



Town of Falmouth

FIVE-YEAR STRATEGIC PLAN

Board of Selectmen

2017-2021



LOCAL
COMPREHENSIVE
PLAN

Guiding the
Development of
Falmouth for the next
50 years

Town of Falmouth Planning Board



**Selectman's Five Year Strategic Plan
Six Priority Areas 2017-2021**

**Format for each priority: Goal and Focus Areas and
bulleted action items**

Dates: Action items start 2017 or 2018 unless noted

*For responsible parties, see the full plan on the Town's
website under Board of Selectmen*

1. Produce a long - term Strategic Vision Plan

- Get written reports from Committees, Department Heads and the general public on emerging trends and issues.
- Hold an annual Public Forum to discuss a Town - wide Vision Plan February 3 at 8:30 am
- Issue a Final Strategic Vision Plan Report

2. Financial and Economic Stability and Community Development

Promote Long - Term Financial Stability of Town Operations - Falmouth has Aa+ Bond Rating

- Funding strategy for capital needs
- New service delivery option
- Comprehensive annual financial report – done
- Sustainable financial plan for the schools

Optimize Town's Physical Facilities

- Reorganize Town offices
- Efficiency upgrades for the schools
- Senior Center site selection – done, construction to start 2019 including field relocation

Support Business and Community Development to Sustain a Vibrant Local Economy

- Create community development department
- Address parking & traffic issues
- Address community housing needs

3. Coastal Resources, Infrastructure and Beaches

Develop a Strategy for Coastal Resiliency 2017-
2019

Create a Hazard Mitigation Plan 2017-2020

Improve the Quality of Beach, Wetland, Estuarine and Other Coastal Resources

- Develop and implement shellfish management plan
- Pursue aquaculture strategy for coastal ponds
- Maintain conservation permits and order of conditions for beach maintenance
- Develop a beach improvement and management plan

Improve Waterways and Coastal Infrastructure

- Sustain and permit dredging plans for channels and harbors
- Plan to address aging coastal structures - 2018
- Plan to address needs for non-coastal structures - 2019

4. Resource Conservation and Management

Implement Energy Conservation Measures

- Continue ESCO program

Alternative Energy Sources

- Resolve litigation and manage town wind energy facility
- Explore and implement sites for alternative energy
- Explore public/private renewable energy partnerships

Solid Waste Management

- Explore options for upper Cape regional transfer station
- Re-bid waste management and collection
- Promote recycling

5. Water and Wastewater Management

Implement and Monitor the Town of Falmouth's Water Quality Management Plan

- Manage CWMP and construction of sewer service area
- Staff to help LPSSA property owners
- Plan for CWMP funding; revise sewer rates
- Develop long range coastal pond and waterways plan
- Plan storm water management and permitting process

Ensure Continual Supply of Quality Drinking Water

- Manage construction of the water filtration system – done
- Monitor Long Pond water quality
- Review and revise fees for drinking water
- Explore Enterprise Account for water system 2019

6. Health and Public Safety

Develop Policy Plan for Interdepartmental response to Substance Abuse Crisis – specifically opiate abuse.

Review and Update the Emergency Management Plan

Review and update Local Emergency Plan

**Questions or comments about the
Selectmen's Five Year Strategic Plan
??**

- **Vision**
- **Finances and Economic Development**
- **Coastal Resources**
- **Resource Conservation**
- **Water and Wastewater**
- **Health and Public Safety**

Town of Falmouth Local Comprehensive Plan 50 Year Plan 2016 – 2066

**prepared by the Planning Board to guide community
development**

Eight Elements

**Format for each element: Description and Vision, Goals and
Policies and bulleted action items.**

Time frame: short and long term, most to begin short term

For responsible parties, see the full plan on the Town's website under Planning Board

Vision:

Maintain Falmouth's specialness, especially our natural resources, to develop appreciation for our distinctive character and historic assets, and to sustain economic vitality.

Land Use:

Protect natural and built resources, strengthen village cores, achieve “complete streets”, respond proactively to climate change, keep Falmouth unique, vibrant and sustainable.

Policies

1. Analyze and update zoning
2. Balance convenient villages with open land
3. Encourage a high quality built environment
4. Encourage density in some areas and discourage further development in other areas

Action items

- Create a farmland preservation trust
- Initiate land planning to control flooding
- Adopt design review guidelines for Planning Board administration
- Revise grandfathering by-laws
- Establish a general plan to guide growth
- Update the Transfer of Development Rights bylaw and create a TDR bank
- Get going on form based zoning for appropriate areas
- Create a conservancy bylaw for Town owned land
- Increase land available for industrial use
- Acquire resource areas for recreation, agriculture and flood control
- Set up a fund to buy vulnerable shoreline properties

Transportation:

Maintain what we have, support clean, low impact transportation technologies, support “complete streets (pedestrians, cyclists, motorized vehicles); maximize regional transport.

