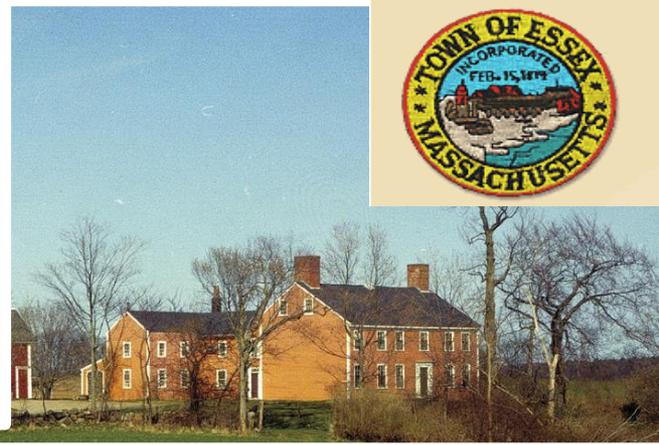




# ***Town of Essex Strategic Plan: Workshop One***

*Essex Strategic Planning Committee  
Essex Senior Center, 17 Pickering Street  
June 29, 2015*





# Agenda



- **Election of a Chairman**
- **Approval of June 8<sup>th</sup> Meeting Minutes**
- **Public Comment**
- **Recap of Basic Process Described in Initial Meeting**
- **General Discussion on Past Plans and Studies**
  - **Focus on Most Relevant Past Work to Use as a Foundation**
- **Specific Discussion Relative to the Long Term Planning Committee Report**
- **Begin process of setting goals**
- **Review of Milestones and Future Meeting Dates**
- **Next Steps/Homework for Next Meeting**
- **Adjourn**

## Project Kickoff:

- Establish project objectives
- Elect officers
- Discuss Town's strengths, challenges, achievements and pressures
- Agree major milestones and timetable

## Develop the plan:

series of 2-3 workshops to -

- Determine measurable goals
- Identify key actions
- Obtain relevant baseline data to support goals/targets

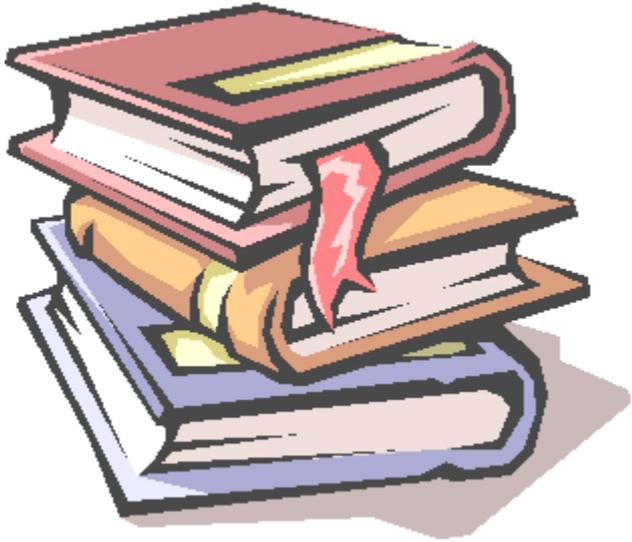
## Create implementation framework:

- Identify goal/action owners
- Create reporting calendar, process
- Agree with town leaders, present to public

**FINAL STRATEGIC PLAN INCLUDES ALL THESE ELEMENTS**

**Drafting the plan as we go!!!**

## We asked you to develop goals



**AND: Work with Town officials to collect available baseline data in key areas**



- At our next meeting in late June – we will be taking our first crack at developing measurable goals across our main issue areas: town ops/facilities; economic development; transportation, nat/his/rec resources; housing; and community services
- In advance of that meeting, all SPC members are asked to come prepared with 2-3 goal proposals in each issue area. At the beginning of the session they will be asked to write them and then the discussion will go from there
- On the goals we want to phrase them in a measurable , time sensitive way:

*Increase X from \_\_\_ to \_\_\_ by 20\_\_*

*Even if you don't have the data – take a crack at what the goals could be and the data can be filled in later*

