



*Wareham  
Master Plan  
1/27/2020*

## Table of Contents

REVISION HISTORY .....	6
ACKNOWLEDGEMENTS .....	7
INTRODUCTION.....	8
A VISION FOR WAREHAM’S FUTURE: WHERE ARE WE GOING AND HOW DO WE GET THERE? .....	13
MISSION STATEMENTS FOR THE MASTER PLAN.....	16
OPEN SPACES .....	20
NEIGHBORHOODS AND VILLAGES .....	21
BUSINESS AND COMMERCE.....	22
LAND USE .....	26
Land Use Goal 1: Focus redevelopment and improvements to Wareham Village and Onset Village .....	26
Land Use Goal 2: Promote new industrial and office park development at the interchange of I-195 and Route 28 (Exit 21). .....	31
Land Use Goal 3: Implement the Future Land Use Map .....	31
ECONOMIC DEVELOPMENT .....	35
Economic Development Goal 1: Promote new industrial and office park development at the interchange of I-195 and Route 28 (Exit 21). .....	35
Economic Development Goal 2: Improve and streamline the town government’s interactions with Wareham’s existing businesses and institutions. ....	41
SERVICES AND FACILITIES.....	44
Services and Facilities Goal 1: Support ongoing family-friendly initiatives.....	44

Services and Facilities Goal 2: Support the economic development and fiscal policies that are required to fund the local services and facilities desired by Wareham’s residents .....	49
Services and Facilities Goal 3: Augment local services through volunteerism.....	52
<b>STEWARDSHIP AND SERVICE.....</b>	<b>53</b>
Stewardship and Service Goal 1: Build on Wareham’s sense of community to supplement local government and “fill in the gaps.” .....	53
Stewardship and Service Goal 2: Work together to get to “yes” on common sense ideas that support Wareham and its residents	56
<b>TRANSPORTATION AND CIRCULATION.....</b>	<b>57</b>
Transportation Goal 1: Improve safety on Route 6, Route 28, and other roadways.....	57
Transportation Goal 2: Advance safe and convenient multi-modal transportation, including transit.....	60
<b>HOUSING.....</b>	<b>62</b>
Housing Goal 1: Work with existing tools to gain more control over Chapter 40B and to meet affordable housing needs. ....	62
Housing Goal 2: Explore innovative approaches to housing production to meet the housing needs of seniors and young families.	69
<b>OPEN SPACE .....</b>	<b>76</b>
Open Space Goal 1: Implement the 2017 - 2024 Wareham Open Space and Recreation Plan (OSRP). ....	76
Open Space Goal 2: Prioritize land conservation that builds on existing open space networks, considers “green infrastructure,” protects water and habitat resources, and is highly visible to the public.....	76
Open Space Goal 3: Protect and promote Wareham’s agriculture.....	81
<b>NATURAL AND CULTURAL RESOURCES .....</b>	<b>86</b>
Natural and Cultural Resources Goal 1: Coordinate and strategically implement several ongoing efforts to increase climate resilience in Wareham. ....	86

Natural and Cultural Resources Goal 2: Advance Wareham’s unique cultural events and the Wareham Historical Society and Historical Commission’s preservation efforts.....	88
Natural and Cultural Resources Goal 3: Protect Wareham’s Water Resources.....	89
<b>WAREHAM MASTER PLAN MANAGEMENT .....</b>	<b>92</b>
Wareham Master Plan - Change/Update Philosophy.....	92
Wareham Master Plan - Change/Update Process .....	93
Wareham Master Plan Format .....	93

## Table of Figures

Figure 1 – Wareham, Plymouth County, Massachusetts Population Growth Rates by Decade .....	12
Figure 2 – Wareham Future Land Use Vision Map .....	19
Figure 3 – Wareham Land Use Map - Property Types .....	25
Figure 4 – Wareham Jobs by Sector.....	36
Figure 5 - Wareham Job Growth by Sector.....	37
Figure 6 - Route 28 Economic Development Study Map.....	38
Figure 7 - Wareham Zoning Map .....	39
Figure 8 - Wareham School Enrollment.....	47
Figure 9 - Wareham Tax Base .....	48
Figure 10 - South Eastern Massachusetts Tax Rates .....	50
Figure 11 - Wareham Transportation Network .....	58
Figure 12 - Wareham Household Statistics.....	66
Figure 13 - Wareham Household Spending by Income .....	67
Figure 14 - Wareham Subsidized Housing Inventory.....	68
Figure 15 - Wareham Age Trends .....	75
Figure 16 - Wareham Protected Areas Map.....	79

Figure 17 - Wareham Habitat Map ..... 80  
Figure 18 - Wareham FEMA National Flood Hazard Map..... 84  
Figure 19 - Wareham Water Resources..... 85

## REVISION HISTORY

- 1998 – First Wareham Master Plan published by the Wareham Master Plan Committee
- April 3, 2018 – New Master Plan created and published by SPREDD, never approved
- January 27, 2020 – Updated and approved by the Wareham Planning Board

## ACKNOWLEDGEMENTS

This Wareham Master Plan Vision document would not have been possible without the support, input, and local knowledge provided by Wareham’s citizens, professional staff, and leadership. The Town would like to acknowledge the following for their role in preparing this Vision.

### PLANNING BOARD

George Barrett  
Michael A. Baptiste, Sr.  
John P. Cronan  
Emmanuel Daskalakis  
Marc Bianco  
Michael King  
Richard Swenson

### PLANNING BOARD STAFF

Ken Buckland, AICP  
Sonia Raposo  
Jasmin Campos

### BOARD OF SELECTMEN

Peter Teitelbaum  
Alan Slavin  
Patrick Tropeano  
Anthony Scarsciotti  
Jim Munise  
Mary Mackey Bruce

### TOWN ADMINISTRATION

Derek Sullivan  
Susan Green  
Patricia Neal

### THE MASTER PLAN WAS PREPARED BY THE FOLLOWING AGENCY AND INDIVIDUALS:

Southeastern Regional Planning and Economic Development District (SRPEDD)

Eric Arbeene, AICP  
Sara Brown  
Jed Cornock, AICP  
Katie Goodrum, AICP  
Kevin Ham  
Grant King, AICP, Project Manager  
Bill Napolitano  
Don Sullivan

## INTRODUCTION

### *“The job – and the Vision – of the Wareham Master Plan”*

When people use the word “diverse” to describe a place, they are always speaking in a positive way about the people who live there. They’re saying, “This place has a lot of different cultures, communities, and backgrounds – and I like living here!” This is true about the town of Wareham, which is one of the most diverse and fastest growing communities in Southeastern Massachusetts.

Wareham is “diverse” in other ways, too. For example, consider the “mix” of different ways its land has been used and settled over time. On one hand, Wareham contains several village centers – such as Wareham Village, Onset Village, and West Wareham – that are hundreds of years old. These places have traditional buildings and compact development

patterns that contribute to Wareham’s New England charm. On the other hand, Wareham also has two highly visible commercial corridors – Route 6 and Route 28 – that influence the way people experience town. According to residents, these commercial developments damage the town’s appearance and threaten its valuable natural resources. This is particularly true when owners do not appropriately design or maintain their commercial properties.

Similarly, Wareham residents hold many “diverse” – and, in this case, “differing” – points of view. For example, nearly all residents want improved services from the town, but many also oppose the commercial growth that is necessary to gather more taxes to fund these services. Some residents want a variety of new and different housing options to serve seniors and working families, while others oppose any further residential development at all. Some residents are skeptical about the value of planning, while others are optimistic that the

town and its residents will use this Plan to improve Wareham’s future.

In some ways, Wareham’s diversity points to clear opportunities and strengths. In other ways, Wareham’s mix of differing environments and priorities can create tensions; but that’s good news, because these tensions guide us to core issues that require action and compromise. In fact, the job – and the Vision – of this Master Plan visioning document is to do just that: To guide Wareham as it addresses core issues. To identify main strengths and opportunities. To harness Wareham’s diversity and achieve consensus. And to identify issues that require leadership, teamwork, and service.

### *“Like a simple set of instructions”*

Like all Master Plans in the Commonwealth of Massachusetts, the Wareham Master Plan will contain



required “elements,” or chapters.<sup>1</sup> These elements focus on specific themes: Vision, Land Use, Economic Development, Housing, Services & Facilities, Transportation & Circulation, Open Space & Recreation, Natural & Cultural Resources, and Implementation. Think of these as the main subjects that a plan covers. Covering them ensures that the plan is “comprehensive,” that it addresses Wareham’s diverse needs.

Additionally, thanks to valuable and instructive comments from two public workshops and an online survey<sup>2</sup>, Wareham is creating an additional element called Stewardship & Service. This extra chapter is unique to Wareham and is all about collaboration. Its purpose is to encourage and guide participation by all local Boards and Commissions, agencies, volunteers, business- and property-owners, and the community

*“Wareham is creating an additional element called Stewardship & Service. This extra chapter is unique to Wareham and is all about collaboration. Its purpose is to encourage and guide participation by all local Boards and Commissions, agencies, volunteers, business- and property-owners, and the community as a whole. It is a signal to all of you that the Master Plan is yours. It will directly address your needs and respond to your goals. And its success depends on your ongoing contribution of time, ideas, and actions.”*

as a whole. It is a signal to all of you that the Master Plan is yours. It will directly address your needs and respond to your goals. And its success depends on your ongoing contribution of time, ideas, and actions.

Each future Master Plan element will identify various Goals in its subject area. A Goal can be general – for example, “Preserve more land for water resource and habitat protection.” Or it can be very specific – such as “Construct a new public safety facility on the 25-acre town- owned property on Minot Ave.”

The Plan will then identify multiple Strategies to achieve each Goal – down to specific activities to pursue, who’s in charge of those activities, what resources are available and required, and other instructions to help implement the plan.

---

<sup>1</sup> According to M.G.L. c. 41, s. 81D, the main Master Plan sections are called “elements.” The remainder of this document uses both “chapter” and “element” to describe these sections

<sup>2</sup> You will find detailed descriptions of these workshops and the survey in the Vision chapter, below.

The Implementation element will provide even more details and organization to ensure that the plan leads to real and measurable benefits for Wareham.

Each element will also include Performance Measures for each Strategy. Performance Measures are a simple and clear way to encourage accountability for those who are responsible for taking action. They can be as straightforward as “the zoning bylaw mentioned in Strategy 3-1 will be amended” or more ambitious, such as “the vacant and derelict property rate in Wareham Village will decline by 10%.” Performance Measures also show that the Town is serious about making sure the plan creates real and positive change in Wareham and doesn’t just sit on the shelf.

While you read this document, it is also important to keep in mind a Master Plan’s strategic role in the life of a municipality. For a town, making a Master Plan is like taking an annual trip to your doctor for a physical. It’s a way

*“Good data means the plan is grounded in reality, but your aspirations and creativity are just as important.”*

of checking in on your general health and identifying actions to take. You can take many of these actions with the assistance of your primary care doctor – changes in your diet or your lifestyle. For a town, this means working with your Town Planner and other officials to complete projects such as zoning changes and grant applications. Sometimes, however, your doctor might recommend a specialist for your heart or your back. Similarly, Master Plans should realistically identify those key areas that require further consultation, collaboration, and study – projects such as specialized plans or engineering work. This analogy (or comparison) is a recognition of a Master Plan’s scope. It helps to keep the plan concise, understandable, and engaging – like a simple set of instructions.

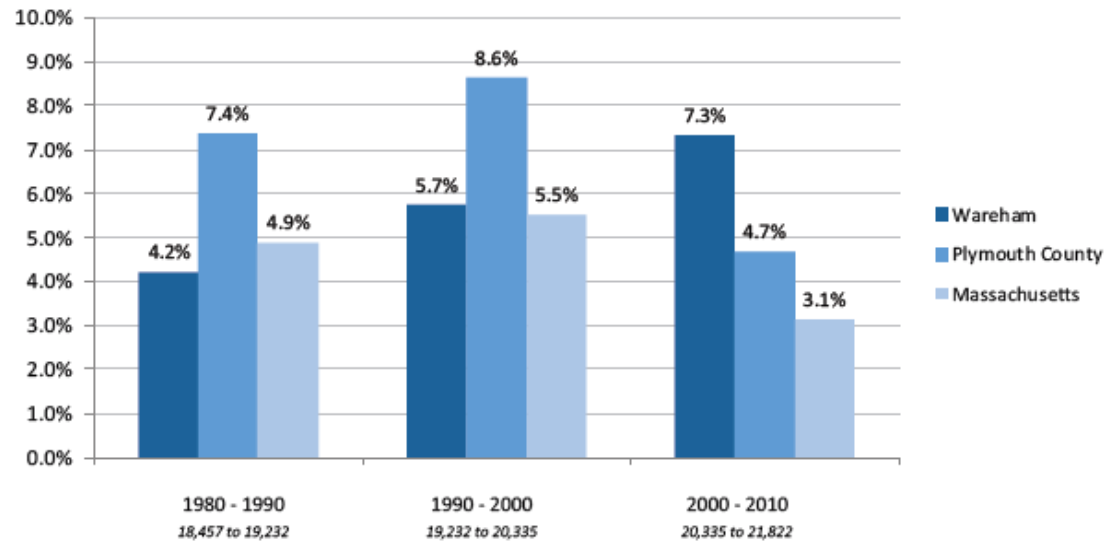
If a Master Plan is an instruction manual, what are the parts we’re using to build the plan? What are the nuts, bolts, and 2x4s? The answer is simple – data and public input. The town Planning Board, Director of Planning

and Community Development, and their consultants assemble and analyze current and accurate data to inform decisions. This information will appear throughout the plan and at [www.srpedd.org/Wareham-Master-Plan](http://www.srpedd.org/Wareham-Master-Plan).

Good data means that the plan will be grounded in reality, but your aspirations and creativity are just as important. This comes from ongoing public input at workshops, online, and through in-person meetings. Without this essential participation by Wareham's residents and business-owners, the plan would not reflect an understanding of the town as a community and as a place.

Again, as you read this document and the future Master Plan, please keep in mind that these two parts – data and public input – are equally important. Good data grounds us in reality. Aspirations and creativity make the plan come alive and give it Vision.

## Population Growth Rates by Decade



**Until recently, the town's population was growing at about the same rate as the state. However, from 2000 to 2010, Wareham grew at a higher rate than the state and Plymouth County.**

*Source: U.S. Census Bureau. Please note that, according to American Community Survey Estimates, Wareham continued to grow at a rate of approximately 2.98% from 2010 to 2016. This compares to a rate of 2.37% in Plymouth County and 2.97% in MA over the same period.*

Figure 1 – Wareham, Plymouth County, Massachusetts Population Growth Rates by Decade

## A VISION FOR WAREHAM'S FUTURE: WHERE ARE WE GOING AND HOW DO WE GET THERE?

Think of the Master Plan's Vision as a handful of general mission statements that will guide the more detailed Goals and Strategies in the future Master Plan. These statements inspire the Master Plan as it provides specific recommendations that tap into Wareham's diversity, strengths, and social capital. The Master Plan's Vision also includes a Future Land Use Map that depicts general patterns for the way Wareham should develop and conserve land in the future – a literal sketch of where and how the town should grow. These ideas come from previous planning documents, good data, and direct public input at in-person workshops and through online forums such as a Master Plan survey. The remainder of this section explores specific parts of the Master Plan

Vision, beginning with the various steps that the town took to get there.

