>302</u>	<u>373</u>	<u>192</u>	
Total Debt Service	<u>891</u>	<u>789</u>	<u>656</u>	<u>762</u>	<u>1831</u>	<u>2131</u>	<u>1892</u>	

Key: B: Betterments; G: Guarantees; H: Harbor Fees; S: Sewer Rates; T: Tax Rate, W: Water Rates  
 Note: \$600 Thousand is equivalent to \$1.00 on the tax rate.

Master Plan Guidelines, MGL. C. 41, s 81D (12/21/90)

Key Elements: Local Master Plans should:

- set forth comprehensive community goals and policies;
- serve as decision making basis for long term physical development;
- result in a detailed plan including text, maps, illustrations, etc.;
- be internally consistent in policies, forecasts and standards;
- must include the following 9 elements

1. A “future growth and development goals and policies” statement.

Also, each city and town must conduct an interactive public process to determine the community’s values and goals relative to this issue.

2. A “land use” element, including a land use map illustrating the land use policies of the municipality.

3. A “housing” element that identifies policies and strategies to provide a balance of local housing opportunities for all citizens.

4. An “economic development and employment opportunities” element.

5. A “natural and cultural resources” element that provides an inventory of the significant natural, cultural and historic areas of the community.

Policies and strategies for the protection and management of such areas must also be drafted.

6. An “open space and recreation” element that provides an inventory of recreational and open space areas and resources.

Also required are policies and strategies for the management and protection of such resources and areas.

7. A “services and facilities” element that identifies and analyzes existing and forecasted needs for facilities and services used by the public.

8. A “circulation” element that provides an inventory of existing and proposed transportation systems.

9. An "implementation program" element that defines and schedules the specific municipal actions necessary to achieve the objectives of each element of the master plan.

The specific process by which the municipality's regulatory structures shall be amended so as to be consistent with the master plan must also be detailed.

A copy of said plan must be forwarded to the Division of Municipal Development, DHCD.

Where a law does not state a specific time for compliance, a court would imply a requirement to comply within a reasonable period of time following the effective date of the law.

Prior to 12/90 changes, stated above, the master plan requirements of s. 81D had not been updated since 1954. 12/90 changes only bring the requirements up to current professional standards. They are, however, deemed to be mandated costs.

**AMERICANS WITH DISABILITIES ACT (ADA)  
"TO DO" LIST FOR MUNICIPALITIES**

The requirements of the ADA became effective for municipalities January 26, 1992. The following list the basic things municipalities must do to ensure compliance.

**1. Designate an Employee** - Municipalities with 50 or more employees must assign an employee to coordinate their ADA responsibilities. This person is usually called the ADA Coordinator.

**2. Conduct a Self-Evaluation**

A. All municipalities must evaluate their services, programs, activities and employment practices by January 26, 1993 to ensure non-discrimination and inclusion of persons with disabilities.

B. Municipalities with 50 or more employees must maintain the self-evaluation on public file for 3 years.

C. If a municipality has conducted a self-evaluation under section 504 the Rehabilitation Act, it may be used as the basis of the ADA self-eval.

**3. Develop a Transition Plan**

A. If structural changes in facilities are needed to ensure access to programs, services and activities, the changes must be made as soon as possible but no later than January 26, 1995.

B. Municipalities with 50 or more employees must develop a written transition plan by July 26, 1992 listing what needs to be done to facilities, when it will be done by and who is responsible for making sure the work gets done.

C. The transition plan must include an assessment and list of curbcuts that are needed to make sidewalks accessible, in addition to the facilities changes.

**4. New construction and Alterations** - Must comply with either the Americans with Disabilities Act Access Guidelines (ADAAG) or the Uniform Federal Accessibility Standards (UFAS). (Don't forget Mass. Architectural Access Regulations).

**5. Notice** - All municipalities must notify persons with disabilities of their rights under the ADA and of the municipality's efforts to comply.

**6. Complaint Procedures** - Municipalities with 50 or more employees must develop a complaint procedure.

**Note:** Complaints may also be filed with appropriate federal agencies and/or lawsuits may be filed in federal court.

For more information contact: the Massachusetts Office on Disability  
800-322-2020 v/tty or 617-727-7440 v/tty

## APPENDIX E - ADA GUIDELINES

### MUNICIPAL COMMISSIONS ON DISABILITY

Commissions on Disability are established by vote of Town Meeting (in towns) or City Council (in cities) to promote the inclusion and integration of persons with disabilities in the activities, services and employment opportunities of the community.

#### Commissions:

- Advise and assist municipal officials in ensuring compliance with federal and state disability laws;
- Review policies and activities of municipal departments and boards as they affect persons with disabilities;
- Provide information, referral, advocacy and technical assistance to individuals, businesses and organizations in all matters pertaining to disability;
- Coordinate the activities of other local groups organized to meet the needs of persons with disabilities.

Commissions consist of no less than five, no more than nine members chosen the Board of Selectmen or Town Manager (in a town) and the Mayor or City Manager (in a city). The majority must be persons with disabilities and one may be a member of the immediate family of a person with a disability. One must be an elected or appointed municipal official.

#### Applicable Laws:

- MGL chapter 40 section 8J, gives municipalities the authority to establish commissions;
- Section 504 of the Rehabilitation Act of 1973 requires inclusion and integration of persons with disabilities in the programs, services and employment opportunities of organizations and agencies that receive federal money;
- The Americans with Disabilities Act requires the same non-discrimination of municipalities whether or not they receive federal money;
- Amendment Article 114 of the Massachusetts Constitution prohibits discrimination on the basis of disability under any service or program within the Commonwealth;
- The regulations of the Architectural Access Board require access in newly built and renovated buildings.

September 1992

Massachusetts Office on Disability  
(617) 727-7440 voice/TDD  
1-800-322-2020 voice/TDD

cominfo/95

## GENERAL LAWS OF MASSACHUSETTS

### Chapter 40: Section 8J. Disability commission; powers and duties; members; terms.

Section 8J. A city which accepts the provisions of this section by vote of its city council, subject to the provisions of its charter, or a town which accepts the provisions of this section at an annual or special town meeting, may establish a commission on disability, hereinafter called the commission, to cause the full integration and participation of people with disabilities in such city or town. Such commission shall (1) research local problems of people with disabilities; (2) advise and assist municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities; (3) coordinate or carry out programs designed to meet the problems of people with disabilities in coordination with programs of the Massachusetts office on disability; (4) review and make recommendations about policies, procedures, services, activities and facilities of departments, boards and agencies of said city or town as they affect people with disabilities; (5) provide information, referrals, guidance and technical assistance to individuals, public agencies, businesses and organizations in all matters pertaining to disability; (6) coordinate activities of other local groups organized for similar purposes.

Said commission shall keep records of its meetings and actions and shall file an annual report which shall be printed in the city or town annual report and shall have at least ten meetings annually.

Said commission shall consist of not less than five nor more than nine members. In cities, the members shall be appointed by the mayor, subject to the provisions of the city charter except that in cities having a Plan D or Plan E form of government said appointments shall be by the city manager, subject to the provisions of the charter, and in towns they shall be appointed by the selectmen, except towns having a town manager form of government, in which towns appointments shall be made by the town manager, subject to the approval of the selectmen and except towns having a town council form of government, the town manager. A majority of said commission members shall consist of people with disabilities, one member shall be a member of the immediate family of a person with a disability and one member of said commission shall be either an elected or appointed official of that city or town. The terms of the first members of said commission shall be for one, two or three years, and so arranged that the term of one-third of the members expires each year, and their successor shall be appointed for terms of three years each. Any member of said commission may, after a public hearing, if so requested, be removed for cause by the appointing authority. A vacancy occurring otherwise than by expiration of a term shall be filled for the unexpired term in the same manner as an original appointment. The chairperson and other officers shall be chosen by a majority vote of said commission members.

Said commission may receive gifts of property, both real and personal, in the name of the city or town, subject to the approval of the city council in a city or the board of selectmen in a town, such gifts to be managed and controlled by said commission for the purposes of this section.

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INTERIM REPORT  
OF THE  
MATTAPOISETT  
MASTER PLAN STEERING COMMITTEE

*Phase I - Assessing Community Concerns & Land Use:  
Directions for Planning*

Prepared by the  
Master Plan Steering Committee  
of the  
Mattapoisett Planning Board

December 15, 1997

**Acknowledgments**

First, the Committee would like to thank the hundreds of Mattapoisett citizens, business people and town officials who have participated thus far in our efforts to craft an approach to master planning in town. As you will learn in the report, you have helped us better understand the need for planning and have provided us with the direction we need to go in the actual planning process in early 1998.

This report could not have been prepared without the special efforts of Committee Member Joseph Slattery who carefully coded each survey and the results of each neighborhood meeting and did the initial data entry work and summary analysis which forms the basis for much of this report.

In addition, Ray Andrews, another member of the Committee, along with Dennis Perry, Bob Atkinson and again with help from Joe Slattery, took charge of the Land Use mapping element. Ray painstakingly hand coded every assessors' map in town with current zoning, land use code and other regulatory information in preparation for utilizing a special "build out model" which will help town test alternative future scenarios during the planning process. This subcommittee wishes to thank Lynn Traudt of the Mattapoisett Assessor's Office for her cooperation and assistance in formatting land use data for input into the model.

Finally, the Master Plan Steering Committee wishes to thank the Mattapoisett Planning Board for providing overall support and encouragement for our work in completing Phase I. In particular, the Planning Board made available initial funding with which we were able to produce and advertise the neighborhood meetings and engage the services of Horizon Planning Group which has provided guidance, advice and technical support when necessary and is the principal author of this Interim Report.

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Cindy Johnson, Secretary  
Tony Lockwood, Co-Chair (Resigned 11/24/97)  
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Interim Report of the Master Plan Steering Committee  
 Phase I - Assessing Community Concerns & Land Use: Directions for Planning

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### I. Executive Summary

**Introduction:** Between June 1997 and October 1997, the Master Plan Steering Committee of the Mattapoisett Planning Board, through an extensive series of neighborhood meetings, a self-administered survey questionnaire and two business sessions, assessed the planning and growth related concerns of the citizens of Mattapoisett. In addition, a subcommittee of the Steering Committee, logged hundreds of hours examining how our land is regulated through zoning and other means in an effort to better understand how much developable land remains and ultimately, how future planning proposals might affect the rate of development.

It is important to note that the survey attempted to avoid bias and simply gauge opinion on popular planning topics in order to help the Committee better understand what their neighbors were concerned about and whether there was sufficient community-wide interest to pursue the Master Plan at this time with community-wide participation. In addition, the analysis of land use is objective, and while it clearly suggests some issues that might be of community wide concern, that will have to wait for the planning process.

As such, this report does not contain prescriptions, but rather indicates what we learned from the participants so far and in what direction our planning process should now be oriented.

**Some Things that Mattapoisett Wants:** Citizens generally felt comfortable with the town's growth rate over the past five years but indicated that they did not want it to increase. Over half of those responding would encourage economic or business development in town and agreed that the town needed more affordable housing while indicating affordable housing was not a universally accepted opinion. An overwhelming number of respondents want to preserve the town's unique character and historic areas and want to protect more open space than they perceive is being done now. An overwhelming majority of respondents like the idea of encouraging additional light industry in the industrial park and many endorsed the idea of encouraging "country store" convenience shopping in outlying parts of town.