Policies

1. Increase local and regional transportation efficiency and flexibility
2. Budget life-cycle maintenance for transportation infrastructure
3. Encourage alternative, environmentally sensitive modes of travel

Action items:

- Strengthen regional and state partnerships and coordinate scheduling and programming
- Implement the 2015 Main Street/Rt 28 Transportation Master Plan
- Develop proposals for wayfinding, parking, and Safe Routes to School
- Review subdivision standards for infrastructure and streetscape design
- Invest Chapter 90 funds to strengthen network connectivity
- Implement the “Bike Plan” prepared by the Cape Cod Commission
- Inventory and evaluate existing transportation infrastructure to identify service gaps, intermodal connections, accessibility, and safety
- Develop a capital planning and budget process for transportation
- Replace Town fleet vehicles with low emission vehicles
- Recommend zoning changes to allow alternative refueling stations
- Advocate for preservation and enhancement of rail facilities
-

Coastal Resiliency

Assess vulnerabilities and plan and prepare for a different way of building and living that allows for functioning under duress and with greater resiliency.

Policies

1. Preserve, restore and enhance coastal ecosystems to better absorb impacts
2. Protect operational capacity of vulnerable infrastructure
3. Foster the natural systems' own resiliency
4. Encourage community-wide institutional adaptability

Action items

- Create a comprehensive wetlands restoration plan and begin implementation in the most vulnerable areas
- Study “Rebuild By Design” winning proposals for modification and implementation
- Evaluate Falmouth’s vulnerability to flooding, wind damage, and other coastal storm hazards
- Identify Town construction projects, bylaw/code revisions, and properties to acquire rank ordered by priority to increase resilience
- Encourage strong neighborhood, civic and business networks
- Include resiliency in the school curriculum
- Include adaptation projects in capital and operational budgets
- Review codes and bylaws to increase resilience and lobby for changes in the state building code.

Water and wastewater:

Provide high quality water and address the critical wastewater needs in Falmouth, relying on protection of sources and balancing municipal-scale sewers and alternative techniques.

Policies

1. Develop and protect current and future drinking water sources by buying and reserving land
2. Institutionalize a budget process for full-cost pricing for water and wastewater infrastructure
3. Practice water conservation and efficient use of resources including recycling water
4. Manage the entire wastewater infrastructure to the extent possible
5. Explore regionalization of sewage treatment
6. Distribute the cost of wastewater treatment fairly and equitably

Action items

- Implement the Feasibility Study for Long Pond - DONE
- Implement the Comprehensive wastewater Management Plan beginning with Phase I of the Sewer Expansion project - DONE
- Monitor the rate of groundwater withdrawal and recharge and ensure adequate aquifer recharge annually – eliminate; covered by law
- Develop an effluent discharge plan
- Investigate a mechanism to finance water and sewer infrastructure projects
- Evaluate the rate structure to ensure the full cost of maintaining water and sewer infrastructure is covered - DONE

Action Items Cont.

- Investigate non-potable reuse of treated effluent
- Explore regional solutions for water and sewer infrastructure - DONE
- Develop a capital improvement planning process tied to capital budgeting for water and wastewater
- Develop an equitable sewer betterment policy addressing fees, existing land use, and new and redevelopment
- Develop a water conservation program and establish standards for grey water recapture

Housing

Falmouth will have attractive, desirable, and affordable housing and residential amenities for people at all stages of life, for all abilities and life-styles, and for all incomes.

Policies

1. Allow greater infill density where appropriate
2. Encourage the market to create multiple housing opportunities
3. Provide housing for people at all stages of life and all income levels separate from state affordable housing requirements

Action items

- Prioritize ideas from the 2014 “Falmouth Housing Demand Study” and decide how to implement them.
- Institute a program to monitor housing units and enforce current requirements
- Strengthen private/public partnerships to create more affordable housing
- Create zoning tools to increase housing choices like by-right accessory apartments, multi-family housing, cottage courts, and revision of the conversion bylaws
- Explore and adapt innovative financing for expanded housing choices
- Design expedited permitting for affordable housing requiring local permits
- Foster redevelopment and adaptive reuse of existing structures for innovative types of housing
- Organize a “housing summit” to plan for implementing tasks and increasing communication and coordination among housing entities

Economic Sustainability

Foster the physical and social factors that allow businesses to grow organically.