### *Master Plan Discovery Workshop*

The only effective way to create a Master Plan's Vision is to speak directly with Wareham's residents, business-owners, and officials. To this end, the town hosted two public workshops in 2017. The first event, held on Saturday, June 3 in the Town Hall Auditorium, was the "Master Plan Discovery Workshop." Approximately 20 people attended this morning session. The town's consultant and regional planning agency, SRPEDD, facilitated the session by presenting basic information on Master Plans, a series of maps and diagrams, and demographic and economic information about Wareham. This data is the foundation of current and accurate information that informs the entire planning process.

*Images from Master Plan Discovery Workshop*



*Meeting Participants review maps.*



*Charts and a facilitated discussion of previous town plans and their goals.*

The “Discovery Workshop” culminated in a discussion of goals and priorities from previous Wareham plans. Participants provided original ideas and feedback on existing documents, including but not limited to the following:

- 1998 Master Plan (MP)
- 2006 Community Preservation Plan (CPP)
- 2008 Village Study
- 2010 Open Space and Recreation Plan (OSRP)
- 2011 Hazard Mitigation Plan (HMP)
- 2013 Housing Production Plan (HPP)
- 2016 Community Development Strategy (CDS)

SRPEDD staff facilitated the workshop’s discussion by asking questions and collecting comments on large “sticky pads.” Questions ranged from basic (such as “Do these priorities still make sense for Wareham?”) to more detailed (such as “What can the town do to increase the affordable housing stock without relying on Chapter 40B?”).

Staff assembled these in-person comments (and comments received online) into a database that enabled them to identify patterns, themes, and specific ideas that directly inform the Master Plan Vision and its Goals and Strategies.

*Images from the September 14, 2017 “Master Plan Open House.”*



*Attendees review and comment on detailed goals from the 1998 Master Plan.*



*Newspaper headlines from 2027 that describe the results of the Master Plan.*

## Housing



Improve the quality, choice, and condition of housing particularly for seniors and smaller households (1998 MP, 2016 CDS, 2006 CPP, 2013 HPP).

Continue to maintain a housing rehabilitation through CDBG & CPA funding (2016 CDS).

Understand barriers to affordable housing such as limited water and sewer service, large lot sizes, and lack of incentives (2013 HPP).

Develop a Rental Assistance Program that assists low-income residents (2016 CDS, 2013 HPP).

Support improvement and maintenance of Wareham Housing Authority and promote housing on town-owned land (2016 CDS, 2006 CPP).

Pursue tax-title property for development of affordable housing options (2016 CDS).

## Economic Development



Encourage economic vitality in existing business areas while limiting commercial sprawl (1998 MP, 2016 CDS).

Review zoning and regulations for consistency with economic development objectives (1998 MP, 2016 CDS).

Promote job training and business incubation (2016 CDS).

Capitalize on tourism opportunities (2016 CDS).

Utilize programs such as expedited permitting and tax incentives to encourage attractive, appropriate, and well-located commercial growth (1998 MP).

## Open Space & Recreation



Encourage the creation of permanently protected open spaces, preferably in contiguous parcels (1998 MP, 2011 HMP, 2006 CPP)

To protect watersheds, wetlands, salt marshes, rivers, bays, and ponds, to improve recreational access to natural water resources, and to provide habitat for plants, wildlife, fish, and marine life (2010 OSRP).

Enhance the public's opportunities to enjoy open space and recreational facilities (2010 OSRP).

Improve recreational facilities (2010 OSRP, 2006 CPP).

Recognize the need to preserve, protect, and enhance the natural resources for current and future use for residents and visitors (2011 HMP).

## Transportation & Circulation



Provide a safe and efficient transportation network that encourages the use of alternative modes of transit such as bicycles and walking (1998 MP).

Provide safe, affordable, and accessible transportation options for residents and non-residents to access employment and services (2016 CDS).

Improve roadway infrastructure (2016 CDS).

### *Online Participation*

The public also provided substantive input online. The main outlets for this “virtual public participation” were Facebook, emails, and an online Master Plan survey. The project web page also provided information, including videos or presentations, interactive maps, and links to other websites such as Facebook and the survey.

Comments received online are just as influential as comments received in person. Moreover, Wareham’s virtual participation was substantial. Town and SRPEDD staff received numerous emails, phone calls, and Facebook comments. The Master Plan survey had almost 40 respondents.

### *Master Plan Open House*

On Thursday, September 14, Wareham hosted a second event – an Open House – to solicit even more detailed input from residents, officials, and business-owners. Approximately 20 people attended. SRPEDD staff briefly presented the main themes they

identified from the “Discovery Workshop.” Participants then took part in three exercises at their own leisure.

First, attendees edited the six (6) draft Vision Statements from the June 3 “Discovery Workshop.” This enabled Wareham and SRPEDD staff to ask, “Did we hear you right? Did we correctly identify the main themes you would like the Master Plan to address?” Those overarching themes are described in more detail in the next section, “Mission Statements for the Master Plan,” below.

A second exercise asked residents to “share [their] vision for success” by composing a newspaper headline. A simple prompt read “Imagine that you’re reading a newspaper in the year 2027. Create a headline (using fewer than 10 words) that describes how this plan will change Wareham for the better over the next 10 years.” This type of creative exercise allowed meeting participants to share their aspirations for Wareham. These aspirations are key to creating a Master Plan that is responsive to local needs.

Lastly, attendees reviewed and commented on detailed goals and actions from the 1998 Wareham Master Plan. They did so by placing notes directly on large posters that presented details from 1998. This exercise allowed in depth input that helped determine the extent to which previous goals still needed to be addressed.

### **MISSION STATEMENTS FOR THE MASTER PLAN**

Thanks to the public input process described above, the Vision of the Master Plan includes the following main mission statements. These central themes will influence all aspects of the future Master Plan.

*In order to take part in the community and improve the future, Wareham’s residents, businesses, and institutions need to work together. Stewardship and service are key to improving the town’s appearance, protecting its natural resources, and to building on its already strong local character.*



Put simply, this statement acknowledges that many residents are skeptical about the value of planning. This skepticism is warranted – unless the town government can use the Master Plan to create a true sense of community that implements the plan. This statement also sets the table for an additional element called Stewardship & Service. This extra chapter is unique to Wareham’s Master Plan and is all about collaboration. Its purpose is to encourage and guide participation by all local Boards and Commissions, agencies, volunteers, business- and property-owners, and the community as a whole. It is a signal to all of you that the Master Plan is yours. It will directly address your needs and respond to your goals. And its success depends on your ongoing contribution of time, ideas, and actions.

*The town government should amend and streamline its regulations to improve outcomes for residents and businesses.*

Many public comments highlighted the need for improved local zoning, rules &

regulations, and procedures. This mission statement will influence future Master Plan elements such as Land Use, Economic Development, Services & Facilities, and Open Space & Recreation.

*Wareham needs more traditional economic development in well-planned locations that complement the town’s character.*

Nearly all residents want improved services from town government – especially schools. But many also oppose the commercial growth that is necessary to gather more taxes to fund these services. To balance these diverse needs, the Master Plan will advocate for strategic, well-designed development that belongs in its immediate context and fits the small town character of Wareham.

*Residents have housing needs that require a wide variety of strategies.*

This statement is based on numerous comments and the changing demographics of Wareham’s residents. Many residents want a variety of new

and different housing options to serve seniors and working families, while others oppose any further residential development at all. These differing needs and desires require creative approaches to the Housing element of the plan and to housing production in Wareham.

*Specialized plans and active program participation will be needed in order to achieve goals and address needs.*

Writing a Master Plan is like taking an annual trip to your doctor for a physical. It’s a way of checking in on your general health and identifying actions to take. Sometimes, your doctor might recommend a specialist for your 11 Wareham Master Plan Vision heart or your back. Similarly, Master Plans should realistically identify those key areas that require further consultation, collaboration, and study – projects such as specialized plans or engineering work. This recognizes a Master Plan’s scope. It also helps to keep the plan concise, understandable, and engaging. The public process identified several such plans, including a Historic Preservation

Plan, a new Open Space and Recreation Plan, and Transportation Corridor and Safety Planning.

*This Master Plan Vision will be concise, clear, and easy to understand. A user-friendly document will improve the likelihood of implementation.*

The future Master Plan will ideally read like a simple set of instructions. Each Master Plan element will identify various Goals in its subject area. The Plan will then identify multiple Strategies to achieve each Goal – down to specific activities to pursue, who’s in charge of those activities, what resources are available, and other instructions to help implement the future Master Plan. The eventual Implementation element will provide

even more details and organization to ensure that the plan leads to real and measurable benefits for Wareham.

Finally, by adding Performance Measures to the Master Plan, the town shows that it is serious about making sure the document creates real and positive change in Wareham.

*“An interactive sketch of where and how to grow.”*

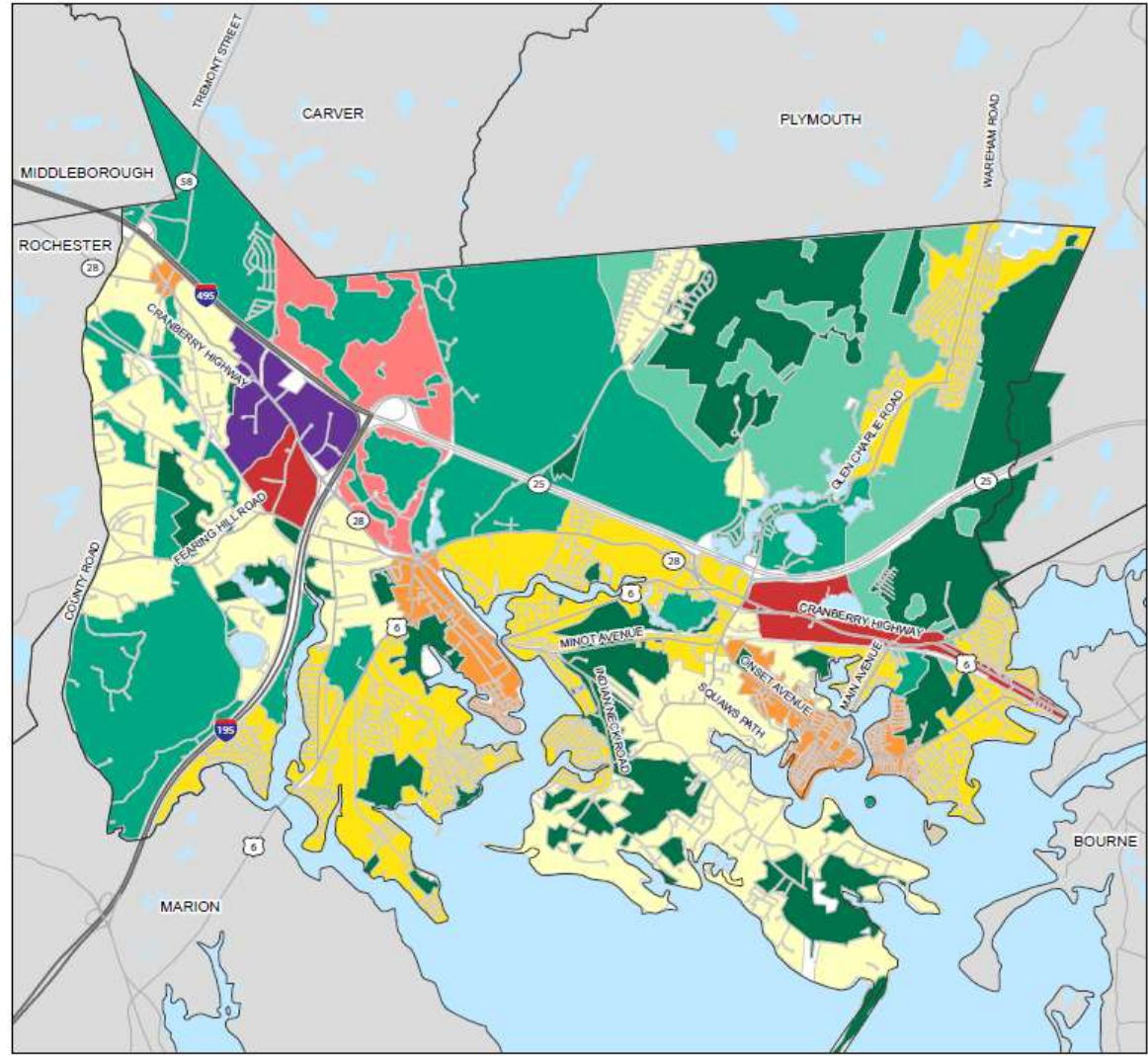
Planning for a town’s future includes significant thinking about its actual land. This Future Land Use Vision Map shows you that thinking in a simple sketch – a basic “Vision” for the future of development and conservation in town.

This land use vision comes directly from residents, business owners, and officials who participated online and in two public workshops in 2017. This map is a guide for future decision making, for the Master Plan. Accordingly, each land use type has a main “Master Plan Goal” and “Master Plan Implications.”

It is not a zoning map or a parcel map. It simply describes general patterns. You can view and interactive version of this map and the descriptions below – a “Story Map” – by visiting <http://bit.ly/Wareham-Future-Land-Use>.

**Town of Wareham  
Future Land Use  
Vision Map**

- Permanently Protected Open Space
- Agriculture
- Water Resources and Habitats
- Low-Density Homes and Woods
- Medium-Density Homes
- Traditional Town Centers
- Business Parks
- Business and Office Park
- Commercial Strips and Centers



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

November 2017

1 mile



The Future Land Use Vision Map for Wareham. Visit <http://bit.ly/Wareham-Future-Land-Use> for an interactive version.

Figure 2 – Wareham Future Land Use Vision Map

## OPEN SPACES

### *Permanently Protected Open Space*

The areas mapped here are already preserved with permanent conservation restrictions. They are composed of wildlife habitats, parks, farms, and forests. These sites should remain protected for “passive uses” that protect natural resources, drinking water resources, and recreational opportunities for Wareham.

**Master Plan Goal:** Future conservation efforts can focus on expanding these sites and creating linked networks of open spaces throughout town.

**Master Plan Implications:** Town Open Space Plans should identify specific parcels for acquisition or donation and prove the value of their contribution.



*Permanently Protected Open Space*



*Water Resources and Habitats*



*Agriculture*

## *Water Resources and Habitats*

Similar to “Permanently Protected Open Space” areas, these natural resources are essential to the future of Wareham and to the quality of life of its residents. They are, for the most part, undeveloped.

**Master Plan Goal:** While these locations are already covered by the Zone II and Buttermilk Bay Water Resource Protection Overlay Districts, Wareham could focus future land preservation efforts here.