**Some Things that Mattapoisett Doesn't Want or is Unsure Of:** When asked about their opinions regarding certain types of additional development, more citizens opposed the idea of commercial development on Route 6 than favored it; however there is strong evidence that what folks are really opposed to is poorly planned and designed "strip development." While roughly half of those responding "favor" the building of new homes in town, slightly less than half had "no opinion" or were "opposed." While 29% of those responding would like to see a "large grocery store" back in town, nearly half opposed such a prospect and 10% had no opinion.

**Regarding Property Taxes and Public Expenditures:** Over half of those responding felt taxes were excessive and even more felt that they were not getting their money's worth. However another 40% felt that taxes were "just right" and a third of all respondents felt they were getting their money's worth. Despite this split, an average of more than 63% of all respondents either agreed or strongly agreed that a host of town services and facilities should be improved or expanded even though it was pointed out that such improvements might require a property tax increase! It should also be pointed out that many of those who attended neighborhood meetings and/or completed the written survey instrument were long term homeowners, in their middle years and above average in household income, education and civic involvement.

**Regarding the Master Planning Effort:** Respondents generally indicated overwhelming appreciation for the initiative of the Master Plan Steering Committee and strong support for community-based planning as long as it was serious and got results. Section V.D. summarizes this support as do the individual responses to open-ended questions contained in the appendices.

At the same time, while not opposing the efforts of the Steering Committee, two participants questioned

whether the planning effort, as they perceived it, was part of a "hidden agenda" biased against residential development because of its purportedly negative fiscal impact. Several others, either in verbal comments and in their written responses, challenged the Committee to avoid the mistakes of the past by truly engaging the whole community so that planning proposals would be supported politically and so that the process developed a constituency which would insist on accountability in implementing the proposals.

The messages contained in feedback like this, although openly expressed by only a few participants, are welcome "reality checks" and will be taken seriously by the Steering Committee. Although the community generally accepts the concept of planning, there is still a great deal of work to be done before its purpose and application in Mattapoisett is widely understood and accepted. The process must remain "value neutral" until successful efforts are made to include all members of the community and their viewpoints and until we begin to achieve a shared vision of the future and a wider understanding and acceptance of what we are planning for.

**Overall** respondents like the small town atmosphere of Mattapoisett very much and don't want it to change. There are a number of commonly expressed concerns about the prospects of unplanned growth, but also an understanding of the need to accommodate sensible growth and apparent support for a variety of well planned and managed public improvements. Those that participated in this phase of the planning process appeared to be active citizens who offered constructive suggestions, want to (and need to) learn more both about how the town works and about how planning works and would either like to participate or might consider participating in planning for the future.

## II. Methodology

For a variety of reasons, the assessment summarized in this report does not claim to be based on either a scientifically drawn sample or offer a statistically valid basis for the conclusions drawn. Having said that, the Master Plan Steering Committee has worked hard to canvass the town using a variety of methods, and while the "respondents" in this assessment are self-selected, they do represent all of the neighborhoods and most of the other demographic ranges in Mattapoisett.

### A. Neighborhood Meetings

Neighborhood meetings were initiated in late June and continued throughout the Summer and early Fall -- ending in September. Overall, 12 neighborhood meetings were conducted, each advertised in the Wanderer thanks to funding provided by the Planning Board. Flyers were also distributed house-to-house in most of the neighborhoods to ensure maximum awareness of the meetings. Approximately 360 people attended the neighborhood meetings which were held weekly on Thursday evenings beginning at 7:30 p.m. and generally lasting until 9:00 p.m.. In order to minimize travel requirements, meetings were held when possible at community accessible locations such as the Friends Meeting House on Marion Road and at "The Casino" at Antassawomock on Mattapoisett Neck. Committee members took turns presenting a standard slide show, guiding discussion and ending the meeting with a twenty minute period for participants to complete the survey instrument or questionnaire. Refreshments were provided. All in all, it was a major undertaking to gear up every week during some awfully fine Summer evenings. A summary of the neighborhood meetings is presented as Appendix A.

### B. Hearts & Darts

In order to initiate discussion at each of the 12 Neighborhood Meetings and 2 Business Sessions, following the introductions participants were asked to voice likes and dislikes about Mattapoisett referred to as "hearts and darts" -- a concept borrowed from The Sentinel. These were recorded on a newsprint flip chart for all to see by a second Committee Member on a rotating basis. Examples of Hearts and Darts have been excerpted to illustrate the analysis sections below. More

detail about "Hearts & Darts" can be found in Appendix B.

**C. Residential Survey Questionnaire**

The survey questionnaire contained 21 "closed-end" questions and 5 "open-ended" questions. It was ultimately designed to avoid as much bias as possible. It was printed on three pages and took an average participant 15 to 20 minutes to thoroughly complete. The questionnaire was completed, either at the Neighborhood Meetings or as a "take home" exercise, by approximately 284 full time and seasonal residents. Analysis of the responses to the questionnaire forms the basis of Sections IV and V of this Report. A summary tabulation of the survey instrument and individual answers to the open-ended questions can be found in Appendix C.

**D. Business Survey & Business Meetings**

In order to initiate a dialogue with the town's business community, the Steering Committee mailed questionnaires, designed especially for small businesses, to over 300 local companies using a mailing list derived from business information obtained from the Town Clerk. Shortly thereafter, the Steering Committee conducted two "neighborhood meetings" devoted exclusively to seeking input from the local business people. Because of its stature and commitment to the Town, the first of these meetings was arranged to constitute the after dinner program at the Mattapoissett Lions Club Meeting of October 8. A second meeting was conducted one week later on October 16 at the American Legion Hall. Both meetings were advertised in the Wanderer as being open to any Mattapoissett business person. Input from the two business meetings is summarized below in Section VI. A copy of the survey instrument and a summary tabulation can be found in Appendix D. Notes on the comments made at each of the two Business Meetings are in Appendix E.

**E. Survey of Land Use & Buildout Modeling**

In order to better understand how we use and classify land in Mattapoissett, the Steering Committee under the direction of primary investigator Ray Andrews, prepared one-of-a-kind colored maps of the zoning and land use classifications of each parcel of land in town. The data and base maps for this exercise were obtained from the Assessor's Office. Working with various town officials, the subcommittee working with Mr. Andrews carefully documented "developed", "protected open space", "exempted lots" and both "unbuildable" and "buildable" land within an "uncommitted" category. This element is not yet complete but tables summarizing our findings to date are included in Section VII.

In addition, the Steering Committee obtained inexpensive buildout modeling software for eventual use in preparing "build-out" scenarios for the town. This software is designed to help estimate the effects of land management actions on growth and its community-wide impacts. The subcommittee working on land use mapping has become familiar with this spreadsheet based software and have begun to input data based on their mapping exercise and work with the Assessor's data base. We should be ready to begin using the model in January 1998. A detailed description of the model, its operation and potential output is included as Appendix F.

**III. Representativeness of the Residential Survey Sample**

**A. Household size:**

Although we did not ask the age of the respondent, we did ask participants to provide the size of their household and "slot" household members into eight different age groups. The average household size was 3 persons which is slightly larger than the average household size in the 1990 U.S. Census of 2.6 persons.

## APPENDIX F - 12/15/97 INTERIM REPORT

### B. Age Profiles *(adjusted via estimate to match U.S. Census 1990 categories)*

Respondents were asked -- for their household -- to indicate the number in each age group.

Category/ Response	Under 5	5 - 14 yrs	15 - 44 yrs	45 - 64 yrs	65 & Over
<b>Respondents</b>	<b>5.3%</b>	<b>9.6%</b>	<b>31.7%</b>	<b>33.5%</b>	<b>20.1%</b>
'90 Census	6.0%	12.6%	43.7%	23.0%	14.7%

As can be seen here, respondents to the Master Plan Questionnaire tended to live in households with older average ages than the overall Mattapoisett population profile would suggest.

### C. Household Marital Status

When asked the marital status of the head of household, 76% of our respondents said they were married compared to 62.2% from census data. Of the remaining respondents, 4% were "single", 7% "widowed", 2% "divorced" and 11% did not respond. One respondent wrote in "engaged"!

### D. Household Income

Although an optional question, 77 out of 282 respondents stated their approximate household income for last year (1996). Those averaged \$74,233 compared to the median household income from the census data of \$40,467. If accurate, our average respondent belonged to the upper end of that 20% of our population that earns between \$50,000 and \$75,000 per year.

### E. Educational Attainment

Respondents were asked their educational attainment and responded as follows:

Category/ Response	High School Graduate	Some College	College Degree	Graduate Degree	No Response
<b>Respondents</b>	8%	17%	32%	34%	8%

Of those who did respond, the participants in this questionnaire represented higher levels of educational attainment than the town as a whole as measured by the census data.

Category	HS Grad or higher	College Deg. or Higher	No Response
<b>Respondents</b>	<b>92%</b>	<b>67%</b>	<b>8%</b>
US Census	86.5%	30%	

### F. Home Ownership

Respondents were asked whether they own or rent their homes and whether they were year round or seasonal residents:

## APPENDIX F - 12/15/97 INTERIM REPORT

Category	Own	Rent	No Response	Year Round	Seasonal	No Response
<b>Respondents</b>	<b>98%</b>	<b>1%</b>	<b>1%</b>	<b>72%</b>	<b>16%</b>	<b>12%</b>
US Census	74.4%	25.6%	0%	n/a	n/a	n/a

Our respondents were virtually all homeowners. The proportion of year round to seasonal participants appears to be normal, particularly given that the Committee conducted the majority of Neighborhood Meetings during the Summer months purposely to obtain input from seasonal residents.

### G. Community Participation

Respondents were asked "how have you participated in your community?" (check all that apply).

Active in Civic, Social or Church	Serve on Public Board or Comm.	Attend Town Meetings	Vote in Town and other Elections	Read Local News - papers, etc.
<b>48.2%</b>	<b>19.9%</b>	<b>52.1%</b>	<b>71.3%</b>	<b>77.3%</b>

Respondents appear to be more active in all regards than does the "average citizen". Certainly half of the town's registered voters do not attend Town Meetings nor do 70% regularly go to the polls!

### H. Resident Tenure

Respondents were asked "how many years have you lived in Mattapoisett?":

0 - 10 years	11 - 20 years	21 - 30 years	over 31 yrs	No Response
<b>26%</b>	<b>20%</b>	<b>21%</b>	<b>32%</b>	<b>2%</b>

The average resident tenure (living in town) of our respondents was 25 years with participation more or less evenly distributed except for a large contingent living here over 31 years which is consistent with findings reported above with regard to a higher than average household age profile.

### I. Plans to Continue Living in Mattapoisett

When asked "Do you plan to stay here?", fully 92% of those responding plan to stay here with only 2% indicating plans to move away. 6% did not respond.