Policies

1. Foster a supportive climate for businesses, institutions, and the arts to thrive
2. Provide infrastructure to meet the needs of the local and regional economy, with county, state and federal help
3. Promote educational partnerships to build a strong labor force and remain open to new ideas

Action items

- Evaluate Falmouth's municipal structure in relation to identifying and achieving economic development goals
- Develop a marketing and PR plan that clarifies the communities vision for economic growth and sustainability
- Strengthen the working relationships among the municipality, Chamber of Commerce and EDIC
- Develop land use plans for defined areas to create jobs, increase tourism and maintain diverse economic opportunities
- Implement on-line permitting and streamline the permitting process to reduce costs and uncertainty in development
- Develop partnerships among the public schools, community colleges, Maritime Academy, Open Cape, the scientific community and the private sector
- Develop a quality of life survey to identify amenities that create and sustain economic growth
- Determine if a Redevelopment Authority should be created

Energy

Take personal responsibility to reduce energy use; encourage conservation, work to achieve energy self-sufficiency and independence to the fullest extent possible, build a dispersed network of power generating facilities.

Policies

1. Provide municipal leadership for reducing Falmouth's carbon footprint
2. Support the use of appropriate renewable energy sources
3. Promote energy conservation and efficient technologies and practices

Action items

- Reduce municipal use of fossil fuel by 2.5% annually for the next 5 years
- Measure municipal sector energy use annually, set annual goals for reduction
- Plan for replacement of the municipal fleet and other fossil fuel using equipment to lower emissions
- Educate the public about the energy code for renovations and new construction and the energy benefits of recycling
- Provide a database of programs to finance energy improvements
- Explore opportunities to license Town owned real estate for energy generation
- Add solar use analysis to “Site Plan Review”
- Recognize outstanding efforts to use renewable energy sources
- Run a resource center to increase conservation and use of renewable energy
- Strengthen partnerships with state, county, nonprofit, private foundations and utilities
- Create a pilot program to learn the barriers to building infrastructure for alternative fuel and electric vehicles

Historic Character

Preserve Falmouth's community character through adaptive reuse of historic buildings, safe guarding historic landscape, preventing development at odds with a village's development pattern, scale, massing and density.

Physical form becomes the organizing principle for future development, protecting the historic form of the village while encouraging compatible contemporary development.

Policies

1. Strive to preserve historic structures
2. Build support for historic preservation
3. Recognize heritage tourism as an economic driver
4. Use historic landscape approach to development and historic preservation

Action items

- Update the inventory of historic buildings and resources and identify heritage landscapes
- Require the DPW to respect historic character when improving infrastructure within the seven historic districts
- With the Chamber of Commerce, create a heritage-based tourism plan to promote Falmouth as a national and international destination
- Revise the boundaries of the historic districts to encompass all the properties in the district
- Implement the Historic Overlay Initiative in the seven districts to protect their form, scale and setting
- Create way-finding methods to inform the public about historic sites and events
- Consider property tax abatement to encourage adaptive reuse or rehabilitation of historic structures
- Create a revolving fund for exterior restoration
- Improve permitting for construction work on historic properties
- Create an assemblage of Cape Cod historical styles as an educational and tourism destination

Falmouth's Strategic Five Year Plan and Local Comprehensive Plan for Fifty Years

Contents as Presented in the Documents

Strategic 5 Year Plan	L.C.P.
1. Long term strategic vision	1. Land Use
2. Financial and economic stability and community development	2. Transportation
3. Coastal resources, infrastructure and beaches	3. Coastal Resiliency
4. Resource conservation and management	4. Water and Wastewater
5. Water and waste water management	5. Housing
6. Health and public safety	6. Economic Sustainability
	7. Energy
	8. Historic Character

Purpose, Scope and Process of Each Plan

Strategic Five Year Plan	Local Comprehensive Plan Fifty Year Plan
<p>To <u>identify community priorities</u> for the next five years and for each priority <u>set goals and action steps</u> with target dates for start and completion for Town boards, officials and departments.</p>	<p>To <u>envision the future</u> for the next 50 years and <u>set goals and policies and action items</u> to guide developmental decisions about the long term physical and economic development of Falmouth for Town boards, officials and departments and the general public.</p>
<p>Annual update expected</p>	<p>Review at intervals and update to keep factual and relevant</p>
<p>Required by the Falmouth Home Rule Charter</p>	<p>Required by MGL Part I, Title VII, Chapter 41, Section 81D “Master Plan; Economic Development” and the Cape Cod Commission’s regulations concerning Local Comprehensive Planning</p>
<p>The scope of the plan is Town-wide governance and may address any area of perceived need and urgency</p>	<p>The scope of the plan is determined by state and regional requirements and local perception of short and long term need</p>

Created by the Selectmen and Town Manager with assistance from a qualified management consultant	Created by the Planning Board with input from town officials, boards, staff and residents
Approved in 2016 by the Board of Selectmen.	Approved in sections by recent Town Meetings
The intended audiences are Town officials and Departments, Town residents, and the general public	The intended audiences are Town officials and Departments, Town residents, and the general public
http://www.falmouthmass.us/DocumentCenter/Home/View/1517	http://www.falmouthmass.us/DocumentCenter/Home/View/4268

**Questions or comments about either or both
the strategic plan or the local comprehensive plan**

???