**Master Plan Implications:** Town Open Space Plans should identify specific parcels for acquisition or donation and prove the value of their contribution.

## *Agriculture*

Many areas north of and surrounding I-495/ Route 25 are wooded and rural. This is also true for the part of town west of I-195 next to neighboring Rochester. These areas also contain thousands of acres of cranberry bogs. Wareham residents stress the

importance of these lands for the town’s culture and history.

**Master Plan Goal:** Maintain agricultural areas and support the tradition of cranberry growing for future generations.

**Master Plan Implications:** Support agriculture and allow its evolution through regulation, program participation, and marketing and promotion.

## NEIGHBORHOODS AND VILLAGES

### *Low-Density Homes and Woods*

Much of Wareham’s residential settlement patterns are rural – houses and neighborhoods are tucked behind trees and into wooded areas. In fact, in some cases, subdivisions such as Crane Landing at Tihonet Pond are designed to include ample open spaces and forests. These “low-density” homes give many parts of Wareham a rural and suburban character. However, unchecked suburban development can lead to the loss of natural resources

and increased infrastructure and service costs for the municipality.

**Master Plan Goal:** Maintain and support the existing neighborhoods.

**Master Plan Implications:** Preserve the character of existing neighborhoods, while allowing for new development in similar areas.



*Low-Density Homes and Woods*



*Medium-Density Homes*



*Traditional Town Centers*

### *Medium-Density Homes*

Other parts of Wareham’s residential settlement patterns are denser – in other words, houses are closer together. In many cases, these neighborhoods have recognizable names – Swifts Beach, Cranberry Grove, Shangri-La. For these “medium-density” areas, the transition from woods to the “neighborhood” is clearer than for “low-density neighborhoods.” Higher density development types such as these may help meet the town’s current and future needs for smaller homes and a diversity of dwelling units – a need identified through public input and an understanding of changing demographics. Typically, these areas are among the older neighborhoods and are experiencing some reinvestment.

**Master Plan Goal:** Support the future of each of these neighborhoods as unique residential districts.

**Master Plan Implications:** Encourage reinvestment through redevelopment and improvements.

### *Traditional Town Centers*

Traditional town centers have recognizable names – Onset Village, Wareham Center, West Wareham. They contain a broad mix of uses that include homes, businesses, and institutions such as churches and schools. According to many residents, these neighborhoods are desirable locations to live and work. They also have infrastructure amenities – water, sewer, and sidewalks – that are less common in other parts of Town. They are the original centers of growth in Wareham. Residents have identified these neighborhoods as deserving of more investment and more “TLC.”

**Master Plan Goal:** Support Traditional Town Centers as unique districts that build on Wareham’s character and have great potential for return on public and private investment.

**Master Plan Implications:** Public program participation and public investment in the traditional town centers are expected to have a direct and significant impact on the identity

of the town as a whole, so a high level of investment is warranted.

## **BUSINESS AND COMMERCE**

Commercial Strips and Centers  
Shopping areas such as Wareham Crossing and commercial corridors such as Route 6 benefit communities in many ways – they provide retail and service options, jobs, and tax revenues. However, these areas can have negative impacts, too – these include traffic congestion and environmental impacts from stormwater run-off. They are also “non-traditional” and create a different “look and feel” than what typically attracts visitors to Wareham. To balance these benefits and costs, future commercial land uses should be designed to limit negative impacts. The town should also support and advance new forms of consumer commerce that continue to attract visitors.

**Master Plan Goal:** Encourage appropriately designed, high value development of the commercial centers.

**Master Plan Implications:** Coordinated infrastructure investment, land use regulations, and marketing are required for the existing districts to continue to improve and to attract consumers and visitors.



*Traditional Town Centers*



*Commercial Strips and Centers*



*Commercial Strips and Centers*

### *Business Parks*

Business Parks (also known as Industrial Parks) provide high quality, high wage jobs and tax revenue to cities and towns. Wareham has a concentration of these areas at the I-195 interchange with Route 28. These existing and future Business Parks should be designed and improved in order to minimize visual and environmental impacts. Investment in the Business Parks should be carefully supported as developable industrial land can provide important public benefits without a high demand on services.

**Master Plan Goal:** Support further investment in the Business Parks.

**Master Plan Implications:** The town should identify programs such as short-term tax credits, road and utility improvements, and expedited permitting to attract new business development in the parks. Because of their value, new industrial areas for designation as industrial land should be considered.



*Business Parks*



*Business and Office Parks*



*Business and Office Parks*

### *Business and Office Park*

The town’s Business Development Overlay District has created new, high value, low-impact development at Rosebrook Business Park – one of the most significant developments in Wareham in recent years. This Office Park is planned and designed in ways that complement the surrounding cranberry bogs, gain access from the interstate highways, and benefit the town as a whole. These developments provide numerous benefits to Wareham – shopping and hotel amenities, health care and assisted living facilities, and significant tax revenue.

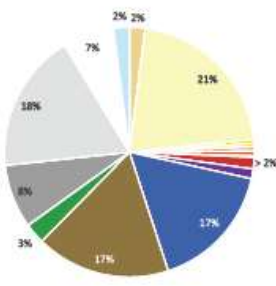
**Master Plan Goal:** Continue to encourage this type of investment in the Business Development Overlay District.

**Master Plan Implications:** The town should identify programs such as short-term tax credits, road and utility improvements, and expedited permitting to attract new development in the Business Development Overlay District.



**Town of Wareham  
Land Use**  
MassDOR Property Type  
Classification Codes

Residence/Ag and Residential/OS	2%
Residences <= 3 units	21%
Residential Condos	< 1%
Apartments >= 4 Units	< 1%
Mobile Homes	< 1%
Multiple Uses	< 1%
Office	< 1%
Commercial	< 2%
Industrial	< 1%
Institutional	17%
Agriculture	17%
Open Space and Recreation	3%
Utility and Transportation	8%
Vacant	18%
No Data	7%
Water	2%



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile

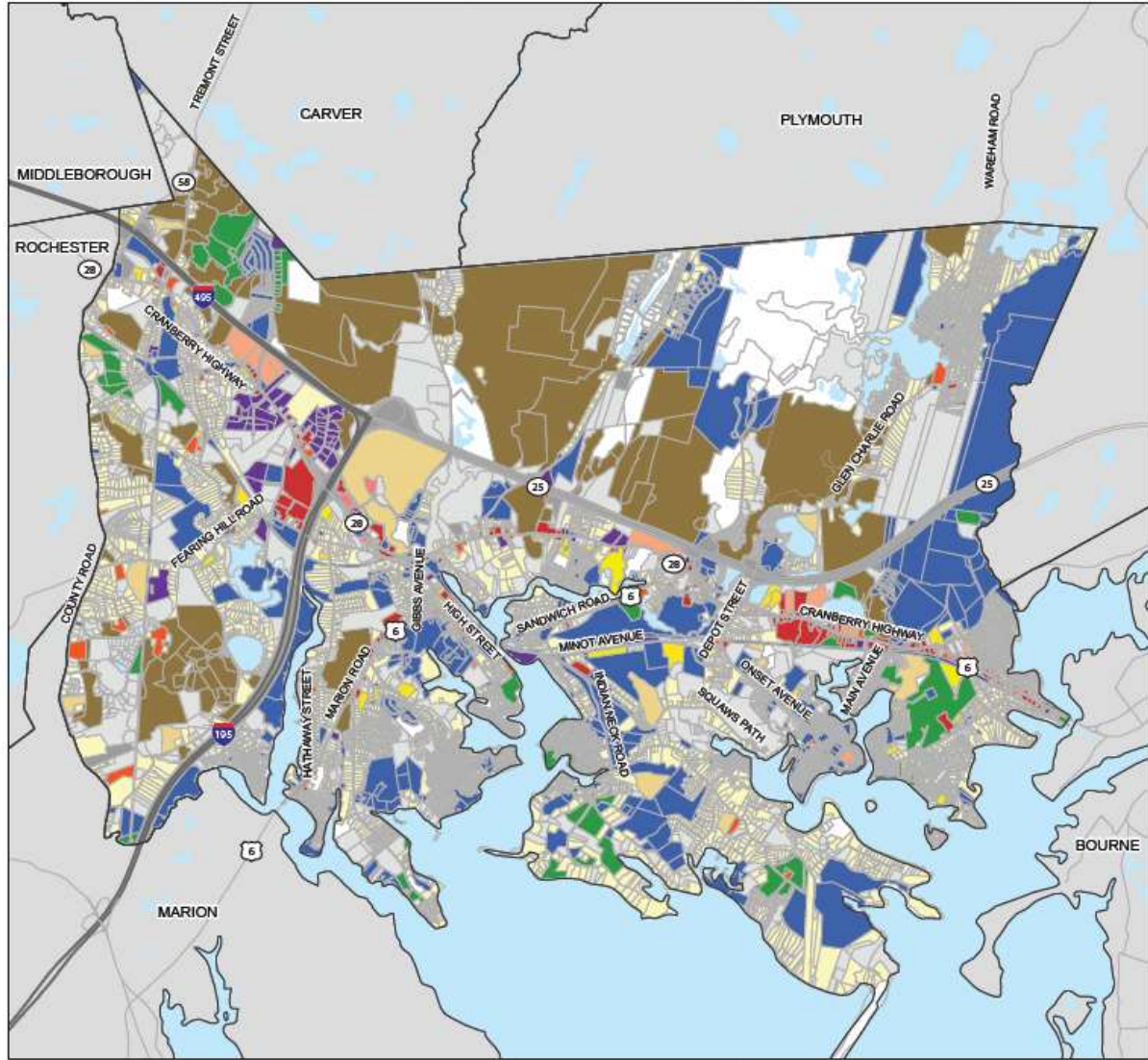


Figure 3 – Wareham Land Use Map - Property Types

## LAND USE

### Land Use Goal 1: Focus redevelopment and improvements to Wareham Village and Onset Village

**The Big Picture:** The public clearly identified Wareham’s Village areas as unique districts that deserve attention. Focusing programs and activities here can build on Wareham’s character and produce significant return on public investment.

*Strategy 1: Invest the Town’s Community Development Block Grant (CDBG) resources and other non-program redevelopment funds in infrastructure that improves the Villages’ appearance and that leads to private investments.*

**Description:** The Wareham Redevelopment Authority (WRA) should focus a meaningful portion of its annual CDBG investments to these key areas.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

- WRA strategically invests and tracks the use of CDBG funds in Onset Village and Wareham Village.
- Private sector partners credit public investments for real estate and business improvements.
- Increased sales and property values in the Villages.
- Decreased vacancy rates and derelict properties.

*Strategy 2: Implement recommendations of the Town’s Vacant and Underutilized Property Survey to improve the maintenance*

*and appearance of “eyesore” properties.*

**Description:** In 2018 Wareham completed the Vacant and Underutilized Property Survey that identifies derelict properties in select areas of town, including Onset and Wareham Village. This report will assist the town in prioritizing resolution to those “problem properties” that pose the greatest risk to the health, safety, appearance, and property values of the Villages and Wareham as a whole.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

- Visible WRA action on prominent blighted properties in both Onset and on Main Street.
- Exploration of programs such as the Massachusetts Abandoned House Initiative.<sup>3</sup>

---

<sup>3</sup> <https://www.mass.gov/service-details/abandoned-housing-initiative> 5 <http://wvbadbuildings.org/success-stories/wheeling-finds-success-vacant-property-registry/>;

- Reduction in Vacancy rates in Onset and Wareham.

**Example Success Stories:** The

Wheeling, WV “BAD (Brownfield, Abandoned, Dilapidated)” Buildings Program; the One House at a Time Program in Baltimore, MD.<sup>4</sup>

**Complementary Action:** Stewardship and Services Goal 1, Strategy 2: Create a dedicated Blight and Trash Task Force.

*Wareham should explore the legal authority for bylaws related to abandonment and dereliction of commercial properties.*

*Strategy 3: Explore the legal authority for zoning techniques that allow the town to control derelict commercial properties.*

**Description:** Municipalities may apply controls on derelict or nuisance properties. These tools can be particularly important for commercial properties that have exclusive use restrictions placed on them. These restrictions can create vacancies that lead to derelict properties that negatively affect all property values and the character of the commercial areas. In order to improve the conditions on these properties,

**Responsible Parties:** Town Administrator, WRA, Planning Department, Planning Board

**Performance Measures:**

- Completion of a feasibility study for legal mechanisms such as blight ordinances and sunset provisions.
- Town Meeting adoption of a legally appropriate control measure of derelict properties.

**Example Success Story:** The City of Waltham’s Nuisance Property Ordinance; the Neighborhood Blight Committee in the City of Jacksonville, FL.<sup>5</sup>

**Complementary Action:** Stewardship and Services Goal 1, Strategy 2: Create a dedicated Blight and Trash Task Force.

*Strategy 4: Consider relocating land-intensive municipal activities away from Downtown.*

**Description:** Large municipal facilities can occupy valuable properties in

---

<sup>4</sup> <http://www.onehousebaltimore.org/before-and-after/>

<sup>5</sup> <http://waltham.wickedlocal.com/news/20170817/nuisance-ordinance-looks-to-tackle-blight>; <http://www.coj.net/neighborhood-blight> [http://homenewshere.com/middlesex\\_east/article\\_d45b49ac-f7bc-11e7-a843-bfa7d69a1a0a.html](http://homenewshere.com/middlesex_east/article_d45b49ac-f7bc-11e7-a843-bfa7d69a1a0a.html); <https://www.wfyi.org/news/articles/fire-station-move-is-one-piece-done-for-mass-ave-development>

Village areas. For example, the Wareham Fire Department Station 1 at 273 Main Street occupies a large parcel adjacent to the MBTA CapeFlyer Station and the Wankinco River. Relocating this and other public safety facilities to a strategic site, such as those identified in the Town’s 2007 Police Station Feasibility Study, would better serve the needs of the department while also freeing up land for future investment. Potential uses for the site include mixed-use development that could take advantage of the existing MBTA station and a possible future GATRA transfer facility.

**Responsible Parties:** Wareham Fire Department, Wareham Police Department, Board of Selectmen, Planning Department, Planning Board, WRA

**Performance Measures:**

- Fire Station 1 is relocated to an improved facility identified

collaboratively by the above Responsible Parties.

- The WRA and Department of Planning and Community Development pursue redevelopment of the site.

**Example Success Story:** Stoneham Fire Station Relocation<sup>6</sup>

**Complementary Action:** Services and Facilities Goal 1, Strategy 1: Review, Update, and Act on the Recommendations of the 2007 Police Station Feasibility Study.