## IV. Analysis of Community Responses to the Closed-End Survey Questions

### A. Attitudes on Growth Rates

In response to the first question on the form "Which response best illustrates your feelings on Mattapoisett's growth rate within the last five years?", we recorded the following responses:

"What Growth"	"Too Slow"	"Just Right"	"Too Fast"	"Out of Control"	No Response
<b>6%</b>	<b>2%</b>	<b>47%</b>	<b>37%</b>	<b>5%</b>	<b>4%</b>

Apparently most of the respondents feel comfortable with what they perceive to be our actual growth rate while a significant number feel that we are growing too fast already. According to the state projections (M.I.S.E.R), Mattapoissett grew 4.5% between 1980 and 1990 and is estimated to grow 3.0% between 1990 and 2000. Between 2000 and 2010 we are projected to grow 5.0%.

As we proceed, we will dig deeper into the actual mechanics of how the town grows and attempt to gain a better shared understanding of what drives growth in Mattapoissett. Out of this will come an appreciation of how growth of various sorts results in both benefits and costs to long time residents and new arrivals alike which can help us decide whether or not we want to try to "manage growth".

**B. On Taking Initiative**

Respondents were asked to indicate whether they STRONGLY AGREE, AGREE, DISAGREE, STRONGLY DISAGREE, or had NO OPINION about the following action items. ( To aid in evaluation of the overall responses, the total of both "agree" options and "disagree" options were combined into "all agreed" and "all disagreed":)

Category/ Response	<b>ALL AGREED</b>	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	<b>ALL DISAGREED</b>
Encourage Business Development	<b>64%</b>	26%	38%	8%	17%	11%	<b>28%</b>
Preserve Unique Character	<b>100%</b>	84%	16%	0%	0%	0%	<b>0%</b>
Need Affordable Housing	<b>52%</b>	10%	42%	16%	18%	14%	<b>32%</b>
Preserve Historic Areas	<b>98%</b>	73%	25%	1%	0%	1%	<b>2%</b>
Protect More Open Space	<b>91%</b>	60%	31%	4%	5%	1%	<b>6%</b>

As noted in the Executive Summary above, an overwhelming number of respondents want to preserve the town's unique character and historic areas and want to protect more open space than they perceive is done now. These are very strong favorable responses. They may be predictable given the types of respondents who chose to participate in the Neighborhood Meetings or may be truly representative of attitudes throughout Mattapoissett.

Two of the most interesting responses, involving "economic development" and "affordable housing", also received a majority vote but the relatively higher number of both "disagree" and, especially in the case of "affordable housing" -- "no opinion" votes -- indicating a greater degree of differing opinion even within the respondent sample.

We need to learn what "economic development" and "affordable housing" mean, and explore the various types of each, along with their benefits and costs, before a recommendation can be developed.

C. Opinions on Certain Types of Development

Respondents were simply asked "What is your opinion regarding?: (Again, both "in favor" and both "opposed" choices were totaled into "all in favor" and "all opposed" to enhance analysis.)

Category/ Response	<b>ALL IN FAVOR</b>	Strongly in Favor	In Favor	NO OPINION	Opposed	Strongly Opposed	<b>ALL OPPOSED</b>
Commercial Development on Route 6	<b>35%</b>	4%	31%	12%	39%	15%	<b>51%</b>
Light Industry in the Industrial Park	<b>85%</b>	33%	52%	8%	6%	1%	<b>7%</b>
Small Country Stores in Outlying Parts of Town	<b>68%</b>	20%	48%	18%	14%	1%	<b>15%</b>
New Homes in Mattapoisett	<b>51%</b>	1%	50%	22%	24%	4%	<b>26%</b>
Large Grocery Store	<b>29%</b>	8%	21%	10%	32%	17%	<b>49%</b>

Shedding some light on the previous question regarding "economic development", respondents here clearly differentiate between "commercial development on Route 6" and "light industry in the Industrial Park". Given the many comments in the "Hearts and Darts", it would appear that many respondents are worried that too much un-managed development on Route 6 might be of the "strip development" familiar in some nearby towns. On the other hand, the Mattapoisett Industrial Park has been specially designed for such development, is off on its own, and except for vehicles entering and exiting on North Street, goes mostly unnoticed by those who don't need to go there.

"Country Store" convenience shopping in outlying areas of town was somewhat more popular with residents of those neighborhoods but not significantly so. On the other hand, the prospect of attracting a large grocery store to town, regardless of whether a sufficient unserved demand remains given the large supply in nearby Fairhaven, is more of a toss-up. Virtually everyone in town has to travel to one of these large stores out of town on a regular basis. With this group of respondents, the "Nays" have it.

Finally, it appears that the question on "New Homes in Mattapoisett" may have been confusing to many and probably could have been better written. The high number of "no opinion" votes suggests the difficulty of asking "who can be in favor or opposed to new homes?". Those that voted "in favor" were tentative with only 1% voting "strongly in favor". Those voting "opposed" were more certain -- particularly those "strongly opposed". Nevertheless, the responses at least point to a clear unwillingness to oppose new homes if not a tentative signal of support for those that want to build -- which can include current residents wishing to "up size" or "downsize" or get closer to the water -- as well as new residents.

Perhaps a future question should attempt to determine attitudes about home development of different types, construction rates and in different locations.

**D. Attitudes on Property Taxes**

Respondents were asked: "How do you feel about your current tax rate?"

Category/ Response	Low	Just Right	Excessive	Not Applicable	No Response
<b>Respondents</b>	2%	38%	54%	2%	4%

Next, respondents were asked "Do you feel you are getting your money's worth for the property taxes you currently pay?:"

Category/ Response	Yes	No	No -- but glad to pay anyway	No Response
<b>Respondents</b>	33%	50%	13%	4%

While 40% of respondents in the first question felt that their tax rate was either low or just right, only 33% felt they were getting their money's worth. When asked the second question, 7% of those comfortable with their tax burden signaled that they did not feel they were getting their money's worth.

While 54% felt their current tax rate was excessive, 64% of respondents do not believe they are getting their money's worth and most of these (78%) chose not to say they were happy to pay anyway. Whether due to a lack of understanding and appreciation for the way their tax dollars are spent or a perception that things could be handled more efficiently, or both, this finding suggests a need which might be addressed through the planning process.

**E. Support for Public Expenditures**

Following the question on tax payer attitudes, and after pointing out that "all of the following may require a property tax increase", respondents were asked to indicate "whether they STRONGLY AGREE, AGREE, DISAGREE, STRONGLY DISAGREE or had NO OPINION regarding a series of hypothetical public expenditures listed below. (The "ALL AGREE" and "ALL DISAGREE" columns were added for purposes of analysis.)

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Question/ Response	ALL AGREE	Strongly Agree	Agree	Disagree	Strongly Disagree	ALL DISAGREE	No Opinion
Improve public roads	65%	18%	47%	20%	4%	24%	5%
Expand "Town Water"	66%	26%	40%	17%	4%	21%	14%
Expand Sewers	66%	33%	36%	16%	8%	24%	7%
Improve Schools	60%	17%	43%	17%	3%	20%	21%
Improve "inland" recreational facilities	60%	13%	47%	20%	3%	23%	18%
Improve "waterfront" recreational facilities	60%	16%	44%	20%	4%	24%	16%
Improve public recycling facilities	59%	18%	41%	20%	4%	24%	17%
Improve public library facilities	66%	22%	44%	12%	3%	15%	18%

Consistently, 63% of respondents "agree" with the notion of improving public infrastructure and facilities while approximately 22% "disagree". Given the responses to the above questions about taxes, one might have predicted a larger "disagreeable" vote.

It is interesting to note that while both sides were moderate in their feelings -- tending to agree or disagree rather than choosing "strongly agree, etc." -- the "agreeable" vote was consistently more "strongly" agreeable than the disagreeable voice.

As was noted in the Executive Summary, many of those who attended neighborhood meetings and/or completed the written survey instrument were long term homeowners, in their middle years and above average in household income, education and civic involvement. As such, while the responses to these questions are somewhat inconsistent with the previous tax question, they are not inconsistent with what one would expect of such a sample.

While most of us think our taxes are too high and that we are not getting our money's worth, we also want more and better services and an increasing standard of living and more often than not, don't connect the two. This also presents an argument in favor of seeking broader public understanding of the relationships between public "goods" and the costs of providing them which could be achieved through the planning process.

Further analysis of this data does point out important differences in the strength of feeling about the various choices offered to respondents. For instance, within the "agreeable" vote in favor of expansion of both town water and sewer, the "strongly agree" vote was considerably stronger than the overall average -- suggesting that these were priority topics among respondents as a group. The most pronounced case involved sewers where the voting was nearly equal between "agree" and "strongly agree". At the same time, while the overall "disagree" group on sewers was in line with the average "disagree" vote, the "strongly disagree" component on sewers was more than twice the average "strongly disagree" -- suggesting that potentially more citizens would oppose sewer expansion than would oppose other public expenditures, if they had to pay for it through increased taxes.

It is also interesting to note response patterns in the "no opinion" column which averages 14.5% across all eight choices. Improvements to public roads and sewers received less than half the average "no opinion" vote, confirming that these are not neutral subjects. On the other hand, several of the choices, led by "schools" and followed by recreation, library facilities and recycling, received higher than average "no opinion" votes. This could be explained by noting that these facilities are used by only a portion of the population whereas public roads and water, and apparently sewer expansion, are issues that more directly affect every citizen. This also speaks to the "on-average" older respondent and/or meeting participant.

**V. Analysis of Community Responses to the Open-Ended Survey Questions**

**A. Quality of Life** (For detailed responses see Appendix C-1 on page 42)

Question 11 asked respondents: **What aspects of Mattapoisett and living in Mattapoisett contribute to your "quality of life?"**

Responses taken together paint a familiar picture with most falling neatly into one or more of the following categories, in no particular order:

- ◆ An overall **sense of peace & quiet**, natural beauty, scenic views, open spaces, safety & tranquility
- ◆ Friendly people and a shared **sense of a special, caring community** which enjoys its summer band concerts and wharf dances, lack of commercialism, and good schools, considerate public safety and government personnel, lack of serious crime and manageable traffic
- ◆ The **small town atmosphere** including the historic village area, quaint shopping district, various neighborhoods and rural areas in which walking and biking are possible
- ◆ Our **coastal location, town wharf, Ned's Point, wonderful harbor** and access to Buzzards Bay with great swimming, boating, fishing and shell fishing.

In reviewing these responses it is clear that these respondents define quality of life much more in terms of the natural (and built) environment, easy-going pace, sense of community and civic decency rather than in terms of good shopping, access to jobs or dynamic prospects for growth.

**B. Perceptions of Change** (For detailed responses see Appendix C-2 (p.49) & C-3 (p.55))

Question 12 asked respondents: **What are some of the biggest changes you have noticed in town in the past five years?** and Question 13 asks: **How do you feel about these changes?**

Note that these questions are neutral on whether perceived changes are felt to be "good" or "bad". Clearly the analysis indicates that, for the most part, the changes noted by respondents were in the "negative" or "cautionary" realm. As with the previous question, there were several clear areas of agreement.

First, an analysis of the most frequently perceived changes from Question 12 followed by a summary of responses (*in italics*) that describe what people feel about these changes:

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- ◆ A sense that "our secret" is out and that the pace of change -- so slow for so many years -- is quickening.