- Conomo Point Plan
- Comprehensive Plan
- Village Initiative Plan
- Open Space Plan
- Town Landing Improvement Plan
- Downtown Boardwalk Feasibility Study
- Capital Plans
- Town of Essex Community Development Strategy
- Hazard Mitigation Plan
- Comprehensive Emergency Management Plan
- Continuity of Operations Plan
- **LONG TERM PLANNING COMMITTEE REPORT**
- **PUBLIC SAFETY COMMITTEE REPORT**

Which are most relevant to the SPC's work and efforts

## Community defining resources

Rank	CDRE
1	Marsh and river
2	Water Resource Protection District
3	Town buildings, facilities & infrastructure
4	Tourist destination
5	Museums and shipbuilding heritage
6	Stable, small population and small-town feel
7	High quality of education and schools
8	Scenic byways
9	Town Hall and other significant architecture
10	Water access and recreational opportunities
11	Small businesses - antique shops, restaurants
12	Artisanry & trades / boatbuilding
13	Clamming and fishing
14	Woods
15	Fire Pump- Hand Tub
16	Agriculture
17	Chebacco Lake
18	Home occupations

## Threats to those resources

Rank	Threat
1	Inappropriate commercial development
2	Inappropriate residential development
3	Underfunded maintenance of Town property
4	Light Pollution
5	Invasive Species
6	Decline of commercial vitality
7	Pollution in Waterways
8	Erosion of river / lake banks
9	Museum Funding Challenges
10	Loss of Boat Building Industry
11	Inappropriate municipal development
12	School Budget Cuts
13	Noise pollution
14	Inappropriate signage
15	High Housing Prices
16	Loss of Town Hall for municipal offices
17	Over-fishing (in Essex)
18	Limited water access at Conomo
19	Outdated / inadequate Town facilities
20	Loss of significant architecture (3)
21	Clearcutting woodlands

Action	Type	Ranking, Effectiveness Only	Likelihood of Enactment	Ranking, Effectiveness and Likelihood
Village district / small business overlay	Zoning	1	4	1
Zoning districts throughout town	Zoning	2	1	8
Scenic overlay (1)	Zoning	3	5	2
Creation of commercial / industrial district	Zoning	4	3	3
Develop all communication platforms	Community	5	2	7
Town buys conservation restrictions (scenic)	Financial	6	1	11
Restoration of Town Hall	Community	7	4	4
Reinvigorate Shipbuilding Museum	Community	8	3	6
Institute for historic boat building	Community	9	1	15
Grant funding (private, state, federal)	Financial	10	4	5
Increase CPC %	Financial	11	2	10
Provide affordable & senior housing	Community	12	2	12
Provide public restrooms	Community	13	3	13
Provide animal control facility	Community	14	2	16
Review / enforce signage ordinance	Zoning	15	5	9
Historic district (Historic "group")	Zoning	16	4	14



# Challenges/pressures noted by the SPC



Town ops, facilities	Economic Dev	Transportation	Nat/his/rec res	Housing	Comm services
<ul style="list-style-type: none"> <li>• Limited staff compared to workload, public works</li> <li>• Finance pressures, high taxes, water rates, small tax base</li> <li>• Lack of new revenue streams for facility maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• No grocery store or commercial amenities</li> <li>• Spurring tourism growth, invest in attractions, museums</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of transportation access or buses</li> </ul>	<ul style="list-style-type: none"> <li>• Need to dredge harbor, maintain water access</li> <li>• 80-year old water mains, high-cost of treatment, new regulations</li> <li>• Sea-level rise, new flood zone maps</li> <li>• Over harvesting of clams, green crabs</li> </ul>		<ul style="list-style-type: none"> <li>• Need to rebuild elementary schools</li> <li>• Need new public safety facilities</li> </ul>



## Developing Measurable Goals



Town ops, facilities	Economic Dev	Transportation	Nat/his/rec res	Housing	Comm services
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*We asked SPC members to develop 2-3 outcome-oriented, measurable goals in each of these areas. They could read like:*

*Increase X from \_\_\_ to \_\_\_ by 20\_\_*

*Even if you don't have the data –  
take a crack at what the goals could  
be and the data can be filled in later*



## Next Steps/Homework



- **Next workshop(s) – the weeks of July 13<sup>th</sup>, 20<sup>th</sup>**
- **Further develop and refine goals, provide comments on those already suggested**
- **Get underlying baseline data for goals**
- **Start to consider action steps for each goal to be achieved**