*Strategy 5: Promote Tremont Nail Stabilization and Redevelopment.*

**Description:** The former Tremont Nail Factory is a strategically located, historic property in Wareham Village. The town is working with private partners, such as A.D. Makepeace, and public agencies, such as MassDevelopment, to advance mixed-use redevelopment at this site. This

type of successful flagship project can serve a catalyst for similar quality growth in Wareham Village; it can also help set the tone of some of the public’s “wish list” items for the area, including but not limited to breweries and restaurants, music and art venues, and live-work housing units. Moreover, a proposal for the development would literally link it to Wareham Village by a boardwalk along the Wankinco River.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

- Continued efforts to market the site.
- The Tremont Nail redevelopment and Wankinco boardwalk projects are completed within 10 years, catalyzing further private sector investments in Wareham Village.

---

<sup>6</sup> [http://homenewshere.com/middlesex\\_east/article\\_d45b49ac-f7bc-11e7-a843-bfa7d69a1a0a.html](http://homenewshere.com/middlesex_east/article_d45b49ac-f7bc-11e7-a843-bfa7d69a1a0a.html); <https://www.wfyi.org/news/articles/fire-station->

*Wareham's Villages – both Onset and Wareham Center – orient themselves to the water. The character, economy, and history of these areas depends on maintaining and supporting this relationship to the town's waterways*



*Rendering of the proposed redevelopment of the Tremont Nail Factory*



*Site plan of the proposed redevelopment of the Tremont Nail Factory*

*The flagship Tremont Nail Stabilization and Redevelopment project can serve a catalyst for similar quality growth in Wareham Village; it can also help set the tone of some of the public's "wish list" items for the area, including but not limited to breweries and restaurants, music and art venues, and live-work housing units.*

*Strategy 6: Utilize the “Reinvestment Toolbox” – Public-Private Partnerships (PPPs), District Improvement Financing (DIF), and Tax Increment Financing (TIF) to achieve betterment goals in the Villages.*

**Description:** Communities across Massachusetts have created specialized public-private partnerships and participated in betterment programs to serve the specific needs of their economy and special districts. For example, some communities create formal, ongoing committees that meet with existing businesses to discuss how the town can help them retain employees, remain in operation, or expand in desirable, low-impact ways that are still within their business plans. This type of public-private partnership may be particularly important when working with Wareham’s largest businesses. Other

towns participate in DIF or TIF Enhancement Funds that actively gather revenues to make capital or service improvements to specific areas in town.<sup>7</sup> These tools could be particularly appropriate for Onset Village and Wareham Village. In short, there are numerous examples of public-private partnerships and programs that Wareham can adopt and adapt to meet the town’s needs.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

- Wareham adopts one or more of the above strategies.

**Example Success Story:** Leominster TIF and Concord, NH DIF<sup>8</sup>

*Strategy 7: Support Access to the Wareham’s Waterfront and Water-dependent activities and development.*

**Description:** Wareham’s Villages – both Onset and Wareham Center – orient themselves to the water. The character, economy, and history of these areas depends on maintaining and supporting this relationship to the town’s waterways, particularly the Wareham and Wankinco Rivers, Broad and Sunset Coves, and Onset, Buttermilk, and Buzzards Bays.

**Responsible Parties:** Marine Resources Commission, Department of Natural Resources – Harbormaster and Shellfish Division, WRA, Planning Department, Planning Board,

**Performance Measures:**

- Wareham continues to successfully monitor the environmental and economic health of the above waterways.
- The town explores the feasibility projects that are key to the water-based economy, such as dredging,

---

<sup>7</sup> “DIF is authorized by M.G.L. c. 40Q and its implementing regulations 402 CMR 3.00 et seq. TIF is authorized by M.G.L. c. 40§59 and its implementing regulations 760 CMR 22.01.

<sup>8</sup> [http://www.mass.gov/envir/smart\\_growth\\_toolkit/pdf/DIFTIF-brochure.pdf](http://www.mass.gov/envir/smart_growth_toolkit/pdf/DIFTIF-brochure.pdf)

erosion control and sand replenishing, and permits for marinas and boat yards.

**Complementary Action:** Natural and Cultural Resources Goal 3, Strategy 1: Pursue methods to reduce septic-related nitrogen pollution in Wareham’s rivers, bays, and harbors; Natural and Cultural Resources Goal 3, Strategy 2: Regulate fertilizer and pesticide use near flowing water.

### Land Use Goal 2: Promote new industrial and office park development at the interchange of I-195 and Route 28 (Exit 21).

**The Big Picture:** The area around this important interchange has experienced recent high-value economic development, such as Rosebrook Business Park, that is vital to the town’s tax base. Wareham

should use every tool at its disposal to focus commercial, office, and industrial development to this area.

*Strategies: Please see the Economic Development Element of this document for detailed Strategies, Responsible Parties, Performance Measures, and Success Stories.*

### Land Use Goal 3: Implement the Future Land Use Map

**The Big Picture:** Planning for a town’s future includes significant thinking about its actual land. This plan’s Future Land Use Map depicts that thinking in a simple sketch – a basic “Vision” for the future of development and conservation in town. This land use vision comes directly from residents, business owners, and officials who participated online and in two public

workshops in 2017. It should guide for future policies and decision-making.

*Strategy 1: Protect Wareham’s valuable habitats, water resources, and agricultural areas. Please see the Open Space and Recreation element and Natural and Cultural Resources element of this document for detailed Strategies, Responsible Parties, Performance Measures, and Success Stories.*

*Strategy 2: Improve Wareham’s existing TDR bylaw.*

**Description:** Transfer of Development Rights (TDR) is a zoning mechanism that uses real estate market forces to permanently protect land. The main idea is that a community can encourage development where it wants by allowing property-owners to trade the ability to build on their land.<sup>9</sup>

---

<sup>9</sup> Under TDR, “open space is permanently protected [through a conservation restriction] for water supply, agriculture, habitat, recreation, or other purposes via the transfer of some or all of the development that would otherwise have occurred in these sensitive places to more suitable locations. [Then], other locations, such as city and town centers or vacant and underutilized properties, become more vibrant and successful as the development potential from the protected resource areas is transferred to them. In essence, development rights are ‘transferred’ from one district (the ‘sending area’) to another (the ‘receiving area’).

Wareham already has a TDR bylaw that it can improve and use to meet several goals of the Future Land Use Map.

- A new TDR map with more strategic Sending and Receiving Areas that do not overlap.
- Active pursuit of a sample project with a single property owner that holds two properties – one in a Sending Area and one in a Receiving Area.
- Creation of a simple user guide that clearly explains the TDR process.
- Consideration of Advanced TDR features, such as:
  - A TDR Bank – Wareham could consider allowing Sending Area owners to “bank” their development rights by selling them to a state entity or a non-profit conservation agency, which holds them for resale to owners in Receiving Areas; this removes the need for owners to buy and sell directly to each other and

simplifies timing in the TDR market.

- TDR Incentives – Wareham could incentivize TDRs by increasing densities or reducing requirements in exchange for preserving farmland (in the Sending Area) or for providing affordable housing (in the Receiving Area).
- Allow Transfer of Commercial Floor Area.
- Partnership with neighboring Carver, which also has a TDR program.

**Responsible Parties:** Planning Department, Planning Board, WRA, Open Space Committee

**Performance Measures:**

- Improvements to the TDR bylaw passed at Town Meeting.
- Completion of a sample project with a willing property-owner.

*Wareham already has a TDR bylaw that it can improve and use to meet several goals of the Future Land Use Map*

*A TDR Bank – Wareham could consider allowing Sending Area owners to “bank” their development rights by selling them to a state entity or a non-profit conservation agency, which holds them for resale to owners in Receiving Areas; this removes the need for owners to buy and sell directly to each other and simplifies timing in the TDR market.*

---

Communities using TDR are generally shifting development densities within the community to achieve both open space and economic goals without changing their overall development potential.” Massachusetts Smart Growth/Smart Energy Toolkit.



*Strategy 3: Create Design Guidelines for commercial development in certain areas.*

**Description:** Design guidelines use images and text to describe numerous site and building characteristics ranging from architecture and materials to site planning and stormwater management; in so doing, they provide clear and predictable expectations for development in certain areas (such as Wareham Village, Onset Village, or Cranberry Highway East) or under certain conditions. Guidelines are typically included in Planning Board Rules and Regulations governing Site Plan Review. The Planning Board can adopt and subsequently amend design guidelines at public hearings.

**Responsible Parties:** Planning Department, Planning Board

*Design guidelines use images and text to describe numerous site and building characteristics ranging from architecture and materials to site planning and stormwater management; in so doing, they provide clear and predictable expectations for development in certain areas (such as Wareham Village, Onset Village, or Cranberry Highway East)*

**Performance Measures:**

- Creation and adoption of design guidelines to improve visual street appeal, minimize entry/exit points on Route 6, create more usable internal circulation on parcels (including pedestrian and bike access), and encourage high-quality development that increase the local tax base.

**Example Success Story:** Carver’s Spring Street Innovation District Design Guidelines.<sup>10</sup>

**Complementary Action:** Stewardship and Services Goal 1, Strategy 2: Create a dedicated Blight and Trash Task Force.

*Strategy 4: Minimize visual and environmental impacts of solar farms by utilizing the town’s solar bylaw.*

**Description:** Solar collection systems are permitted by M.G.L. Chapter 40A,

---

<sup>10</sup> <http://srpedd.org/manager/external/ckfinder/userfiles/resources/Comprehensive%20Planning%20and%20Zoning/Carver-Spring-Street-design-guidelines-091514.zip>

Section 3. However, communities can impose local standards for their design and limit where large, ground-mounted “solar fields” can be built. On October 23, 2017, Wareham Town Meeting passed these local standards by amending the Wareham Zoning Bylaw and by only permitting solar fields in the R130, R60, CG, CP, and CR districts by special permit and in the INS and IND districts by right. Moving forward, this important tool should be used to the greatest extent possible to balance alternative energy needs with impacts on surrounding properties.

**Responsible Parties:** Zoning Board of Appeals, Planning Department, Planning Board

**Performance Measures:**

- Thorough application of the zoning bylaw and design standards.
- Reduced visual impact of new solar facilities throughout Wareham.

## ECONOMIC DEVELOPMENT

### Economic Development Goal 1: Promote new industrial and office park development at the interchange of I-195 and Route 28 (Exit 21).

**The Big Picture:** For a city or town, the term “economic development” traditionally means “pursuing public policies and investments that lead to high-value development and jobs.” Economic development is vital to expanding Wareham’s tax base so that the town can fund the increased services and improved facilities that citizens expect. Wareham should use every tool at its disposal to focus commercial, office, and industrial development to this area.

*Strategy 1: Fully implement the Route 28 Economic Development Study (2016).*

**Description:** In 2016, the town completed an economic development study for Cranberry Highway (Route 28) around the interchange with I-195. While Wareham has implemented some general recommendations of the study, such as adopting Chapter 43D Expedited Permitting (please see the next Strategy, below), several specific recommendations should still be pursued. These include (1) pursuing grants (from sources such as the MassWorks Infrastructure Improvement Program or Economic Development Administration [EDA] Public Works Program) to improve Patterson Brook Road and Kendrick Road, (2) revitalizing a ½-mile corridor of Cranberry Highway centered on Great Hill Drive, and (3) working collaboratively with landowners to reach consensus on redevelopment opportunities.

**Responsible Parties:** Planning Department, Planning Board, WRA

**Performance Measures:**

- Receipt of MassWorks, EDA Public Works, or other grants for improvements to the entrance, amenities, and other aspects of existing business and industrial parks. Town of Wareham Route 28 Economic Development Study Site 3: Corridor Revitalization 18.81 acres, 14 parcels.

## Jobs by Sector, 2005 - 2015

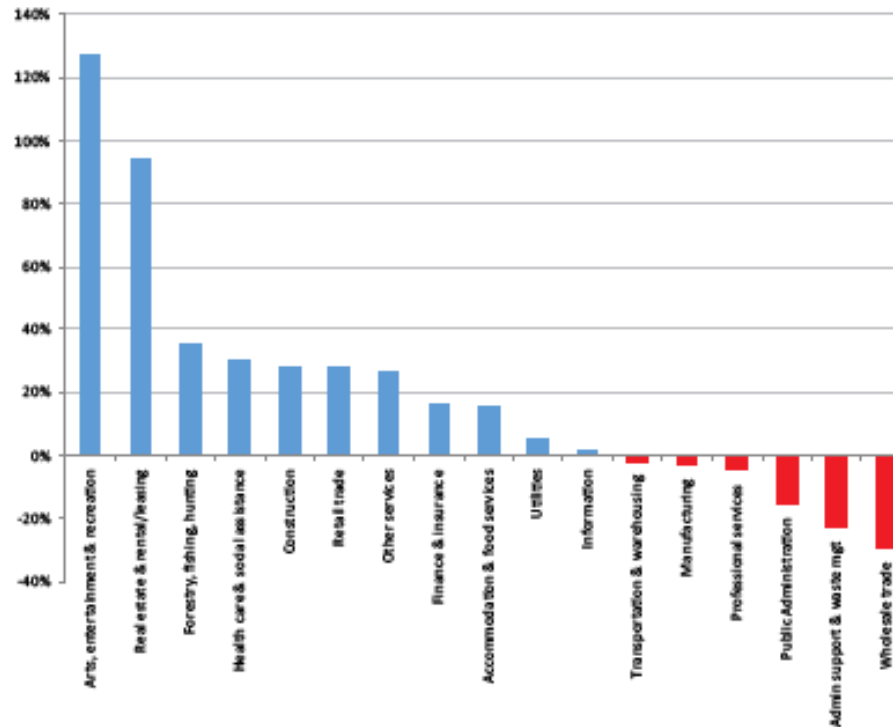
NAICS Code	Industry	2005	2015	Percent Change, 2005-2015	Percent of Total, 2015
99	Unclassified/Confidential	2	488	24300%	5%
71	Arts, entertainment & recreation	69	157	128%	2%
53	Real estate & rental/leasing	53	103	94%	1%
11	Forestry, fishing, hunting	123	167	36%	2%
62	Health care & social assistance	1,182	1,538	30%	17%
23	Construction	237	304	28%	3%
44-45	Retail trade	1,732	2,217	28%	25%
81	Other services	291	368	26%	4%
52	Finance & insurance	95	110	16%	1%
72	Accommodation & food services	1,037	1,197	15%	13%
22	Utilities	38	40	5%	0%
51	Information	101	102	1%	1%
48-49	Transportation & warehousing	376	369	-2%	4%
31-33	Manufacturing	759	737	-3%	8%
54	Professional services	396	377	-5%	4%
92	Public Administration	368	311	-15%	3%
56	Admin support & waste mgt	340	262	-23%	3%
42	Wholesale trade	236	166	-30%	2%
55	Management	44	N/A	N/A	N/A
61	Educational services	605	N/A	N/A	N/A
<b>All Industries</b>		<b>8,084</b>	<b>9,013</b>	<b>11%</b>	<b>100%</b>

**In 2015, the biggest industries in Wareham (total jobs) were (1st) Retail, (2nd) Health Care, and (3rd) Accommodation/Food Services.**

Source: MA Executive Office of Labor and Workforce Development.