*I don't care for it but understand that it is supposed to mean progress. Change happens so gradually, you don't notice -- which is dangerous. Reasonable change is good -- a sign of the times -- but I would like to see more positive change. A little too fast -- without sufficient information. Some good, some not so good, our response to change is the most important thing.*

- ◆ An increase in home construction, especially larger and more expensive homes:

*They will require additional town services & increase our taxes. Rapid growth can be controlled with larger lot sizes. Just fine. Going too fast. Have zero growth! I wonder about some of the lots being built -- it seems anything goes*

- ◆ And proposed large developments

*I like the Brandt Island development for older citizens -- no impact on the schools. These developers will change the attractiveness of Mattapoisett. Too much too soon. Damaging to small town atmosphere -- threats to environment and water.*

- ◆ The loss of the two pharmacies and the A&P and the general difficulties or failure of small businesses -- particularly on Route 6.

*Very sad and upset at having to travel to provide for basic needs. Mattapoisett needs (more) places to buy food and prescriptions. Would like to see appropriate businesses succeed on Route 6. What can the town do to retain small stores and encourage more small, creative, family owned businesses including upscale shops? Need to encourage competition. I like Dunkin' Donuts. We should not encourage fast food. Frustrated about having to go to Fairhaven. Don't mind shopping in Fairhaven!*

- ◆ Increases in traffic volume and speed -- particularly on the major roads in and out of town -- but also in small neighborhoods and subdivisions. Respondents often appeared to connect these comments with a sense of increased stress and public safety concerns

*I hate the traffic! We need more public transportation. Need to enforce current laws. Not much can be done. Very concerned about pedestrian safety.*

- ◆ Changing demographics including a perception of more younger families with higher incomes who bring different values and new attitudes

*We were a new, young family 35 years ago and we were welcomed. I feel strongly that some of the new people create problems instead of (helping to) solve them. Not as friendly. Apprehensive. I hope this is not a harbinger of threatening, stressed out paranoids!*

- ◆ Awareness of a changing political landscape and of new demands on government:

*Mattapoisett is too big for just 3 Selectmen. Still not enough candidates to provide voters with choices. Good and bad.*

◆ Increasing taxes:

*Taxes do not seem to be allocated and appropriated properly. A property tax rebate for elders should be instituted. Need a broader tax base. Taxes should be more equitable. Angry. Too much of an increase.*

◆ More citizen interest in local governance issues

*Too much polarizing of issues. People asking for too much. Everyone has a right to enjoy, participate and make policy. Need more representation throughout town -- especially beach areas. I like public involvement like these neighborhood meetings. We need vigilance and proper planning.*

◆ Changes in the use and function of homes and neighborhoods including conversion of former "summer colonies" to year round, in-fill construction for in-law or rental purposes, and use of residential buildings for home businesses.

*I'm resigned....taxes force summer homes to be rented. I worry about the speed of cars -- many visiting summer home areas.*

◆ Deterioration of the public infrastructure -- particularly roads and amenities such as the Town Beach and tennis courts -- as well as investments in public infrastructure such as the addition to Old Hammondtown School and the construction of the new Police Station.

*Need managed growth -- preserve buildings. Tennis courts need routine maintenance. Not good. the infrastructure is in decline and no money is being spent. We need to address the road problems and maintain our streets. Can live with it.*

Overall, the nature of responses to these questions is perfectly understandable in any community undergoing changes over which citizens do not feel they have control. Lack of understanding and knowledge about how change happens, uncertainty about the future and confusion about how to manage change, can often lead to fear, stress and less than constructive attitudes and behaviors

C. **Citizen Visions for Mattapoisett** (For detailed responses see Appendix C-4 on page 59)

Vision statements express one's hopes for the future and are increasingly being used as a way of both developing our ability to look beyond the present and discovering areas of consensus among groups or communities about what "future" they wish to plan for.

Question 14 in the survey asked **"What is YOUR vision for the Town of Mattapoisett in the future?"**

A full list of these vision statements -- often very short and often cryptic in their raw form -- is contained in Appendix B-5. However, like the responses to the other open ended questions, the responses to this question were varied but often touched on common themes -- many of which will now be familiar following the above analysis. Elements that most resembled vision statements -- rather than problem statements or prescription statements for planning action -- are spliced together below to form several more complete vision statements. *While each of these derived statements attempt to center on a theme, such as small town charm, community diversity and environmental orientation, readers may find some apparently inconsistent ideas within each and others may not.*

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- ◆ A 21st Century New England seaside small town which has carefully preserved many elements of its special charm and character. planned and built real neighborhoods and other necessary facilities and which has met the needs of a slowly growing and changing population through intelligent efficient, capable planning and management.
- ◆ A mostly residential community, open to all, with all treated fairly. More racial and ethnic diversity -- more inclusion. A community concerned with education and giving a child a secure future. A law abiding town of above average income families which also offers affordable housing options for our grown children and our elderly. Handier services. employment opportunities and more social interaction and activities.
- ◆ An "environmentally friendly" town. Clean water in the bay, increased access to the water. well maintained common areas and plenty of open space and recreation activities. Low stress pace with lots of peace and quiet.

It must be noted again that these three statements were "assembled" by the consultant/author from the some six pages of one line responses in the surveys and are an attempt to capture some of the major "vision type" sentiments gathered during the survey. The original responses are included herein so that the reader can "play with" these sentiments and practice putting together their own vision statements.

### D. **Ideas, Suggestions, Reservations and Questions about the planning effort.** (See Appx. C-5)

Question 15 asked "**What ideas, suggestions or reservations do you have about planning for the future of Mattapoisett?**"

Question 27, near the end of the survey instrument asked "**Any further comments or questions about the planning effort....?**"

The most common themes addressing the planning effort itself are summarized below:

- ◆ Strong support for planning and growth management which anticipates future problems and is not just a reaction to "last minute" problems
- ◆ Recognized need for community education about choices and community involvement in the process
- ◆ Desire to see broad and diverse input from all parts of town -- including coordination among existing town boards and committees, to be effective and to avoid bias
- ◆ Concern that the planning be both pragmatic and simple but effective and with a commitment to both consensus and implementation, which some feel will not be easy
- ◆ Recognition that planning, to be effective, should utilize professional resources and current technology where appropriate
- ◆ Suggestions that techniques chosen to implement a plan should consider concepts such as economic and other incentive based approaches in addition to traditional zoning approaches
- ◆ Plenty of specific suggestions and an implicit sense of enthusiastic willingness on the part of respondents to participate

- ◆ Endorsement of the neighborhood meetings and survey along with suggestions about involving new people in the planning process in order to increase the possibilities for consensus
- ◆ Suggestions that "leadership should be more progressive" and that the town should examine ways to make it's government more efficient. perhaps through a review of it's charter

### VI. Results of Business Survey and Meetings

#### A. Representativeness of the Business Survey

A one page survey instrument was mailed to some 300 locally registered businesses using information supplied by the Town Clerk. Twenty of the twenty two responses form the basis of this brief analysis. A copy of the survey and response tallies is included with this section for ease of reference. Because of the small response rate, this sample cannot be considered representative of the business community in Mattapoisett. However, the information contained in the responses is useful and probably not substantially different from what you might expect with a larger sample.

- ◆ Our small sample of twenty were mostly in the service, retail, professional, sales and marine businesses.
- ◆ The customer base of over half the respondents were from the "area" and "region" with some 20% indicating customers on either a super-regional, national or global basis.
- ◆ 35% had sales under \$150,000 while over half indicated annual sales over \$150,000 and 25% over \$500,000.
- ◆ 45% were home-based, 40% of the respondents leased their facilities and only 15% owned a building.
- ◆ 45% were sole proprietors and another 40% were incorporated. There were no franchises represented.
- ◆ Over half the businesses represented in the sample were located on "Route 6" with the next highest number located in the Industrial Park.
- ◆ 65% indicated that their business was not dependent on it's location in town but to 30% location in town was important to their business
- ◆ Collectively, business respondents employed, on average, 83 full time, 34 part time and 36 seasonal workers for a total of 153.
- ◆ According to respondents, they believed that only 3% of their employees actually lived in Mattapoisett!
- ◆ 17 out of 20 respondents (85%) indicated that they lived in Mattapoisett and all (100%) indicated that Mattapoisett was a good place to operate a business.

**B. Analysis of Responses to the Business Survey** (See Appendix D)

◆ **Why is your business located in Mattapoisett?** (Question 8)

Given the large percentage of respondents who indicated they operate a home based business (45%), it is not surprising that most of the responses to this question were "it is close to home...a great place...where my clients (and boats) are."

◆ **Why, in your opinion, is Mattapoisett a good place to operate a business?** (Question 12)

The largest number of responses centered on the same kinds of reasons that residential respondents gave for living in Mattapoisett: easily accessed, low traffic congestion, small town feel and natural environment. Others indicated that a Mattapoisett location was "cost effective" or that there was "available space" and a good location regionally -- between Boston and Cape Cod. Several others indicated "reasonable" town agencies, a stable tax base, strong demographics and "minimal restrictions".

◆ **How do municipal policies or regulations affect your business?** (Question 13)

Most indicated that municipal policies did not matter much in their business except for taxes and in one case, septic and zoning regulations. Some respondents apparently believed that the municipal government could be more supportive of local business through more convenient hours, greater flexibility or more pro-business efforts but these were not described more fully.

◆ **How do state or national policies affect your business?** (Question 14)

Like the answers you might expect in any other community, business respondents indicated that while these are not key concerns, state and national budget and tax priorities are of general concern and that the government's role in setting environmental regulations, workmen's compensation and insurance rates can be of concern.

◆ **What local planning issues most concern you as a business person?** (Question 15)

This question received the highest response rate of the open-ended business questions on the business survey -- 17 of 20 had something to say. While it is important to remember that the small size of the sample does not enable us to draw significant conclusions, the areas of concern do provide a sense of direction which was a primary objective of this business survey:

- ◆ Support existing business and industry and promote clean new business and industry.
- ◆ Awareness that while population growth can result in an increased customer base for some businesses, economic development or "business growth" should ideally have a low impact on traffic and town services.
- ◆ Concern over perceived effects of municipal regulation on "stopping building" (bad), "taking away rights" (bad) and "site plan review" (good & bad?).
- ◆ Zoning changes on Route 6 to enable commercial development on "both sides".

◆ **What types of changes would you recommend, if any, in the way the town manages it's affairs?(Question 16)**

Although a few indicated that they would suggest no changes, the largest number of respondents addressed management and fiscal accountability followed by a more "business friendly" stance on municipal regulations and fees.

- ◆ Get a town manager, improve departmental fiscal responsibilities, maintain a stable budget and minimize tax overrides.
- ◆ Keep restrictions, limitations and fees to a minimum and try harder to understand and incorporate the business point of view when making regulatory decisions involving businesses. Clarify the building codes.
- ◆ Take a more pro-active role in accommodating existing businesses and in improving Mattapoissett.

◆ **What business or civic organizations do you participate in? (Question 17)**

There were no clear favorites here and responses ranged from involvement in professional organizations to regional organizations like the United Way, Community Foundation and Greater New Bedford Chamber of Commerce, to local organizations such as the Lions Club, Friends of the Elderly, Hearts and Hands, and local school and sports-related activities.

◆ **Are you interested in the creation of a Mattapoissett Chamber of Commerce? (Question 18)**

In the last and final question of the business survey, 8 respondents (40%) voted YES, 9 respondents (45%) voted NO, and 3 (15%) had no response. Statistically, this is a toss up, but the responses do suggest that Mattapoissett business operators are ambivalent on this question.

**C. Results of the Two Business Meetings** (See Appendix E)

As noted in Section II on methodology, the Steering Committee conducted two business meetings in an attempt to initiate a constructive dialogue with local business people and to augment the findings of the business survey.

On October 8, most of the Committee attended a regularly scheduled, and well attended, meeting of the Mattapoissett Lions Club at Silvestris on Route 6. Following the general outline developed for the neighborhood meetings, there was a spirited discussion ranging from the intended objectives of the planning group, to examples of how certain businesses appeared to be adversely affected by regulatory policies to current topics such as the siting of telecommunications towers and the need for, and impacts of, assisted living facilities.

A one page summary of the comments recorded at that meeting is contained in Appendix E. Although not adequately reflected in this summary, at least one vocal participant at this meeting expressed his belief that the Steering Committee intended to stop growth in it's tracks. Whether or not this belief was shared by other participants was unclear, however, this prompted representatives of the Steering Committee to explain that the role of Committee was to conduct an open and unbiased planning process in hopes that every member of community would participate in forming a consensus vision and set of planning objectives that all would work constructively on in the future. Members of the Committee invited the Lions Club to actively participate in this process, both corporately and as individuals, in order that the resulting plan reflected their concerns and ideas.

After addressing this mis-perception, participants voiced a number of concerns -- not unlike those raised in the business survey.

- ◆ The town needs to grow both in terms of population and business development in order to have a healthy growing market for those who need services and those who sell services, and in order to broaden the tax base.
- ◆ "Creeping" land use controls, combined with tax policies, sometimes encourage those who own land to secure approvals and build earlier than they might if they could be assured that their development rights would not be abridged in the future. Specific examples of individual home builders whose initial expectations (years ago) of developing house lots have been dashed by more recent regulatory changes were cited.
- ◆ Participants asked many challenging questions such as: "What is controlled growth?"; "How will large proposed projects such as that at Brandt Island impact traffic and infrastructure needs and how will we pay for them?" "How will the Planning Board deal with 150 foot tall telecommunications towers which they are obligated to deal with constructively?"

The following week, on October 16, the Steering Committee conducted a second business meeting at the American Legion Hall which was attended by half a dozen business people. Despite, or perhaps because of, the smaller group participating, this business meeting resulted in a more substantive list of suggestions and ideas. (Appendix E):

- ◆ Concern about inconsistent signage regulations and questions about why "B&B" signs are not permitted.
- ◆ Interest in "mixed use" zoning but concern about creating a "commercial strip"
- ◆ Acknowledgment that we will have to deal with uses such as franchise businesses and adult entertainment but uncertainty about how to do so consistent with the town's character
- ◆ A general feeling that the town does not have a "business oriented" approach but also that business people need to be more involved in developing and implementing "business friendly" policies
- ◆ Concern that business expansion is in some cases limited and that we might even be losing business due to the way in which changes in non-conforming uses are handled by the town
- ◆ Simplify regulations and provide easy-to-read handouts that summarize the rules and procedures
- ◆ Interest in learning more about how the town will deal with the proliferation of home based businesses

**D. Summary of Business Ideas and Opinions**

In addition to the summary descriptions above, several observations are worth noting about the initial attempts of the Steering Committee to initiate a constructive dialogue with the Mattapoisett business community:

- ◆ Mattapoisett's business people share the same hopes and concerns as ordinary citizens about the community in which they live and work. Each harbors assumptions about what works and what doesn't but has legitimate questions. These can be addressed in the planning process.
- ◆ There is no organized "business voice" in town and no clear consensus among those business people participating thus far that they want to create one. Nevertheless, there are clearly common themes -- as well as a great deal of independent thinking -- in each of the conversations that the Committee has had with business people.

Given the absence of an organized "business voice" and the parallel lack of experience with institutional participation in matters of public policy, the Master Plan Steering Committee hopes that individual business people as well as organizations such as the Lions Club -- which is the closest thing we have to a chamber of commerce -- will increasingly be comfortable with and participate in community based planning activities.

- ◆ Although business people, whether or not they are based in Mattapoisett, understand and accept the need for creating, following and adapting a focused business plan, many of those same people appear to have a harder time understanding and accepting the concept of community wide planning or the essential nature of their role -- as business people -- in the planning process.

The Steering Committee understands that community planning is a difficult and in some cases threatening concept for many to understand and accept and hopes to provide adequate opportunity for business people and residents alike to learn about and agree on the need for planning early in the master planning process.

**VII. The Survey of Land Use & Buildout Modeling (See tables and charts following page 21)**

**A. Project Description**

In order to better understand how we use and classify land in Mattapoisett, the Steering Committee under the direction of primary investigator Ray Andrews, prepared one-of-a-kind colored maps of the zoning and land use classifications of each parcel of land in town. The data and base maps for this exercise were obtained from the Assessor's Office. Working with various town officials, the subcommittee working with Mr. Andrews devised a very useful classification system based on assessment classifications, zoning and other factors. Each parcel was coded as either "developed"; "protected open space"; "exempted lots"; and both "unbuildable" and "buildable" land within a larger "uncommitted" category.

The consolidated map is being reproduced to correct scale in order that it can be used in the next phase of master planning. However, as explained below, we learned just how important it will be for the town to invest in a modern Geographic Information System or GIS which will enable us to more easily use and manipulate existing data for a variety of municipal planning and management purposes.

The findings below, while consistent with information portrayed on the map (which is too large to include in this report) are drawn from tabular data made available in electronic form by the Assessor's Office. The summary tables and charts which accompany this section, comprise our first output produced by the buildout software described below.

This buildout modeling software, entitled LAND'97, was recently used in Bourne and Rochester, and was obtained through the project consultant for eventual use in preparing "build-out" scenarios for the town. The subcommittee working on land use mapping has become familiar with this spreadsheet based software and has begun to input data based on their mapping exercise and work with the Assessor's data base. When completed, the Steering Committee together with town boards and the public can use this tool to help "envision" and compare how future change might take place under different sets of planning and regulatory assumptions. The basic structure and utility of this model is described in Appendix G.

### B. Findings of Land Use Survey

- ◆ Mattapoissett has approximately 10,516 acres of land area which are currently subdivided into 4,424 lots or parcels.
- ◆ 2,960 of these parcels (67%) totaling some 2,611 acres or 25% of the towns' land area have already been "developed".
- ◆ 171 of these parcels (4%) totaling some 1,026 acres or 9.75% of the town's land area are currently in one of several "protected" classifications and are unlikely to be developed in the future. These include all tax exempt lands.
- ◆ 433 of these parcels (9.8%) comprising 817 acres or 7.77% of the town's land area are deemed "unbuildable" due primarily to known wetland or soil conditions.
- ◆ Much of the approximately 6,000 acres remaining (57%), which are currently subdivided into 836 parcels (19%) are currently classified as "developable". However, after further adjustments for unsuitable soils and newly imposed setbacks required by laws such as the Rivers Protection Act, the actual developable land area under current municipal zoning and other land use controls should be reduced.
- ◆ Most of the "buildable land" appears to be in the RR40 zoning districts north of I-195 (2,578 acres in 146 parcels) and in the RR30 zoning districts south of I-195 (2,175 acres in 285 parcels).
- ◆ Some large tracts, such as the privately owned Reservation Golf Course, are currently "developable" under the ad hoc land use classification code devised for the purpose of this exercise. While there is no indication that the Club has any intention of ever changing it's use, his tract includes nearly 77 acres of which 42.22 acres are zoned RR30 and 34.74 acres are zoned General Business.
- ◆ Although the total acreage of land classified as "developable" will be reduced when parcels with soils unsuitable for septic systems are re-classified, even after we complete this process (which is underway) the amount of remaining developable land is likely to be almost two times larger than the land area that already has been developed since colonial times.
- ◆ As such, while "sewering" will likely increase pressure for development in certain parts of town, new home construction, which may not be sustained over the short run, could theoretically more than double the amount of built space whether or not sewer development

proceeds on a phased basis.

- ◆ While we now have perhaps the most detailed information ever on the current use of land in the town -- and hope to build on this data base and evaluation framework going forward -- we cannot make optimum use of this effort and information until parcels are digitized and land use information can then be handled electronically as part of a Geographic Information System or GIS.

## VI. Directions for Planning

The Master Plan Steering Committee realizes that their role has been to initiate, and will be to patiently help lead, a gradual process -- one step at a time.

- ◆ Following Phase I, reported herein, we believe the very next step should be to **engage and secure the committed participation of our elected and appointed officials in the master planning process**. Each board and committee has an implicit planning agenda if not an explicit one and we suspect that if we assemble all of them -- like pieces of a puzzle -- we will all have an easier time meeting our respective planning objectives. Furthermore, with the committed involvement of those that officially govern the town, we should be able to develop a more realistic basis for planning which, by definition, will serve the interests of town governance and administration and which should result in plans that can be more easily adopted and implemented by the towns boards and departments.
- ◆ Following this, **an expanded and more effective master planning "team" can help inform the whole community about the current planning issues facing the town**. At this point, the "whole community" must include not just homeowners and business owners but also land owners, developers and other special interests such as the elderly, our youth, cultural, educational and religious leaders.
- ◆ Part of this process will involve **education** about what other towns have done and are doing to resolve planning questions similar to ours.
- ◆ At this point, the master planning team needs to **seek shared understanding and acceptance of the planning mission, and work toward consensus on community values, priorities and ways and means of achieving change**.
- ◆ This will lead to the formation of **alternative sets of planning proposals**, and ultimately, a **preferred set of solutions** that the community agrees makes the most sense for Mattapoisett. According to the Mission Statement of the Master Plan Steering Committee, these planning proposals should reflect the "best practices and current techniques available" as well as be consistent with state guidelines for community master plans.
- ◆ Once this preferred approach for Mattapoisett has been thoroughly researched and developed, mostly likely during the middle part of the calendar year, the Steering Committee will present a **draft final plan** to the Planning Board, which, pursuant to state law, will conduct a **public hearing prior to adopting the Master Plan**. At this point, the community -- having participated in the process -- should feel a sense of "ownership" for the proposals and if so, should support Planning Board adoption of the Master Plan.
- ◆ In order to fully implement the recommendations contained in the plan, some parts of it may have to be brought before a **Special Town Meeting in the Fall or early Winter of 1998**, for enactment by the town's legislative body.