Figure 4 – Wareham Jobs by Sector

## Job Growth by Sector, 2005 - 2015



**Most job sectors saw positive growth. The biggest gains were in Arts, Entertainment & Recreation. The biggest losses were in Wholesale Trade.**

Source: MA Executive Office of Labor and Workforce Development.

Figure 5 - Wareham Job Growth by Sector

**Town of Wareham**

**Route 28 Economic Development Study**

Site 3: Corridor Revitalization  
18.81 acres, 14 parcels

- Parcel Lines
- MassDEP Wetland Bodies
- MassGIS 3-meter Contour Lines (elevations are expressed in intervals of approximately 10')

★ **Example Development**



2420 Cranberry Highway - Rockland Trust

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other uses.

November 2016  
1" = 300'



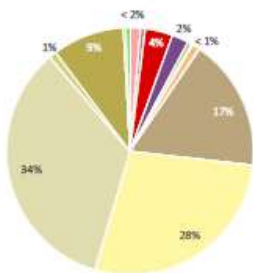
Image from the 2016 Route 28 Economic Development Study.

Figure 6 - Route 28 Economic Development Study Map

# Town of Wareham Zoning

## Districts and Overlays

Commercial General	< 2%
Conference Recreation	< 1%
Commercial Strip	4%
Industrial	2%
Institutional	< 1%
Onset Village Business (Onset 1)	< 1%
Onset Village Residential (Onset 2)	1%
Marine	< 1%
MR-30	17%
R-130	28%
R-60	34%
R-43	1%
R-30	9%
Wareham Village	< 1%
Wareham Village II	< 1%
Business Development Overlay District	
Buttermilk Bay Water Resource Overlay	
Zone II Overlay	



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile

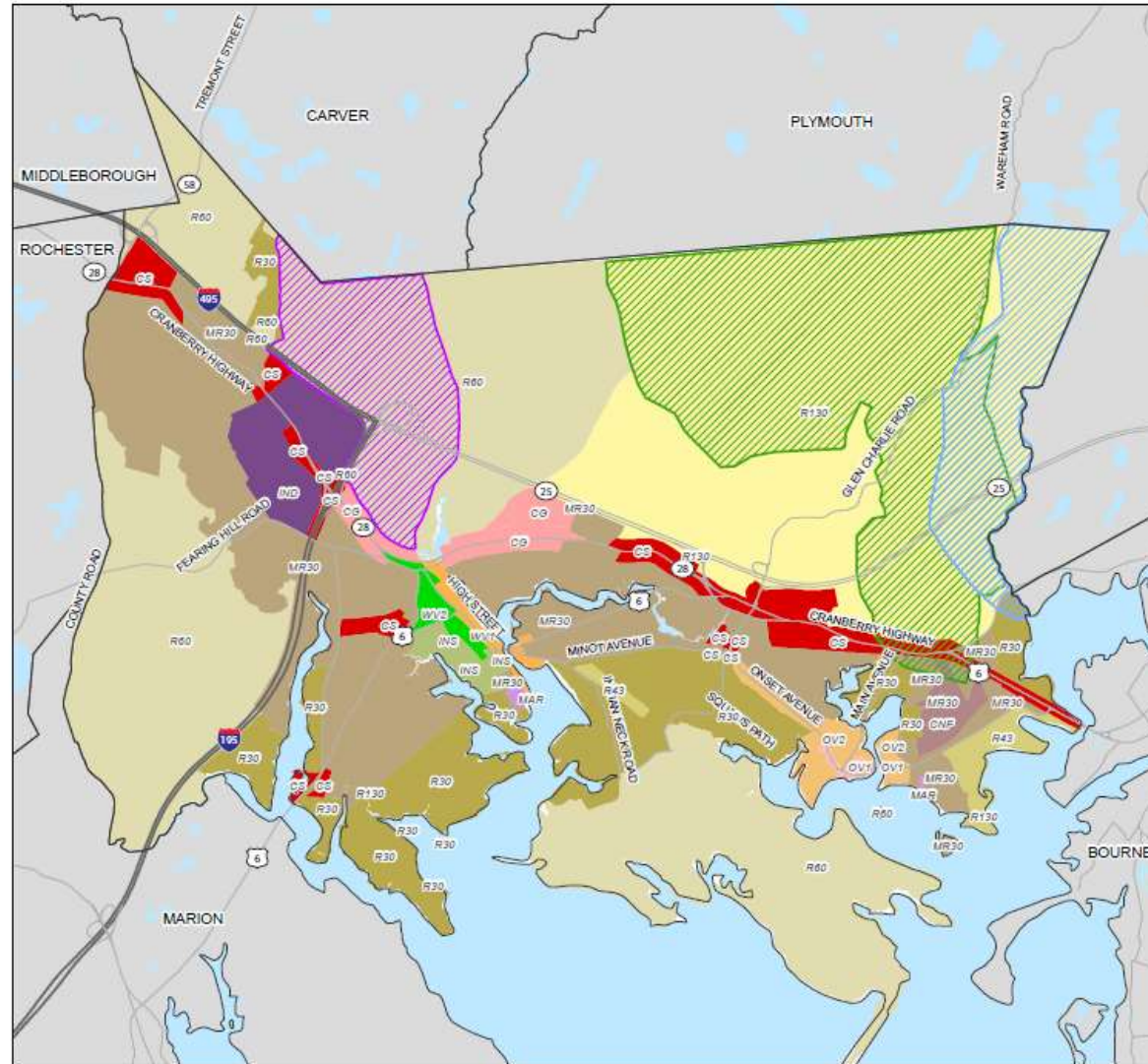


Figure 7 - Wareham Zoning Map

*Strategy 2: Promote Chapter 43D Expedited Permitting Program Priority Development Sites (PDS) as appropriate.*

**Description:** On October 23, 2017, Wareham’s Fall Town Meeting unanimously adopted Chapter 43D Expedited Permitting<sup>11</sup> and two related Priority Development Sites – Tremont Nail and Rosebrook Way. This valuable economic development and marketing tool should be extended to other sites near the I195/Route 28 Interchange.

**Responsible Parties:** Planning Department, Planning Board, WRA

**Performance Measures:**

- Additional Chapter 43D Priority Development Sites (PDS) along Cranberry Highway and in other appropriate locations throughout Wareham.

- High-value economic development at one or more new PDS.

**Example Success Stories:** Raynham Woods Business Park in Raynham, MA. Myles Standish Industrial Park in Taunton, MA.

*Strategy 3: Work in direct partnership with A.D. Makepeace and other developers to continue development in the Business Development Overlay District (BDOD).*

**Description:** According to the town zoning bylaws, “the Business Development Overlay District (BDOD) is intended to create office/R&D development opportunities in a campus-like environment using the existing agricultural uses and natural landscapes as amenities for the businesses located in the office parks.” And it’s clear that the BDOD has

succeeded – it enabled new, high value, low-impact development at Rosebrook Business Park – one of the most significant developments in Wareham in recent years. This Office Park is planned and designed in ways that complement the surrounding cranberry bogs, gain access from the interstate highways, and benefit the town as a whole. These developments provide numerous benefits to Wareham – shopping and hotel amenities, health care and assisted living facilities, and significant tax revenue. The town should work with A.D. Makepeace, the primary landowner in the BDOD, as well as any other developers, to pursue additional, similar development.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

---

<sup>11</sup> Chapter 43D is a tool that facilitates commercial, industrial, or mixed-use development on specific properties. It is a voluntary, local option. In other words, towns must “opt-in” through town meeting and property-owners must “opt-in” through written approval. The program creates a “streamlined permitting process” that promotes transparency and predictability for local permits. It also guarantees permitting decisions - “Yes” or “No” - on pre-determined priority development sites (PDS) within 180 days.



- Additional development projects within the BDOD.
- Continued partnership with A.D. Makepeace and other developers.
- No negative impacts to the cranberry bogs and natural habitats.

**Example Success Story:** Wareham’s own Rosebrook Business Park.

*Strategy 4: Provide facility and infrastructure growth paths for expanding small and incubator businesses.*

**Description:** While continuing to provide small business startup and incubation opportunities, Wareham needs to provide facilities and infrastructure for successful small businesses to expand as they grow. Wareham has facilities for small and start up facilities, but has recently experienced situations where these businesses have outgrown their initial locations and were forced to move outside of Wareham.

**Responsible Parties:** WRA, Planning Department, Planning Board

**Performance Measures:**

- Incremental or modified industrial and/or commercial properties that provide facilities that can support more medium and large business operations.

**Economic Development Goal 2: Improve and streamline the town government’s interactions with Wareham’s existing businesses and institutions.**

**The Big Picture:** A major theme of public input to this vision document was the importance of improving the town’s relationship with existing local businesses – important members of Wareham’s culture and economy. Local citizens and business-owners want the town to open clear, reliable channels of communication to “make doing business in Wareham a little bit easier.”

*Strategy 1: Review and streamline policies that affect local businesses.*

**Description:** Successful local businesses are assets to Wareham and are necessary parts of its fiscal and economic health. The town can work collaboratively with existing and prospective business-owners in order to establish partnerships that identify clear and fair expectations while recognizing private economic realities. This type of formal and ongoing collaboration between municipalities and businesses can be a fairly low-resource effort. Small, targeted public

*A major theme of public input to this vision document was the importance of improving the town's relationship with existing local businesses – important members of Wareham's culture and economy.*

initiatives such as those described below can help reduce business turnover and significantly improve the likelihood of positive economic outcomes that benefit the community and minimize negative impacts on businesses and residents alike:

- Continually adapt and improve the recent Permitting Guide created for Chapter 43D. This user-friendly guide includes numerous easy-reference flyers that describe how to do business in Wareham. Maintaining and circulating this resource can improve the process of navigating local government requirements. Businesses need clear expectations and predictability to succeed.
- Continue to use and enhance online permitting to reduce the time and paperwork associated with doing business in town.
- Review parking policies – especially in Wareham Village and Onset Village – to ensure that parking fees do not place a burden on local

businesses. Consider free parking for Wareham residents.

- Create a specialized, standing committee “Local Business Committee” consisting of small business-owners. Hold regular meetings that discuss balancing the needs of local businesses with those of local government. Regular and improved communication can lead to improved outcomes for all parties.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, Planning Board

**Performance Measures:**

- Updated and widely distributed the Permitting Guide.
- Public sessions to review parking policies with local businesses.
- Obtain Board of Selectmen approval for a dedicated “Local Business Committee.”

*Strategy 2: Work with Tobey Hospital and other local businesses to reinvigorate Wareham Village.*

**Description:** Many downtowns in New England are anchored by institutions such as schools, colleges, and hospitals. Wareham’s Tobey Hospital (owned by Southcoast Health) can play an important role in reimagining and expanding its positive impact on Wareham Village and beyond. The town should open an ongoing dialogue with Tobey Hospital to determine areas of overlapping investment needs and interests.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department

**Performance Measures:**

- Obtain Board of Selectmen Approval for a dedicated “Tobey Hospital Collaboration Committee.”
- Work with Tobey Hospital and all other Wareham Village business owners to invest in the infrastructure, investments, and policy changes needed to “spin off” infill medical offices and businesses.

## SERVICES AND FACILITIES

### Services and Facilities Goal 1: Support ongoing family-friendly initiatives

**The Big Picture:** During visioning workshops, Wareham residents frequently requested improved services and facilities. Schools, public safety facilities, and community and senior needs – including a Community Center and Council on Aging (COA) facilities – were common themes. These public needs and desires are not unique to Wareham. Communities across the Commonwealth are seeking to increase services with limited public funds. In this way, it is easy to see a clear connection between the Economic Development recommendations, above, and Wareham’s Services and Facilities.

*Strategy 1: Review, Update, and Act on the Recommendations of the 2007 Police Station Feasibility Study.*

**Description:** The goal of the 2007 study was to develop a program and scope of work that identified options for a new facility. It assessed the feasibility of those options and considered probable cost. The study committee also reviewed several options, including new construction, renovation, joint venture, shared public safety facilities, and surplus buildings. This review ended with a recommendation to construct a new public safety complex (police, EMS, fire, and harbormaster, including a joint dispatcher) at the 25-acre, town-owned Pulanski property. However, the BOS at the time did not act on the report’s recommendations. The town should update the report’s findings and pursue the shared facility.

*During visioning workshops, Wareham residents frequently requested improved services and facilities. Schools, public safety facilities, and community and senior needs – including a Community Center and Council on Aging (COA) facilities – were common themes. These public needs and desires are not unique to Wareham. Communities across the Commonwealth are seeking to increase services with limited public funds. In this way, it is easy to see a clear connection between the Economic Development recommendations, above, and Wareham’s Services and Facilities.*

**Responsible Parties:** Wareham Fire Department, Wareham Police Department, Board of Selectmen, Planning Department, Planning Board, WRA, Wareham Harbormaster

**Performance Measures:**

- Board of Selectmen formally renews discussion of the 2007 recommendation.
- Board of Selectmen update, as needed, the 2007 report.
- Town hires a consultant and developer to construct the new Public Safety Facility.

**Complementary Actions:** Land Use Goal 1, Strategy 4: Consider relocating land-intensive municipal activities away from Downtown.

*Strategy 2: Improve outcomes for Wareham’s students, teachers, and families.*

**Description:** In order for Wareham to be “family-friendly,” its school system needs to support the community – and to be supported by the town. Increased, dedicated, well-programmed funding is key to improving schools. According to numerous public comments, improved outcomes for students, teachers, and families are one of the “deal breakers” to making Wareham a “first class town” that attracts new residents and businesses. The town government should continue its recent efforts – including building a new Elementary School – to sufficiently fund Wareham Schools.

**Responsible Parties:** Board of Selectmen, Town Administrator, Superintendent of Schools, Wareham School Committee

**Performance Measures:**

- Improved MCAS scores.
- Increased teacher retention.
- Reduced drop-out rates.

- Improved reputation within and outside the community.
- New elementary schools facilities.

*Strategy 3: Maintain Wareham’s Libraries certification with the Massachusetts Board of Library Commissioners (MBLC) and Massachusetts Library System.*

**Description:** Libraries benefit communities in a number of “family-friendly” ways – providing access to cultural resources, serving as locations for meetings and events, and serving the populations ranging “from toddlers to students, to the working poor, to the intellectually elite,<sup>12</sup> to disabled seniors, to the local homeless.” Wareham recently regained certification, after losing it for several years. Decertification causes the town’s libraries to lose access to state aid and grant funding [from either the Massachusetts Public Library Construction Program or Library

---

<sup>12</sup> Wareham Free Library’s 2017-2022 Long-Rang Plan, page 4, [http://www.warehamfreelibrary.org/wp-content/uploads/2016/12/WFL\\_LRP\\_Final.pdf](http://www.warehamfreelibrary.org/wp-content/uploads/2016/12/WFL_LRP_Final.pdf) Tax Base, 2015

Services and Technology Act Program].”<sup>13</sup> Wareham library patrons can also lose access to shared resources from other public libraries in Massachusetts. The Long-Rang Plan details actions that the town can pursue to adequately fund and maintain certification, including Spinney Memorial Library.

**Responsible Parties:** Board of Selectmen, Town Administrator, Director of the Wareham Free Library, Friends of the Wareham Free Library, Wareham Library Foundation

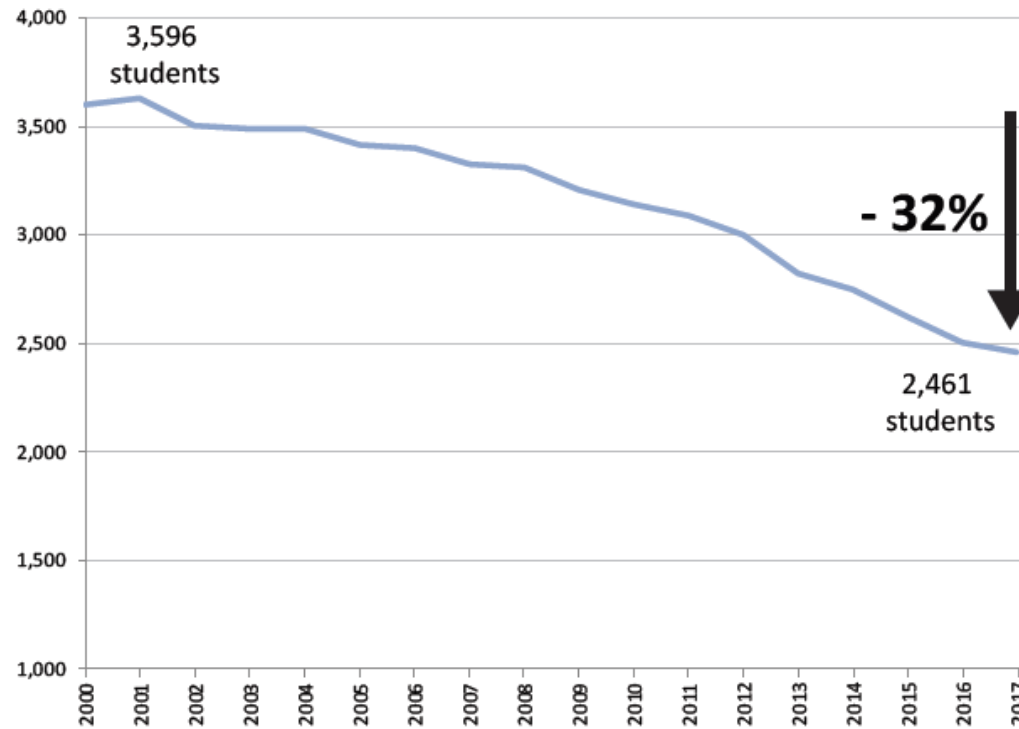
**Performance Measures:**

- Proactively ensure that Wareham maintains all its libraries certification from MBLC.

---

<sup>13</sup> Ibid

## School Enrollment

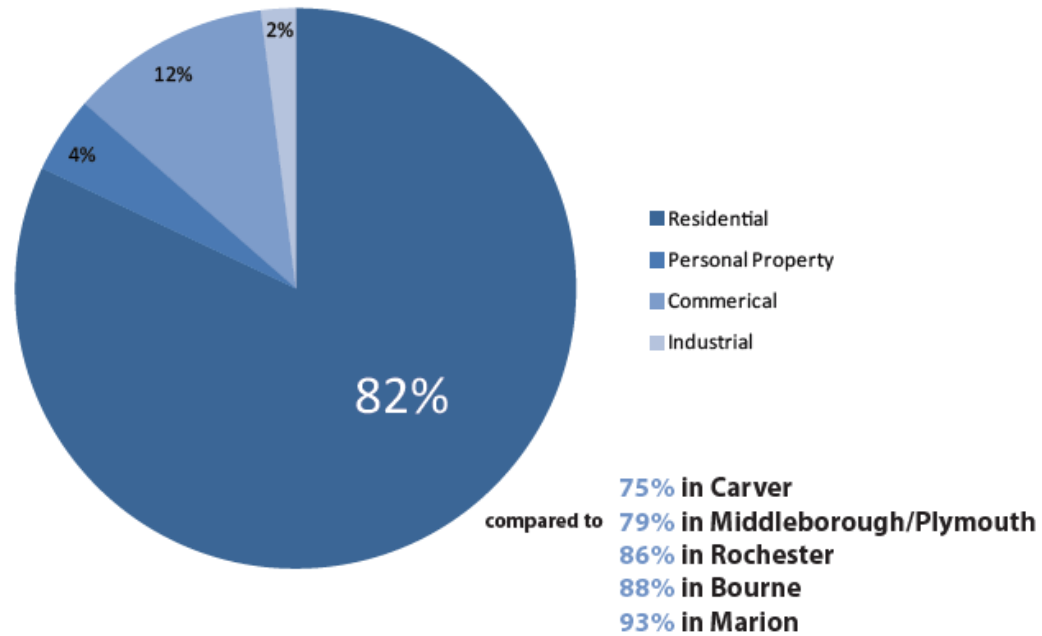


**Wareham's student population declined by over 860 students from 2007 - 2017.**

Source: MA Department of Education

Figure 8 - Wareham School Enrollment

## Tax Base, 2015



**Wareham's tax base is 82% residential. In 2015, the average single family tax bill in Wareham is \$2,799 compared to \$4,987 in Carver and \$4,398 in Middleborough.**

Source: MA Division of Local Services

Figure 9 - Wareham Tax Base



*Strategy 4: Support ongoing efforts to create a new Wareham Community Center in partnership with the Gleason Family YMCA, Council on Aging (COA), and Boys & Girls Club.*

**Description:** The town should work with the emerging coalition of non-profits to pursue a multi-purpose community center that meets the needs of all of Wareham’s citizens. Efforts are focused on improving services to seniors – a major theme in the visioning workshops – and “establishing a board made up of YMCA employees, Boys & Girls Club leaders, a liaison from the Board of Selectmen, and COA members.”<sup>14</sup>

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, Gleason Family YMCA, COA, Boys & Girls Club

**Performance Measures:**

- Creation of a formal Wareham Community Center Committee or partnership to explore state, federal, and private grants and fund raising.
- Obtaining sufficient funding to create detailed funding, design, and operating plans.
- Construction of the new center

**Services and Facilities Goal 2:**  
**Support the economic development and fiscal policies that are required to fund the local services and facilities desired by Wareham’s residents**

**The Big Picture:** Public policy is all about trade-offs. In other words, operating a town entails many tough choices made by elected and appointed officials and the voters who put them in positions of authority. This Services and Facilities element includes numerous sincere requests from Wareham’s citizens. Some of these are

new items, while others were once existing services that had to be cut – through tough choices – due to budgeting constraints.

---

<sup>14</sup> <https://wareham-ma.villagesoup.com/p/nonprofits-join-forces-to-explore-community-center-options-for-wareham-seniors/1723700>

## Tax Rates Per \$1,000 of Value (Millage Rates), 2016

City/Town	Residential	Commercial
Carver	\$17.03	\$26.26
New Bedford	\$16.49	\$35.83
Plymouth	\$16.27	\$16.27
Middleborough	\$15.77	\$16.77
Acushnet	\$14.53	\$18.60
Rochester	\$14.39	\$14.39
Mattapoisett	\$13.20	\$13.20
Fairhaven	\$12.18	\$24.45
<b>Wareham</b>	<b>\$11.36</b>	<b>\$11.36</b>
Marion	\$11.31	\$11.31
Dartmouth	\$9.84	\$15.01

**Wareham has a flat tax rate (meaning that it taxes residential and commercial properties at the same rate). Compared to its neighbors, the town's tax rate is fairly low.**

*Source: MA Division of Local Services*

*Figure 10 - South Eastern Massachusetts Tax Rates*

*Strategy 1: Aggressively pursue the economic development necessary to fund local services and facilities.*

*Please see the Economic Development element of this document for detailed Strategies, Responsible Parties, Performance Measures, and Success Stories.*

*Strategy 2: Create a long-term Capital Improvement Program (CIP)*

**Description:** According to the Massachusetts Division of Local Services, a Capital Improvement Program “provides a blueprint for planning a community’s capital expenditures and is one of the most important responsibilities of local government officials. It coordinates community planning, financial capacity, and physical development.”<sup>15</sup>

The town can more clearly evaluate and understand its long-term fiscal health by creating this important guidance document.

**Responsible Parties:** Board of Selection, Town Administrator, Finance Committee

**Performance Measures:**

- Creation of a ten-year Wareham Capital Improvement Program.

*Strategy 3: Explore alternative solid waste programs and strategies.*

**Description:** Traditional solid waste disposal strategies are becoming less and less viable. Wareham should work with the CMWWDD to evaluate current strategies, and potential alternative strategies, including, but not limited to Pay-As-You-Throw (PAYT), Material Recovery Facilities, and private contractors.

**Responsible Parties:** Board of Selection, Town Administrator, Municipal Maintenance Department

**Performance Measures:**

- Wareham explores technical assistance, program planning, financial modeling, and start-up grants with MassDEP.
- Partner with CMWWDD to develop a long term solid waste strategy and program.
- Reduced litter.

**Example Success Stories:** Curbside programs - Ashland<sup>16</sup> and Hamilton<sup>17</sup>; Drop-off Programs - Duxbury<sup>18</sup> and Sandwich.<sup>19</sup>

**Complementary Action:** Stewardship and Service Goal 1, Strategy 2: Create a dedicated Blight and Trash Task Force.

---

<sup>15</sup> <http://www.mass.gov/dor/docs/dls/tab/cipguidefinal.pdf>

<sup>16</sup> <https://www.mass.gov/files/documents/2016/08/qr/ashlandpayt.pdf>

<sup>17</sup> <https://www.mass.gov/files/documents/2017/01/ty/hamiltonpayt3.pdf>

<sup>18</sup> <https://www.mass.gov/files/documents/2016/08/qo/paytdxby.pdf>

<sup>19</sup> <https://www.mass.gov/files/documents/2016/08/pn/paytsand.pdf>

### Services and Facilities Goal 3: Augment local services through volunteerism

*Public policy is all about trade-offs. In other words, operating a town entails many tough choices made by elected and appointed officials and the voters who put them in positions of authority.*

*This Services and Facilities element includes numerous sincere requests from Wareham's citizens. Some of these are new items, while others were once existing services that had to be cut – through tough choices – due to budgeting constraints.*

**The Big Picture:** In the current climate of shrinking budgets and economic competition, city and town governments must sometimes “do more with less.” One way of supporting cultural, civic, and recreation activities is through volunteerism and public participation. In fact, given the town's fiscal constraints and numerous requests for improved or restored services from town government, the need for this type of community Stewardship and Service is so clear in Wareham that this document includes an extra element on that theme.

*Strategies: Please see the Stewardship and Service Element of this document for detailed Strategies, Responsible Parties, Performance Measures, and Success Stories.*

## STEWARDSHIP AND SERVICE

Stewardship and Service Goal 1:  
Build on Wareham’s sense of community to supplement local government and “fill in the gaps.”

**The Big Picture:** The visioning process for this document revealed a list of desired service requests for Wareham’s local government. While the economic development and tax reform strategies described above can generate revenues needed to improve or restore these services, other strategies are also necessary – especially Service and Stewardship. In addition to making requests and holding government accountable, citizens must also be willing to play an active role in their community.

*One way of supporting cultural, civic, and recreation activities is through volunteerism and public participation. In fact, given the town’s fiscal constraints and numerous requests for improved or restored services from town government, the need for this type of community Stewardship and Service is so clear in Wareham that this document includes an extra element on that theme.*

*Strategy 1: Assist with services to Wareham’s youngest and oldest residents.*

**Description:** Children and seniors require the support of their community. However, Wareham’s Council on Aging (COA) and School System have recently experienced funding reductions and/or rising costs. For example, due to funding shortages, the COA no longer has a full-time director. These vital local services must continue to be augmented through volunteerism, like the current COA’s Meals on Wheels Program and the Wareham Friends of the Elderly.

**Responsible Parties:** Wareham Public Schools, COA, Wareham Friends of the Elderly, local churches and Faith-based organizations, Youth Corps (such as the Boy Scouts and Girl Scouts).

**Performance Measures:**

- Formal authorization from the Board of Selectmen for a Town

Committee that focuses on identifying community volunteers and matching them with the needs of the COA and Wareham Schools.

- Increased volunteer presence in Wareham Schools.
- Improved outcomes for Wareham’s seniors through COA services.

**Example Success Stories:** Volunteer Warren,<sup>20</sup> Falmouth Volunteers in Public Schools,<sup>21</sup> numerous COA volunteer campaigns across MA

**Complementary Action:** Services and Facilities Goal 1, Strategy 4: Support ongoing efforts to create a new Wareham Community Center in partnership with the Gleason Family YMCA, Council on Aging (COA), and Boys & Girls Club.

*Wareham’s administration, public safety, and community development organizations should establish and maintain Blight and Trash Task Force volunteer effort alongside local businesses, Youth Corps (such as the Eagle Scouts), church groups, and High School Programs such as Woodworking and JROTC.*

*Strategy 2: Create a dedicated Blight and Trash Task Force.*

**Description:** Several strategies of this plan focus on improving the health, safety, appearance, and property values in Wareham by addressing blighted and vacant properties. Small efforts such as trash clean-up and basic maintenance (e.g. “just a coat of paint”) can lead to a chain reaction of improvements. Wareham’s administration, public safety, and community development organizations should establish and maintain Blight and Trash Task Force volunteer effort alongside local businesses, Youth Corps (such as the Eagle Scouts), church groups, and High School Programs such as Woodworking and JROTC.

**Responsible Parties:** Board of Selectmen, Town Administrator, Wareham Police Department, Wareham Fire Department, Planning

---

<sup>20</sup> <http://rhodybeat.com/stories/volunteer-warren-helping-town-one-good-deed-at-a-time/23601>, <http://www.volunteerwarren.org/>

<sup>21</sup> <http://www.falmouthvips.org/>

Department, local businesses, Youth Corps, Wareham Public Schools, churches and faith-based organizations.

**Performance Measures:**

- Formal authorization from the Board of Selectmen for a Blight and Trash Task Force.
- Establishment of regular clean-up projects on visible properties throughout town, especially in Wareham Village and Onset Village.

**Example Success Stories:** Volunteer Warren<sup>22</sup>, Motor City Blightbusters in Detroit,<sup>23</sup> City-wide development organizations should establish and maintain Blight and Trash Task Force volunteer effort alongside local businesses, Youth Corps (such as the Eagle Scouts), church groups, and clean up in Springfield, MA<sup>24</sup>

**Complementary Actions:** Land Use Goal 1, Strategy 2: Implement recommendations of the Town’s Vacant and Underutilized Property Survey to improve the maintenance and appearance of “eyesore” properties; Land Use Goal 1, Strategy 3: Explore the legal authority for zoning techniques that allow the town to control derelict commercial properties; Land Use Goal 2, Strategy 3: Create Design Guidelines for commercial development in certain areas.