- ◆ While continuing it's tradition of strong committee participation, the Master Plan Steering Committee will seek **continued municipal funding to support the cost of outside technical assistance** on a consulting basis. Hopefully, some of the costs of completing the plan can be funded through **state or federal grants** which will be explored.
- ◆ Following adoption of the Master Plan and enactment of those elements requiring changes or additions to town bylaws, **it will be very important to ensure the implementation and eventual updating of the planning objectives.** As such, while it might take a different form from the Steering Committee, some group of **town officials and citizens should work to support and monitor implementation activities so that the planning effort achieves the intended objectives** and, by doing so, builds and maintains credibility in the eyes of the community.
- ◆ **The community-wide planning effort is an on-going process and should never really stop.**

# ATTENTION MATTAPOISETT

RESIDENTS, BUSINESS PEOPLE, PUBLIC OFFICIALS AND COMMUNITY ORGANIZATIONS:

The Master Plan Committee Needs YOUR Help on

## "PLANNING DAY"

*SATURDAY, OCTOBER 17, 1998*

*8:00 A.M. - 3 00 P.M. \**

*OLD ROCHESTER REGIONAL JUNIOR HIGH SCHOOL CAFETERIA*

✓ *Visions for Our Future*

✓ *Problems & Opportunities*

✓ *Priority Goals & Objectives*

✓ *Planning Strategies*

*Lunch & Day Care Provided!!!*

Registration begins at 8:00 a.m. followed by a Welcome and Orientation at 8:30 a.m.. Session #1 will begin at 9:00 a.m. and focus on top planning issues and "visioning" for the future. At 11:00 a.m., participants will learn what solutions other towns have found successful in dealing with similar planning problems. After lunch, at 1:00 p.m., participants in Session #2 will regroup on a topical basis to consider goals, objectives and implementation strategies. Each group will present and discuss their results following each of the two breakout sessions. The primary objective is to build a consensus on planning objectives. Those who would like to utilize the day care service, volunteer as a Community Facilitator, or who have questions, should contact Peter Kortright of Horizon Planning Group at (508) 758-1378 or send an e-mail to "kortright@horizonplan.com".

*The Master Plan Committee is Sponsored by the Mattapoissett Planning Board*

*\* ARRIVE AS SOON AS YOU ARE ABLE AND STAY AS LONG AS YOU CAN*

# "PLANNING DAY"

*SATURDAY, OCTOBER 17, 1998*

*8:00 A.M. - 3:00 P.M.*

*OLD ROCHESTER REGIONAL JUNIOR HIGH SCHOOL CAFETERIA*

## PLEASE NOTE:

The Master Plan Committee has shortened and revised the program to encourage participants to remain involved from beginning to end. Although we sincerely hope that you chose to remain with us until 3:00 p.m., you are of course free to come and go as your schedule requires. Thank you VERY MUCH for participating.

## ACKNOWLEDGMENTS

The Master Plan Committee would like to thank the following individuals and organizations for helping to make this day possible:

Annual Town Meeting Members who authorized funding to complete the master plan  
The Mattapoissett Planning Board and Board of Selectmen for their enthusiastic support of this effort  
The Old Rochester School District Officials for allowing us to use the Junior High School facility and promoting this event  
Anne & Emily Johnson for volunteering to staff our drop in day care/sitting service

**The following local companies whose community spirit has enabled us to provide food and beverages for today's event:**

Uncle Jon's Java House and Jonathan Pope for providing gourmet coffee service  
Shipyard Galley and Jan Spark for providing yummy baked goods  
Lesco Distributing and Peter Lesco for providing cold beverages  
Silvestries Pizza and Charles Silvestri for providing pizza at lunchtime  
Shaw's and Stop & Shop Supermarkets for providing fruit throughout the morning

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## SCHEDULE FOR PLANNING DAY ~ OCTOBER 17, 1998

OLD ROCHESTER JUNIOR HIGH SCHOOL

### MORNING SESSIONS

- |       |       |   |
|-------|-------|---|
| 8:00  | 8:30  | Registration with Coffee & Muffins  |
| 8:30  | 8:45  | Welcoming Remarks   |
| 8:45  | 9:15  | Orientation to Planning Day <ul style="list-style-type: none"><li>▶ A Brief Review of the Facts</li><li>▶ Synthesizing What We Have Learned So Far</li><li>▶ Instructions for Group Brainstorming</li></ul>   |
| 9:15  | 10:15 | Group Session #1: Mapping Community Values, Concerns and Visions For Our Future   |
| 10:15 | 10:30 | Break   |
| 10:30 | 11:15 | Group Reports #1: Group Presentations of Mapping Results  |
| 11:15 | 12:00 | Reality Check: Alternative Approaches & Solutions: Challenges & Opportunities <ul style="list-style-type: none"><li>▶ Planning Realities in Massachusetts</li><li>▶ What Tools Work?</li><li>▶ Getting Our Act Together: What Is Our "Enlightened Self-Interest" As A Community</li><li>▶ If it Makes Sense <u>and</u> We Can All Agree, We Can Probably Make It Happen</li></ul> |

### AFTERNOON SESSIONS

- |       |       |   |
|-------|-------|---|
| 12:00 | 12:30 | Lunch Break (Pizza and beverages provided)  |
| 12:30 | 1:30  | Group Session #2: Focus Area Alternatives and Preferences                             |
| 1:30  | 2:15  | Group Reports #2: Group Presentations on Focus Area Alternatives and Preferences      |
| 2:15  | 2:50  | Large Group Discussion: Strategies for Achieving Balance Among Preferred Alternatives |
| 2:50  | 3:00  | Wrap-Up and Next Steps  |

# SUMMARY OF COMMUNITY CONCERNS

## NEIGHBORHOODS

- ▶ A comfort level with current growth rate but don't want it to increase
- ▶ We cannot simply "close the doors" to new growth but should manage growth
- ▶ Carefully encourage economic development such as light industry or professional offices, "appropriate" shopping and commercial development
- ▶ Centrally located affordable housing for the elderly and young families
- ▶ Preserve the town's unique character and historic areas
- ▶ Protect more open space and provide for active and passive recreation
- ▶ Improve the "face" (design) and "experience" (clustering/circulation/traffic) of Route 6;
- ▶ A host of town services and facilities should be improved or expanded even though such improvements will require property tax increases
- ▶ Strong support for serious, results-oriented community-based planning — avoiding the mistakes of the past by truly engaging the whole community to build a consensus and insist on accountable implementation.
- ▶ We like Mattapoissett the way it is and generally want it to stay the way it is!

## BUSINESS COMMUNITY

- ▶ Businesses cited the pleasant environment for living and working, easy accessibility, excellent regional location, availability of cost-effective space, low traffic congestion, small town feel and natural environment.
- ▶ Business owners favor:
  - ▶ a more clearly defined, less restrictive and “business sensitive” regulatory system
  - ▶ municipal staff who understand and accommodate the business perspective
  - ▶ a program to help retain and attract clean new business and light industry
  - ▶ moderate and balanced town growth
  - ▶ diversification of the tax base by increasing economic development
  - ▶ strong managerial and fiscal accountability and stable budgets
  - ▶ a predictable and reasonable tax system
  - ▶ provisions to enable commercial expansion in certain locations on Route Six
- ▶ Business owners are concerned:
  - ▶ that some businesses have left town after being denied permits to change or expand as “non-conforming uses.”
  - ▶ about “commercial strip development” and inconsistent signage rules
  - ▶ over the traffic and fiscal impacts of large proposed developments
  - ▶ about dealing with adult entertainment, tall cellular towers and the proliferation of home based businesses
  - ▶ regulatory changes over the years that appear to have precluded land owners from developing as originally intended
  - ▶ about the fairness of restricting development rights
  - ▶ about tax policies that often provide no other option than to develop vacant land

## TOWN BOARDS AND OFFICIALS

The Master Plan Study Committee interviewed nearly twenty municipal boards, committees and both elected and appointed officials regarding their top problems and planning concerns. The following key messages have been constructed based on our interpretation of this large body of information and are listed in no particular order of priority.

- ▶ **Enhance capabilities of “growth driven” departments** such as planning, management, administrative, customer service and enforcement. Overall, improve management tools, administrative coordination, teamwork and creativity and make better informed decisions. Manage town hall transition to more productive office automation technologies including development of a Geographic Information System (GIS) to be used by multiple departments;
- ▶ **Better understand the factors driving growth and change** and seek to preserve and maintain community character. Review and modify zoning and other regulatory systems to improve the coverage, consistency, clarity and effectiveness of regulatory structure. Consider developing new incentive-based programs;
- ▶ **Encourage the development of affordable housing** for our elderly and young families in appropriate locations;
- ▶ **Expand and diversify the tax base** with a focus on economic development and seek additional non tax sources of revenue;
- ▶ **Provide firm strategic and financial planning direction for public facility and infrastructure** maintenance, upgrades, relocation and reuse question currently facing the Water & Sewer Commission, Fire Department, Library, School Department and Waterfront/Town Wharf area. Improve emergency response capabilities for fire & police by connecting isolated beach communities with each other via new roads;
- ▶ **Help to resolve the Center School facility use/reuse dilemma** consistent with its status as a venerated community asset and anchor location in the heart of the Village
- ▶ **Enhance support for public service development initiatives** such as open space preservation, development of expanded recreational facilities and the bike path, broader library services and enhanced handicap accessibility.
- ▶ **Celebrate “community partnerships”** and find new ways to mobilize people and ideas in the best interests of the community.
- ▶ **Review and Strengthen Planning and Growth Management Tools**

## HOW WE USE OUR LAND

Mattapoisett contains approximately 10,468 acres, not including the area under water or public roads, which have been subdivided for assessment purposes into approximately 4,420 lots. Of this area approximately:

- ▶ 25.3% is already developed ( approximately 2,648 acres);
- ▶ 53.3% is classified for tax purposes as “buildable” (approximately 5,579 acres);
- ▶ 13.7% is permanently exempt from development (approximately 1,434 acres);
- ▶ 7.7% is classified for tax purposes as “un buildable” (approximately 806 acres);
  
- ▶ There are between 250 and 400 unbuilt “non-conforming lots” in Mattapoisett. These may or may not be “grand fathered” depending on whether they have been held as contiguous lots since being subdivided before the implementation of Zoning in Mattapoisett that took place in 1968. Many of these are in beach colony neighborhoods.
  
- ▶ Most of the “buildable land” is in the RR40 zoning districts north of I-195 and in the RR30 zoning districts south of I-195.
  
- ▶ Some large tracts, such as the privately owned Reservation Golf Course, are currently coded “developable” under the land use classification scheme devised for this exercise. While there is no indication that the Club has any intention of ever changing its use, this tract includes approximately 77 acres of which 42.22 acres are zoned RR30 and 34.74 acres are zoned General Business.
  
- ▶ The amount of remaining buildable land appears to be more than two times larger than the land area that has already been developed by settlers since colonial times.
  
- ▶ Some of this land is currently not suitable for septic systems. However, a significant amount of the undeveloped “buildable” land in Mattapoisett appears as if it could be developed if sewerage is provided by either the town or developers.
  
- ▶ Even without sewer development, sustained and increasing demand for new home construction could substantially increase the amount of built space.
  
- ▶ We hope to build on this data base and evaluation framework going forward. However, we cannot make optimum use of this data, given today’s available technology, until parcels are digitized and land use information can be handled electronically as part of a Geographic Information System or GIS.

# CRITICAL PLANNING FOCUS AREAS

The Master Plan Study Committee has developed the following list of top priority planning issues and objectives listed below in no particular order of priority.