*Strategy 3: Encourage volunteer landscaping and beautification projects.*

**Description:** Numerous comments about Wareham Village and Onset Village focused on the lack of trees and plantings needed to improve the

health and aesthetics of these key locations in town. Landscaping can have benefits beyond appearance. For example, recent studies have found a relationship between healthy street trees and reduced crime rates.<sup>25</sup> An organized, ongoing volunteer effort can help address these needs.

**Responsible Parties:** Town Administrator, Municipal Maintenance Department, Wareham Land Trust, Wareham Garden Club, local businesses.

**Performance Measures:**

- Creation of GIS data and an online, accessible, and continually updated map that identifies public trees (and their various attributes) and sites in need of landscaping.
- Maintained plantings of flowers and native plants on small town-owned properties (e.g. in front of Town

---

<sup>22</sup> Please note that volunteer efforts may be more effective and strategic on a neighborhood scale. For example, neighborhood groups in Onset Village could follow the “Volunteer Warren” model in their unique neighborhood. <http://rhodybeat.com/stories/volunteer-warren-helping-town-one-good-deed-at-a-time/23601> <http://www.volunteerwarren.org/>

<sup>23</sup> <http://www.wbur.org/npr/540300104/cleaning-up-with-the-motor-city-blightbusters>

<sup>24</sup> [http://www.masslive.com/news/index.ssf/2014/05/city-wide\\_clean\\_up\\_effort\\_puts.html](http://www.masslive.com/news/index.ssf/2014/05/city-wide_clean_up_effort_puts.html)

<sup>25</sup> [https://www.fs.fed.us/nrs/pubs/jrnl/2017/nrs\\_2017\\_kondo\\_001.pdf](https://www.fs.fed.us/nrs/pubs/jrnl/2017/nrs_2017_kondo_001.pdf) <https://www.sciencedirect.com/science/article/pii/S0169204612000977>

Hall). Plantings should be in place and maintained.

- Replanted trees – particularly street trees – whenever they are removed from public property.

## Stewardship and Service Goal 2: Work together to get to “yes” on common sense ideas that support Wareham and its residents

**The Big Picture:** Citizens who request increased services and amenities from local government must recognize that these activities require public funding. This understanding would ideally lead to active and enthusiastic support economic development, improved intergovernmental communication, efficient and accountable fiscal policies, and tax reform – many of the strategies described in this document. In order for these efforts to succeed on the ground and at the ballot box, the Community needs local champions who, face-to-face with neighbors and coworkers, clearly describe the benefits that each citizen and household will receive – as well as the

losses that the town will continue to experience should Wareham not act to generate more revenue.

*Strategies: Please see the Economic Development element and Services and Facilities element of this document for detailed Strategies, Responsible Parties, Performance Measures, and Success Stories.*

*Citizens who request increased services and amenities from local government must recognize that these activities require public funding. This understanding would ideally lead to active and enthusiastic support of the strategies described in this document.*

*In order for these efforts to succeed on the ground and at the ballot box, the Community needs local champions who, face-to-face with neighbors and coworkers, clearly describe the benefits that each citizen and household will receive – as well as the losses that the town will continue to experience should Wareham not act to generate more revenue.*



## TRANSPORTATION AND CIRCULATION

### Transportation Goal 1: Improve safety on Route 6, Route 28, and other roadways

**The Big Picture:** Many comments at visioning workshops focused on the appearance and safety of Routes 6 and 28. These and other major roadways can benefit from various strategies and investments to improve their condition for all users. Moreover, investments in transportation infrastructure also improve economic development outcomes described throughout this plan.

*Strategy 1: Actively support the MassDOT Reconstruction of Route 6 and 28.*

**Description:** This project will address many of the safety concerns raised by the public. According to MassDOT, it “includes the reconstruction of Route

6/28 to provide a cross section consisting of 4 travel lanes (2 lanes in each direction separated by a median), bicycle accommodating shoulders, and sidewalks on both sides of the roadway. Traffic signals will be upgraded at Cranberry Drive Plaza/Home Depot Drive, Cinema Drive and Main Avenue. A new traffic signal system will be added at Red Brook Road. All traffic signal equipment be new or replaced and will include pedestrian indications compliant with the Americans with Disabilities Act (ADA). Accommodations for U-turn are designed at each intersection. There is also an exclusive left turn lane with a U-turn bubble between Cinema Drive and Main Street. The existing drainage system will be replaced with a new drainage system. The stormwater will be treated using best management practices. The project also includes new signs and pavement markings.” The town should continue to work closely with affected residents, business-owners, and with other key stakeholders to bring this important safety project to fruition.

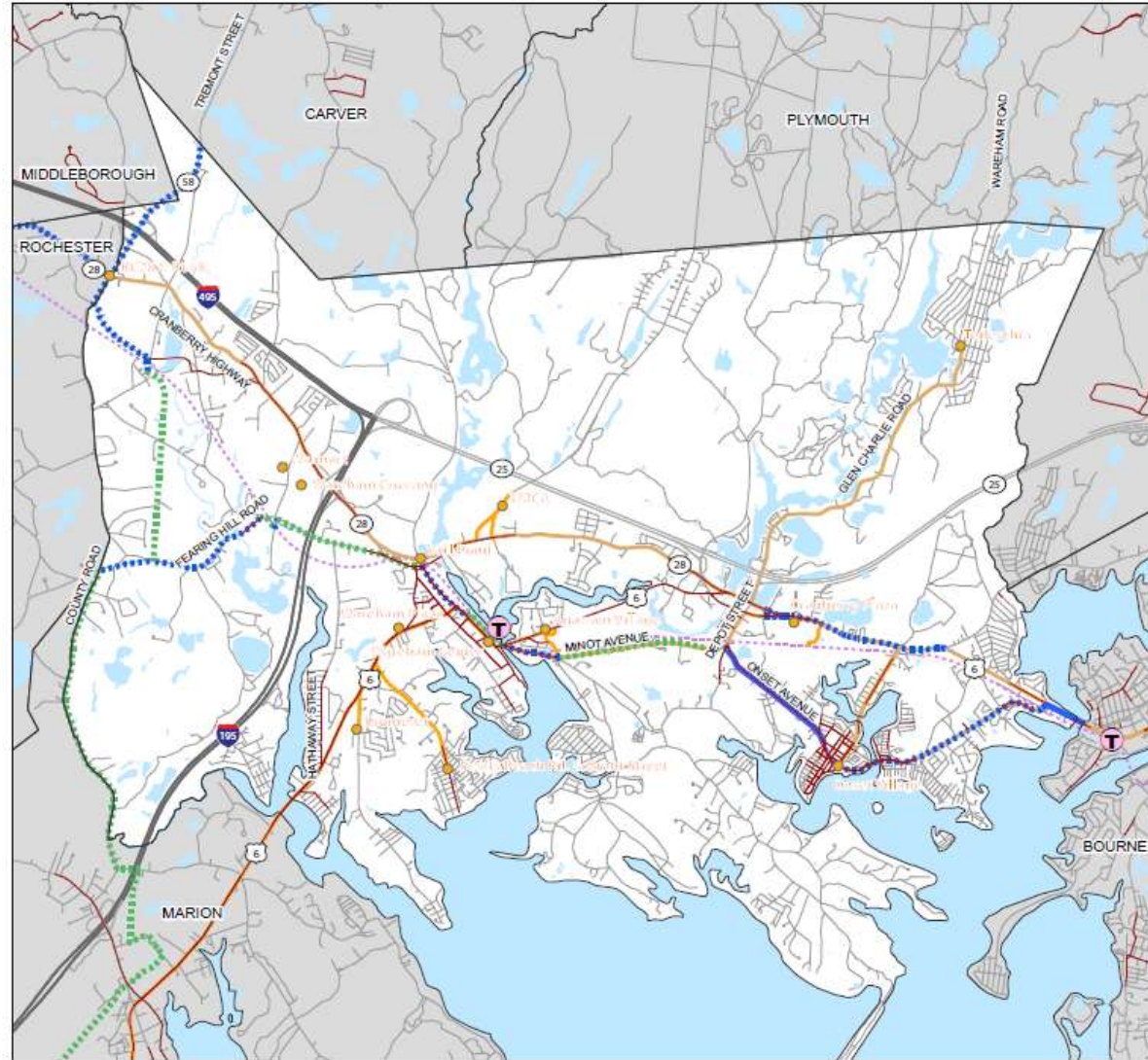
**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, Planning Board, Municipal Maintenance Department, local businesses and land-owners

**Performance Measures:**

- Support of the project by local business- owners and land-owners, particularly those directly affected.
- A completed project.
- Increased safety for all modes (vehicles, pedestrians, cyclists) as measured by a reduction in crashes.
- Improved appearance of the corridor.
- Improved economic development.

### Town of Wareham Transportation Network

-  GATRA Fixed Route Bus Service
-  GATRA Named Bus Stop
-  Sidewalk Network
-  MBTA Seasonal Train Service
-  MBTA Seasonal Train Service
-  Existing On-Road Bike Lane
-  Proposed Dedicated Bike Path
-  Proposed On-Road Bike Lane



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

 1 mile



Figure 11 - Wareham Transportation Network

*Strategy 2: Conduct a Traffic and Pedestrian Safety Program to evaluate the need for improvements at key safety locations.*

**Description:** In addition to state-numbered routes, Wareham has busy roadways such as Minot Ave., Onset Ave., Depot St., Glen Charlie Rd., Main St., and Fearing Hill Rd. Moreover, the town also has numerous residential subdivisions, some with a high concentration of children. Without proper roadway design and speed enforcement, these neighborhoods and roadways can be places where vehicular speeding occurs. Traffic calming techniques such as crosswalk bump-outs, speed humps or tables, raised crosswalks, traffic circles, and center islands can reduce travel speeds and increase roadway safety for all users – particularly pedestrians who live and work in these areas. However, without a formal process that residents can use to inform town officials of a safety concern, the issues may go unnoticed and may never be resolved. The Wareham Road

Commission should prioritize addressing these types of traffic safety concerns.

**Responsible Parties:** Wareham Road Commission, Board of Selectmen, Town Administrator, Planning Department, Planning Board, Police Department, Fire Department, School Department

**Performance Measures:**

- Traffic and Pedestrian Safety Program initiated by the Wareham Road Commission..
- Establishment of easy reporting techniques, such as online mapping, for the public to highlight safety concerns.
- Conduct a Road Safety Review (with Wareham’s Metropolitan Planning Organization, SRPEDD), at one or more location identified by the Wareham Road Commission.
- Wareham Road Commission actively works to identify potential low-cost improvements and to allocate funding to pay for the improvements.

- Continued implementation, increased public safety education, and regular speed enforcement.

**Example Success Stories:** Towns of Grafton, Halifax, and Boxborough Traffic Safety Committees.

*Strategy 3: Revisit existing thresholds for traffic studies in the special permit and site plan review permit processes in order to properly mitigate the impacts of private development.*

**Description:** As commercial development occurs on Cranberry Highway and other major roadways, the Planning Board should closely monitor associated traffic impacts to ensure that developers adequately mitigate safety and congestion impacts. The Planning Board should develop consistent and fair guidelines and procedures for these requirements; in other words, the Planning Board should produce a written document that identifies what levels of traffic production attributable

to a specific development require mitigation and to what extent. In addition, the Planning Board should consider developing and adopting a formal traffic-monitoring program similar to those required by MassDOT for projects that occur on state highways.

**Responsible Parties:** Planning Department, Planning Board

**Performance Measures:**

- Adoption and/or revision of access management strategies.
- Implementation of site design access management techniques such as shared driveways, proper intersection design and spacing, turning lanes, and frontage roads or parking lot connectors, which have been proven to reduce congestion and improve safety.<sup>30</sup> monitor associated traffic impacts to ensure<sup>26</sup>

- Completion of a study to identify where access management would be most effective and implementation of the appropriate techniques at those locations.

**Transportation Goal 2: Advance safe and convenient multi-modal transportation, including transit**

**The Big Picture:** Wareham’s transportation planning and investments must include consideration of all modes of transportation – not just car travel. The town’s scenic roadways, shorelines, and Village areas, including an existing commuter rail station, are a good foundation for this “multi-modal” perspective. Many public comments identified the need to expand upon and update these assets, including the existing GATRA transit network, to accommodate all users of the transportation system.

*Strategy 1: Support efforts to create a specialized Bicycle and Pedestrian Plan.*

**Description:** Section 8 of the 2017 Wareham Open Space and Recreation Plan update identifies the goal of “[creating] a multi- use community pathway that will provide a safe, enjoyable year-round place to enjoy such activities as walking, jogging, or riding a bicycle.”<sup>27</sup> Several Master Plan visioning comments echoed this goal. Dedicated bicycle facilities, such as bike lanes, and supplementary bicycle infrastructure, such as sharrows, signage, and parking are lacking in Wareham. In most cases, bicyclists must share the road with vehicles and the majority of the roadways are not properly signed or marked for this use. In addition, the majority of the existing sidewalk network lacks connectivity. In order to clarify the future bicycle and pedestrian priorities of Wareham, the

---

<sup>26</sup> Managing the amount of access that vehicles have to parcels of land along a roadway such as Cranberry Highway is essential to reducing congestion and improving safety for all users.

<sup>27</sup> OSRP page 74.

town should create a town-wide Bicycle and Pedestrian Plan that provides for a safe and visible bicycle and pedestrian network between neighborhoods, schools, parks, community centers, and employment centers. The Planning Department typically created Bicycle and Pedestrian Plans using municipal operating funds. The 2010 Wareham Bike Path Feasibility Study can help guide this work.

**Responsible Parties:** Planning Department, Planning Board, local bicycle advocates

**Performance Measures:**

- Creation of a Wareham Bicycle and Pedestrian Plan.

**Example Success Stories:** Town of Grafton Bicycle and Pedestrian Plan<sup>28</sup>

*Strategy 2: Evaluate participate in the MassDOT Complete Streets Funding Program.*

**Description:** A prominent visioning theme was the desire to improve the safety and appearance of the transportation network. A “Complete Street” seeks to do just that – it provides safe and accessible options for all travel modes (walking, biking, transit, and vehicles) for people of all ages and abilities. Aspects of Complete Streets include consistent signage and wayfinding, bike and pedestrian improvements, landscaping and streetscaping, and building and design features that narrow the apparent roadway width (and thereby improve driver behavior). It is important to note that Complete Streets is not a one-size fits all approach; rather, it is about finding what interventions might fit in specific areas in town, which range from rural to urban in character. By participating in MassDOT’s Complete Streets Funding Program to create a policy and prioritization plan, Wareham can identify which investments to pursue in specific

locations and be eligible for technical assistance and construction funding.

**Responsible Parties:** Planning Department, Planning Board, Municipal Maintenance Department

**Performance Measures:**

- Development and local adoption of a Complete Streets policy, followed by submission to MassDOT for approval.
- Determination of Complete Streets needs and development of a prioritized list of infrastructure projects. Technical assistance available (up to \$50,000 to develop the plan).
- Application for construction funding to implement the Complete Streets infrastructure projects on the Prioritization Plan.