1. **SEWER EXTENSIONS** Plan carefully and allocate treatment capacity rationally and fairly as a critical growth factor;
2. **WATER SUPPLY** Protect and preserve our scarce water supply & secure new sources to meet projected demand;
3. **COMMUNITY ASSETS** Preserve and enhance the village neighborhood, the town wharf/waterfront area, the harbor and the route six corridor, among others;
4. **ACCESS TO THE WATER** Protect and enhance public and user access to Mattapoissett Harbor, other coastal resources and Buzzards Bay and other open space & recreational amenities;
5. **AFFORDABLE HOUSING** Aggressively pursue the development of appropriate affordable housing strategically located to strengthen neighborhoods and enable target populations — especially the elderly — easy access to shopping, services and institutional resources.
6. **CAPITAL FACILITIES** In particular, identify and acquire suitable sites in advance for future expansion needs of the local elementary school system and other needs. Strengthen planning process and finance capabilities and provide strategic planning direction for current and future facility needs of town departments.
7. **ECONOMIC DEVELOPMENT** Develop and carry out an effective program with the help of key landowners and business officials, which builds on our strengths and competitive advantages to expand and diversify the tax base and provide quality jobs and expanded career opportunities;
8. **LAND ACQUISITION** Consider sensible strategies to acquire land and development rights for strategic “banking” of suitable sites for future public use, to enhance open space and recreation resources, to protect critical water and habitat resources;
9. **CAPACITY FOR PLANNING** Improve by addressing both people and technology factors including the use of a Geographic Information System (GIS); and,
10. **IMPLEMENTATION TOOLS AND DECISION MAKING** Overhaul our regulatory system and strengthen our decision making process to consider the fiscal impacts of development and other concerns of interest to Mattapoissett citizens;

## GENERAL GUIDELINES FOR GROUP SESSIONS

1. Besides learning about the status of the planning effort in a large group setting, we will “break out” into small working groups of 8 - 10 people each at several points throughout the day to brainstorm and seek a consensus on planning issues.
2. In “brainstorming,” all ideas are good ones when offered. You are encouraged to **THINK BIG** and **THINK LONG TERM**. Under the rules for this type of workshop, participants are encouraged to practice mutual respect and be open minded, speak openly, listen reflectively, refrain from hostile debate or criticism and seek to understand and respect each others ideas — even if they appear goofy. **THERE ARE NO BAD IDEAS. WE’LL WORRY ABOUT THE PRACTICAL CONSIDERATIONS LATER ON.** At the end of each session, team members should seek a consensus on those ideas that all agree are good ones. There will always be room for a “minority position” and groups are encouraged to respect the minority position and report on both positions in the following “group reports” section.
3. Efforts have been made to identify a sufficient cadre of Community Facilitators in advance to facilitate brainstorming and group consensus building in each of the two Group Sessions. **If a facilitator has not been identified in advance for your group, one of the members of your group will have to volunteer to lead your group session.** It is not a difficult job. The role is described below. Separate step-by-step instructions are provided at the end of this package for each of the two group brainstorming sessions.
4. **The role of a facilitator** will be to introduce each session, review the printed instructions, “keep time,” move the discussion along so that the group can finish within the allotted time and “keep the peace.” Facilitators should not “steer” or dominate the discussion or allow any other group member to dominate the discussion. They may need to encourage all group participants to share openly and without fear of criticism. They may need to suggest a way to “break through” logjams in the group thought process or offer alternative phrasing if members get stuck in framing a consensus statement. The facilitator may offer their own ideas, observations or insights when useful -- being careful to ensure that if the group likes the idea -- they understand and accept it on their own terms and rephrase it in their own words. Finally, facilitators should encourage feedback and additional comments and should encourage participants to stay involved and pursue good ideas through the planning process after the Planning Day is over.
5. **Each group must choose a “scribe”** who will be responsible for recording the ideas, analysis and conclusions of that particular group session. Initial ideas and concepts can be written on note pads or sketched on base maps that will be provided for each table. At the end of each session, the scribe will transfer the consensus conclusions of the group to a large format pad of newsprint using colored markers.
6. In addition, **each group will have to select a “spokesperson” or “reporter”** -- preferably not the facilitator -- who must agree to stand up in front of the larger group of participants in the “Group Reports” session following each of the two breakout sessions and verbally summarize the conclusions of the group. This person should be selected at the beginning of each session and must plan to remain until their reporting period has concluded. The spokesperson will refer to one or more sheets of newsprint which have been assembled by the scribe in the closing minutes of that session. This is a fun role. You might seem nervous at first, but remember, these are all your friends and neighbors. You are the one who is going to be congratulated afterwards for performing this role. Your time will be limited so move quickly through your points and ask for help from other members of your group if you get stuck or cannot remember something clearly.

**STEP-BY-STEP INSTRUCTIONS FOR GROUP SESSION #1****ONE HOUR****MAPPING COMMUNITY VALUES, CONCERNS AND VISIONS FOR OUR FUTURE**

- 10 MINUTES**      **INTRODUCE YOURSELVES**
- IDENTIFY FACILITATOR, SCRIBE (OR SCRIBES) & REPORTER**
- 10 MINUTES**      **AS A KIND OF “WARM UP” TOPIC, BRAINSTORM A LIST OF VALUES WHICH MAKE MATTAPOISETT SPECIAL**
- LIST THESE VALUES IN BULLET FORM ON THE NEWSPRINT PROVIDED**
- DON'T HAGGLE OVER DEFINITIONS, *JUST WRITE THEM DOWN AS THEY COME***
- 15 MINUTES**      **USE PENCILS AND COLORED MARKERS TO “MAP” CONCERNS YOU HAVE ABOUT THE FUTURE BASED LOOSELY ON THESE COMMUNITY VALUES**
- USE THE “COMMUNITY WORKING MAP” PROVIDED (COPIES ARE VERY LIMITED)**
- (REVISE OR ADD TO YOUR LIST OF COMMUNITY VALUES IF YOU NEED TO)**
- 15 MINUTES**      **TRY AND DEVISE A ONE SENTENCE “VISION STATEMENT” FOR THE FUTURE**
- WRITE THE “VISION STATEMENT” IN ON A SEPARATE SHEET OF NEWSPRINT***
- 10 MINUTES**      **CONCLUDE AND PITCH IN TO HELP THE SCRIBE COMPLETE THE SUMMARY WORK**

## STEP-BY-STEP INSTRUCTIONS FOR GROUP SESSION #2

ONE HOUR

### FOCUS AREA ALTERNATIVES AND PREFERENCES

10 MINUTES

INTRODUCE YOURSELVES AGAIN IF NECESSARY

IDENTIFY FACILITATOR, SCRIBE (OR SCRIBES) & REPORTER

10 MINUTES

DEVELOP A BRIEF WRITTEN DEFINITION OF YOUR FOCUS AREA

WHAT IS IT? IS IT A PROBLEM? IS IT AN OPPORTUNITY? IS IT BOTH?

WHAT ARE SOME CONSEQUENCES OF NOT ADDRESSING IT IN THE PLAN?

*SUMMARIZE YOUR RESULTS IN BULLET FORM ON THE NEWSPRINT*

15 MINUTES

BRAINSTORM AT LEAST THREE ALTERNATIVE WAYS OF APPROACHING YOUR FOCUS AREA (REMEMBER, "DO-NOTHING" COULD ALWAYS BE AN ALTERNATIVE)

BE SURE TO INCLUDE APPROACHES CURRENTLY BEING USED TO APPROACH THIS FOCUS AREA

*SUMMARIZE YOUR ALTERNATIVES ON THE NEWSPRINT*

15 MINUTES

MOVE ON AND DISCUSS THESE ALTERNATIVES OPENLY. CAN YOUR GROUP REACH A CONSENSUS ON WHICH ONE APPEARS TO BE "PREFERRED" GIVEN WHAT LITTLE YOU KNOW. WHY IS IT PREFERRED?

CAN YOU DESCRIBE SOME OF THE GOALS, OBJECTIVES AND STRATEGIES YOU MIGHT USE TO PURSUE YOUR "PREFERRED ALTERNATIVE"? *SUMMARIZE THESE ON THE NEWSPRINT*

10 MINUTES

CONCLUDE AND PITCH IN TO HELP THE SCRIBE COMPLETE THE SUMMARY WORK

**1.30 PROPOSED SCOPE OF WORK & SCHEDULE - July 1998 Through June 1999**

Phase/Task	Description	Product	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan	Feb.	Mar	Apr.	May	June
PHASE TWO	DRAFT PLAN DEVELOPMENT													
TASK 1	PLANNING ISSUES & PROCESS													
1.10	CRITICAL PLANNING ISSUES	MEMO												
1.20	CONTEXT AND APPROACH	MEMO												
1.30	SCOPE OF WORK & SCHEDULE	OUTLINE												
TASK 2	COMMUNITY PLANNING DAY													
2.10	PLANNING DAY CONCEPT	OUTLINE												
2.20	LEADERSHIP ORIENTATION	BRIEFINGS												
2.30	COMMUNICATION & LOGISTICS	SCHEDULE												
2.40	DOCUMENTING CONSENSUS	SYNTHESIS												
TASK 3	DRAFT PLAN DEVELOPMENT													
3.10	DRAFT PLANNING PROPOSALS	PROPOSALS												
3.20	PUBLIC/OFFICIAL REVIEW	MEETINGS												
3.30	PRODUCE FIRST DRAFT PLAN	FIRST DRAFT												
PHASE THREE	FINAL PLAN PREPARATION													
TASK 4	PUBLIC REVIEW / CONSENSUS													
4.10	PUBLIC DISCUSSION	MEETING(S)												
4.20	MANAGEMENT/ LEGAL REVIEW	COMMENTS												
TASK 5	FINAL DRAFT PROPOSED PLAN													
5.10	REVISE AS REQUIRED	SECOND DRAFT												
5.20	PLANNING BOARD APPROVAL	MEETING(S)												
5.30	PUBLISH FINAL DRAFT	FINAL DRAFT												
TASK 6	PLANNING BOARD "ADOPTION"													
6.10	PUBLIC INFO MEETING	MEETING(S)												
6.20	OFFICIAL PUBLIC HEARING	HEARING												
6.30	FORMAL ADOPTION OF PLAN	ADOPTION												

Summary of Planning Day Focus Group Findings, October 17, 1998

HARBOR & WATERFRONT	PUBLIC FACILITIES	ECONOMIC DEV. & ROUTE 6
<p><b>Problems:</b>  <b>Water Quality &amp; Nutrient Loading</b>                      - Marion wastewater treatment facility discharges 1 mgpd into Aucoot Cove                      - ORR District wastewater treatment adversely impacts Pine Island Creek                      - Runoff via Town Beach Stream and Tub Mill Brook adversely impacts harbor water quality  <b>Insufficient Access for Boaters</b>                      - Insufficient public access for boaters                      - Inefficient use of available mooring areas                      - Need anchorage/mooring alternatives for deeper draft vessels  <b>Water-Dependent Uses Unprotected</b>                      - As a "non-conforming use", the MBY which is a key water dependent use, could be lost in the future                      - Town Landing area is zoned "R-30"</p>	<p><b>Problem:</b>  <b>Managing our public facilities in light of existing and projected growth</b>                      - Current population is now stretching:                      - Library                      - School facilities                      - Fire Station                      - Town Hall                      - Senior services facilities                      - Recreational facilities                      - We need "flexibility" in our plans such as multi-use facilities and clustering of core municipal services                      - Plans should be based on documented needs analysis                      - We must establish priorities                      - Facility siting and planning must recognize impact on neighborhoods and land use/access patterns                      -Center School site and use/reuse question is of critical community-wide concern</p>	<p><b>Problems:</b></p> <ol style="list-style-type: none"> <li>1. Increased traffic volume, speed, turning activity in Route Six CBD has created challenges for drivers and hazards for pedestrians.</li> <li>2. Industrial Park is underutilized (80%) due to lack of sewerage.</li> <li>3. 50% maximum coverage requirement inhibits business expansion in the Ind. Park. Parking is covered independently.</li> <li>4. Route Six zoning inhibits market behavior where housing and business zones meet.</li> <li>5. Marine businesses threatened because of residential pressure. Once converted to residential, needed space for this key sector may be lost forever.</li> <li>6. Parking in the Village is a problem for small businesses.</li> <li>7. Perception among businesspeople that Mattapoissett isn't doing anything to retain or grow and that regulatory maze could be streamlined.</li> </ol>

HARBOR & WATERFRONT	PUBLIC FACILITIES	ECONOMIC DEV. & ROUTE 6
<p><b>Consequences of "Doing Nothing"</b></p>	<p><b>Consequences of "Doing Nothing"</b></p>	<p><b>Consequences of "Doing Nothing"</b></p> <ul style="list-style-type: none"> <li>- Increasing traffic and peaking problems may result in safety problems and consumer frustration with Route Six logistics</li> <li>- Inattention to economic development will result in increasing pressure on already fragile business zones and cause the growing tax burden to fall increasingly on residential tax payers</li> <li>- Inattention to Route Six design and zoning may cause additional loss of businesses due to inflexibility</li> <li>- Inattention to Village parking matters will cause increasing problems as seasonal events grow in popularity.</li> </ul>
<p><b>Approaches &amp; Action Items</b></p> <ul style="list-style-type: none"> <li>- Ask both Boards of Health to work more closely together</li> <li>- Seek follow-up environmental impact study &amp; mitigation on Marion wastewater problems</li> <li>- Locate &amp; secure additional public access points in Aucoot Cove and Brandt Island areas of Waterfront</li> <li>- Revisit "Marine Dependent Zoning" for MBY and other key access points</li> <li>- Complete Harbor &amp; Mooring Plan</li> </ul>	<p><b>Approaches &amp; Action Items</b></p> <ol style="list-style-type: none"> <li>1. Remain reactive and do nothing until and unless a crisis arises</li> <li>2. Work separately as town departments or interest groups</li> <li>3. Work cooperatively and proactively (<b>preferred alternative</b>)                             <ul style="list-style-type: none"> <li>- Do thorough "Needs Assessment"</li> <li>- Establish priorities as not all needs can be met at once</li> <li>- Develop and evaluate real alternatives</li> </ul> </li> </ol>	<p><b>Approaches &amp; Action Items</b></p> <ol style="list-style-type: none"> <li>1. Establish an Industrial or Economic Development Commission</li> <li>2. Prepare an expansion plan for the Industrial Park which addresses infrastructure and zoning constraints.</li> <li>3. Undertake a comprehensive urban design plan for Route Six to resolve conflicts among business and residential users and strengthens the overall usage and circulation elements.</li> <li>4. Seek to maintain and possibly expand suitable businesses in the Village while also dealing with their traffic concerns.</li> </ol>

VILLAGE NEIGHBORHOOD	WATER & SEWER	OPEN SPACE
<p>Definition: Depot Street to Old Marion Road, Route Six to the Waterfront</p> <p><b>Problem:</b></p> <ul style="list-style-type: none"> <li>- Village losing it's identity as a mixed use residential and commercial district with loss of waterfront retail activity</li> <li>- Parking is a problem in the Village</li> <li>- The Village atmosphere is vulnerable to deterioration without special attention</li> <li>- The future use of the Center School site is of serious concern to not only the Village residents but the entire community</li> </ul>	<p><b>Problem</b></p> <p>We need more Treatment Capacity</p> <ul style="list-style-type: none"> <li>- currently serves 500 homes but may need to serve an additional 700 - 800 homes and use up our existing capacity</li> <li>- we will need to sewer the industrial park in order to have economic development and we don't know how much capacity that will require</li> <li>- expanding sewer has direct capital costs and indirect costs in that it enables the development of currently unbuilt parcels and so we need to understand and be comfortable with these risks as compared to the benefits.</li> <li>- existing residents have been paying for sewerage capacity and probably need it more than new homes would but we do not know if we can "reserve" capacity for existing residents over new construction</li> </ul> <p>Our water supply is limited and we will run out if we don't conserve and look for new sources of water for the future.</p> <p><b>Opportunity:</b></p> <ul style="list-style-type: none"> <li>- Investment in water service will remove problem that some areas have with contaminated well water</li> <li>- Investment in sewer extensions can help improve groundwater and harbor water quality by reducing nitrogen loading from septic systems</li> <li>- Strategic investments in both water and sewer may help enable us to meet important economic development goals and guide future residential growth.</li> </ul>	<p><b>Opportunity</b></p> <p>An adequate amount of protected Open Space is important as:</p> <ul style="list-style-type: none"> <li>- a habitat for wildlife which is part of our ecology</li> <li>- a place where residents can walk, ride or reflect</li> <li>- a place where rainwater can soak into replenish our ground water and where, by definition, there are fewer human activities which might contaminate our aquifer</li> <li>- potential land for agricultural enterprises or expanded public facilities in the future</li> <li>- a "balance" for "non Open Space"</li> </ul> <p><b>Challenges</b></p> <p>Open Space also:</p> <ul style="list-style-type: none"> <li>- is very expensive to acquire</li> <li>- precludes other uses which may be good or bad</li> <li>- does not pay as much in tax revenue and, although it does require maintenance and public safety expenditures, does not generate net costs.</li> </ul>

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VILLAGE NEIGHBORHOOD	WATER & SEWER	OPEN SPACE
	<p><b>Consequences of "Doing Nothing"</b></p> <ul style="list-style-type: none"> <li>- everyone should have access to town water and sewer</li> <li>- continued environmental degradation</li> <li>- fiscal uncertainty (we pay more later)</li> <li>- possible decline in property values</li> <li>- uncertainty re. growth implications if we do not understand these matters</li> </ul>	<p><b>Consequences of "Doing Nothing"</b></p> <p>If we don't target certain open spaces for protection now, they may be developed with all the attendant consequences of urbanization (school budgets)</p> <p>If we don't protect certain open spaces now, it might become too expensive in the future and some of these above functions may become impaired</p> <p>As a major factor in the quality of life in Mattapoisett, significant loss of open spaces could result in devaluation of residential property.</p> <p>More rapid deterioration in surface and ground water quality with consequent impacts on public health, swimming, fishing and shell fishing in the harbor which also are important aspects of living in Mattapoisett.</p> <p>Air quality and scenic qualities may deteriorate and noise may increase with the loss of open space.</p>

VILLAGE NEIGHBORHOOD	WATER & SEWER	OPEN SPACE
<p><b>Approaches &amp; Action Items</b></p> <ol style="list-style-type: none"> <li>1. Consider possibilities of re-introducing appropriate business uses in the Water Street area through re-zoning and/or incentives, etc.</li> <li>2. Study traffic circulation and parking problems and identify potential solutions which can be implemented.</li> <li>3. Study other waterfront towns with similar problems.</li> <li>4. Re-open discussion of an Historic District designation for all or part of the Village neighborhood.</li> <li>5. Maintain Center School uses in a manner consistent with the Village identity — preferably community service related vs. Residential reuse.</li> </ol>	<p><b>Approaches &amp; Action Items</b></p> <p><b>Financial Alternatives:</b></p> <ul style="list-style-type: none"> <li>- Users pay all through betterments</li> <li>- Town shares some of the cost</li> <li>- State and federal \$ plays a large role</li> </ul> <p><b>Technical Alternatives for Sewer</b></p> <ul style="list-style-type: none"> <li>- Rely on central treatment in Fairhaven</li> <li>- Consider "on-site" treatment for certain areas</li> <li>- Continue with individual septic systems</li> </ul> <p><b>Technical Alternatives for Water</b></p> <ul style="list-style-type: none"> <li>- Supply issues...one system is the best way</li> <li>- new technologies?</li> <li>- Protect our aquifer</li> </ul> <p><b>Strategies</b></p> <ol style="list-style-type: none"> <li>1. Extend water and sewer together</li> <li>2. "Outlying areas" work together to evaluate alternative strategies</li> <li>3. Criteria to set priorities <ul style="list-style-type: none"> <li>- Need based assessment based on soils, maturity, density, environmental impact</li> <li>- Political realities based on which neighborhoods are best organized to win funding approval</li> </ul> </li> <li>4. Prioritize existing capacity to existing homes</li> <li>5. Plan now for new capacity</li> <li>6. Better public education and awareness of engineering, conservation and financial realities</li> </ol>	<p><b>Approaches &amp; Action Items</b></p> <ul style="list-style-type: none"> <li>- Actively seek deeded conservation easements and or restrictions from existing owners in exchange for either tax relief or transfer of development rights</li> <li>- Work cooperatively with the Mattapoissett Land Trust</li> <li>- Promote sustainable agricultural uses where appropriate and protect existing agricultural uses by rezoning as agricultural land.</li> <li>- Consider the benefits of a local land bank</li> <li>- Evaluate "tax title" property carefully before disposition</li> <li>- Be prepared to exercise 61A purchase options if and when they present themselves</li> <li>- Consider changing the zoning and/or modifying the "grandfather clause" via home rule petition if necessary to meet open space protection priorities.</li> <li>- Educate all residents as to the essential nature of open space in the balance of future land uses.</li> <li>- Educate all landowners as to how each can help in the effort through landscaping and or providing easements on land that should be protected.</li> <li>- Educate developers as to the benefits of developing land so as to preserve more open space.</li> <li>- Re-engineer the "cluster zoning" provision into an "open space zoning" opportunity with more flexibility.</li> </ul>

VILLAGE NEIGHBORHOOD	WATER & SEWER	OPEN SPACE
		<p><b>Preferred Approach:</b></p> <p><b>Create a strong and capable public/private partnership to encourage land preservation and acquisition actions.</b></p> <p><b>The public sector can:</b></p> <ul style="list-style-type: none"> <li>- change zoning and design guidelines</li> <li>- update the grandfather clause</li> <li>- consider changing the process for handling tax title properties</li> <li>- hire a professional Conservation Agent and/or grant-writer who can access underutilized state and federal funding.</li> <li>- Develop and agricultural preservation effort</li> <li>- Identify priority purchases and budget annually to buy some open space land as part of a long term "schedule" of acquisition.</li> <li>- provide more active support for the bike path and related efforts to develop open space corridor system throughout the town.</li> </ul> <p><b>The private sector can:</b></p> <ul style="list-style-type: none"> <li>- approach land owners seeking deeded conservation restrictions and/or easements</li> <li>- help raise money through donations</li> <li>- take the lead in creating a land bank</li> <li>- engage large landowners and developers</li> <li>- encourage residential open space preservation opportunities through education</li> <li>- "partner" with other private and not-for-profit organizations to bring in outside funding and assistance</li> </ul>