---

<sup>28</sup> [https://www.grafton-ma.gov/sites/graftonma/files/uploads/grafton\\_bike-ped\\_plan\\_final\\_8-16.compressed.pdf](https://www.grafton-ma.gov/sites/graftonma/files/uploads/grafton_bike-ped_plan_final_8-16.compressed.pdf)

## HOUSING

**Housing Goal 1: Work with existing tools to gain more control over Chapter 40B and to meet affordable housing needs.**

**The Big Picture:** Wareham, like many communities in the Commonwealth, has a complicated relationship with M.G.L.c. 40B, the state affordable housing law. On the one hand, many Wareham residents recognize the need for more affordable housing – especially for seniors and young households. On the other hand, many other residents are wary of more housing development and the costs it can impose on the town. According to “Chapter 40B,” a municipality that has 10% of its year- round housing stock on a subsidized housing inventory (SHI) – or one that is making steady progress toward that goal – is successfully meeting the affordable housing needs of its moderate- and low-income residents. This enables a community,

through its Zoning Board of Appeals (ZBA), to deny Chapter 40B projects’ comprehensive permit applications. As of February 2018, Wareham has 764 units on the SHI, or 7.73% of its 9.880 year-round housing units. This means that the ZBA will have great difficulty denying a 40B permit to a qualified project.

### *Strategy 1: Update the town’s 2013 Housing Production Plan (HPP).*

**Description:** A Housing Production Plan (HPP) is a municipal planning document that: (1) identifies a town’s housing needs by conducting a thorough data survey and recognizing potential barriers to housing production; (2) creates goals for housing based on those needs; and (3) presents a town’s plan to meet those goals in a manner consistent with Chapter 40B and 760 CMR 56.00 regulations. By taking a proactive approach to housing production, towns are much more likely to achieve both their housing and community planning goals. Moreover, HPPs give

communities that are under the 10% affordable housing threshold of Chapter 40B more control over comprehensive permit applications. This increased control and participation is particularly important for communities such as Wareham, where the share of affordable housing as a percentage of year-round housing units is well below 10%. Wareham’s HPP expired in 2018.

**Responsible Parties:** Planning Department, Planning Board

### **Performance Measures:**

- Update the Wareham HPP.
- Obtain approval and certification of compliance of the HPP by the Massachusetts Department of Housing and Community Development (DHCD).

### *Strategy 2: Update Zoning Board of Appeals (ZBA) Rules and Regulations for Comprehensive Permits.*

**Description:** The Planning Board should work with the Wareham Zoning

Board of Appeals (ZBA) to update Rules and Regulations for “Comprehensive Permits.” These guidance documents establish procedures for an application to the ZBA for permits granted under Chapter 40B. Moreover, they are required by 40B and by 760 CMR 56.00 to facilitate the development of affordable housing. Their purpose is also to protect the health, safety, and welfare of the present and future inhabitants of the proposed development and the Town of Wareham, including but not limited to, the following purposes and local concerns: to protect drinking water; to maintain open spaces by recognizing the concern for irretrievable loss of farmlands, wetlands, and woodlands while respecting the rights of property owners; to encourage the most appropriate uses of land through a proper balance of development and preservation given the Town’s limited natural resources and infrastructure constraints; to preserve the historic and cultural characteristics of Wareham; to provide a mix of housing types and a range of housing costs;

and to enable long-term residents of Wareham to remain in the Town, providing a sense of history and continuity. Using these updated Rules (and from this new position of strength), Wareham can also explore potential affordable housing reuse opportunities for municipally owned land that does not have high conservation value.

**Responsible Parties:** Planning Department, Zoning Board of Appeals, Planning Board

**Performance Measures:**

- ZBA and Planning Board collaborate to update Rules and Regulations by referencing documents from similar communities.
- ZBA adopts Rules and Regulations for Comprehensive Permits at a Public Hearing.

*Wareham, like many communities in the Commonwealth, has a complicated relationship with M.G.L.c. 40B, the state affordable housing law. On the one hand, many Wareham residents recognize the need for more affordable housing – especially for seniors and young households. On the other hand, many other residents are wary of more housing development and the costs it can impose on the town.*

**Example Success Stories:** Numerous ZBAs in communities across Massachusetts have current, creative “40B Rules and Regulations.”

*Strategy 3: Use the updated HPP and ZBA Rules and Regulations to work with quality developers to build “friendly 40Bs” on town- owned land and meet the 10% requirement.*

**Description:** The 40B “elephant in the room” is that many residents oppose this state- mandated program. They do so for many reasons. Some concerns about additional housing are clearly legitimate: poorly designed projects can negatively affect property values and appearances; lack of professional property management can lead to maintenance and crime issues; additional kids in schools can place new demands on the system. Other concerns are less policy-based and simply boil down to a “not in my back yard” attitude that harms low- and moderate-income individuals such as teachers, firefighters, and manual

laborers. The good news is that Wareham can mitigate many of the legitimate concerns by being proactive. Using the Housing Production Plan (HPP), ZBA Rules and Regulations, and leadership, the town can guide 40B projects, influencing where and how they are built and managed.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, Zoning Board of Appeals, Planning Board, Massachusetts Department of Housing and Community Development (DHCD), quality affordable housing developers with whom the town would like to work

*The good news is that Wareham can mitigate many of the legitimate concerns by being proactive. Using the Housing Production Plan (HPP), ZBA Rules and Regulations, and leadership, the town can guide 40B projects, influencing where and how they are built and managed.*



**Performance Measures:**

- The Planning Department and Board of Selectmen identify a list of regional housing developers, such a South Shore Housing Development Corporation (SSHDC)<sup>29</sup> whose projects “belong in Wareham.”
- The Planning Department and Board of Selectmen identify a list of property managers with successful track records and experience turning around troubled properties such as Union Pond.
- The town uses the updated Housing Production Plan to identify locations where the town would like to build affordable housing through Chapter 40B.
- The town works with DHCD and a list of affordable housing developers to produce 224 units – the number required to meet the 10% threshold.
- The town uses friendly 40Bs to certify its HPP, allowing the ZBA to

deny of 40B applications for a period of one to two years.<sup>30</sup>

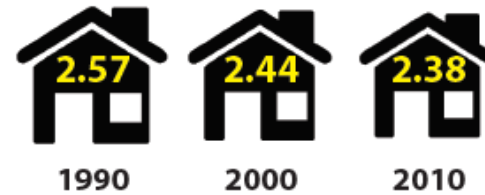
---

<sup>29</sup> SSHDC is the region’s nonprofit housing organization and has decades of experience managing various housing services, developing affordable housing, and managing real estate. SSHDC has helped many communities in Plymouth and Bristol Age Trends

<sup>30</sup> If Wareham updates and approves its 2013 Housing Production Plan and works to meet its annual production goals of 49 or 98 affordable housing units (representing 0.5% and 1% of the town’s year-round housing stock, respectively) that are eligible for inclusion on the Subsidized Housing Inventory, it can receive a Certification of Compliance under Chapter 40B that will help avoid 40B developments that do not “fit in” with the town. This moratorium can last 1 year (for 0.5% production) or 2 years (for 1% production).

## Households

Average household size is decreasing.



**31%** of Wareham households include a person age **65+**  
(up slightly from from 30% in 1990)

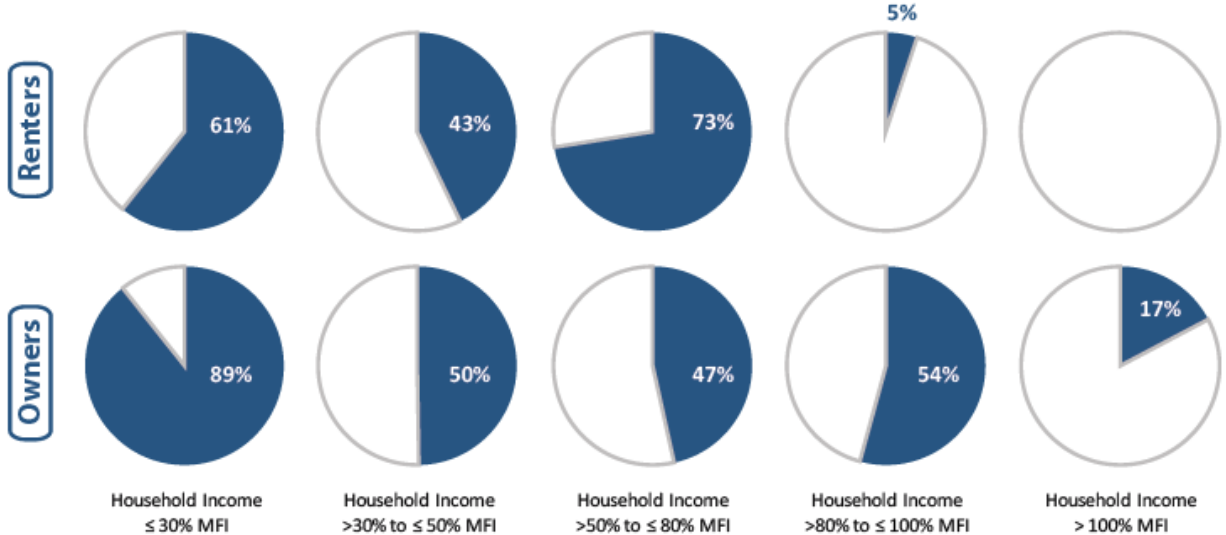
**25%** of households include children under 18  
(down significantly from 32% in 1990).



Source: U.S. Census Bureau

Figure 12 - Wareham Household Statistics

# Households Spending More than 30% of Income on Housing



**Both renters and owners are experiencing housing cost burden. In all, 40% of Wareham households have high housing costs. This compares to 36% in MA as a whole.**

Source: U.S. Census Bureau

Figure 13 - Wareham Household Spending by Income

## Wareham's Subsidized Housing Inventory (SHI)

	2010 Census Year Round Housing Units	SHI Units	Percent
Marion	2,014	155	7.70%
<b>Wareham</b>	<b>9,880</b>	<b>759</b>	<b>7.70%</b>
Bourne	8,584	596	6.90%
Middleborough	8,921	509	5.70%
Carver	4,514	146	3.20%
Plymouth	22,285	692	3.10%
Rochester	1,865	8	0.40%

**In order to gain more control over the Chapter 40B process, Wareham must have 10% of its housing stock on the state SHI. It currently has 7.7%.**

*Source: MA Department of Housing and Community Development*

*Figure 14 - Wareham Subsidized Housing Inventory*

## Housing Goal 2: Explore innovative approaches to housing production to meet the housing needs of seniors and young families.

**The Big Picture:** Affordable housing may be created in multiple ways beyond 40Bs, including through inclusionary or incentive zoning, through the donation of municipally-owned land, or through the use of local funds to develop or “buy down” housing units.

### *Strategy 1: Incentivize Senior Housing Development.*

**Description:** Wareham could pursue the adoption of a new zoning amendment modeled on the Town of Sudbury’s Incentive Senior Development, adopted in 1998, to provide discounted housing development opportunities for seniors. The bylaw allows for up to four dwelling units per buildable lot in exchange for dedicated open space, occupancy requirements (age 55+),

and unit resale and price restrictions. Projects must not alter the character of the zoning district. Since its inception in Sudbury, the bylaw has produced approximately 100 units. If modeled closely on Sudbury, this zoning change could produce a significant number of discounted, smaller units desired by Wareham’s seniors; it should be noted, however, that these units do not qualify for the SHI and will therefore not advance Wareham’s Chapter 40B goals.

**Responsible Parties:** Planning Department, Zoning Board of Appeals, Planning Board

#### **Performance Measures:**

- Review and adapt the Sudbury Incentive Senior Development bylaw to meet Wareham’s needs.
- Creation of a simple education campaign and slideshow to describe the bylaw, its benefits, and example outcomes.
- Planning Board public meeting to present the bylaw to the public in advance of Town Meeting vote.

- Bring the adapted bylaw to Town Meeting.

*Strategy 2: Explore other “incentive zoning” bylaws.*

*The Wareham Redevelopment Authority (WRA) can work to apply and expand the results of the Vacant and Underutilized Property Survey to various other distressed properties in throughout town – particularly tax title properties in residential neighborhoods.*

**Description:** Zoning known as “inclusionary zoning” requires affordable housing units to be built included in developments of a certain size.<sup>31</sup> An alternative to this requirement is “incentive zoning.” This voluntary special permit option allows a developer to provide affordable housing units in exchange for additional market-rate units or reduced requirements (such as parking spaces). Some communities choose to pair this option with Open Space Residential Design (OSRD) bylaws or Conservation Subdivision Design bylaws (also known as “cluster” bylaws) to ensure that base units and additional units have environmentally sensitive site plans and reduced impacts. Wareham could use these strategies to achieve both affordable housing and land conservation goals.

**Responsible Parties:** Planning Department, Planning Board

**Performance Measures:**

- Planning Department staff compare incentive zoning bylaws to the town’s existing Residential Cluster Development bylaw to test feasibility.
- Draft incentive zoning bylaw.
- Creation a simple education campaign and slideshow to describe the bylaw, its benefits, and example outcomes.
- Planning Board public meeting to present the bylaw to the public in advance of Town Meeting vote.
- Bring the adapted bylaw to Town Meeting.

**Example Success Stories:** In 2012, Seekonk amended its Conservation Subdivision Design Bylaw to include an incentive zoning component. Since that time, the bylaw has produced

---

<sup>31</sup> Inclusionary zoning works best in really hot residential markets where developers are willing to support those affordable unit costs because there is so much demand to live there (e.g. downtown Boston or near an active, year-round train station) and the market rate units more than cover reduced income and development costs. In less competitive markets, the requirements can either push development to nearby communities or tamp it down all together.

several SHI-eligible affordable housing units.

**Complementary Actions:** Land Use Goal 3, Strategy 2: Improve Wareham’s existing TDR bylaw.

*Strategy 3: Create affordable housing units on tax title properties.*

**Description:** The Wareham Redevelopment Authority (WRA) can work to apply and expand the results of the Vacant and Underutilized Property Survey to various other distressed properties in throughout town – particularly tax title properties in residential neighborhoods. The town can dispose of such property through a negotiated sale or an RFP, which allows more ability to control future use of the property, including designating the property for creation of affordable housing.

**Responsible Parties:** Planning Department, WRA

**Performance Measures:**

- Identification and mapping of tax title residential properties.
- WRA staff acts of the guidance of “Back on the Roll in Massachusetts: A Report on Strategies to Return Tax Title Properties to Productive Use” produced by the Citizens’ Housing and Planning Association to create a plan for Wareham’s tax title properties.<sup>32</sup>
- Production of one or more SHI-eligible units from tax title properties.

**Complementary Actions:** Land Use Goal 1, Strategy 3: Explore the legal authority for zoning techniques that allow the town to control derelict commercial properties, Land Use Goal 1, Strategy 2: Implement recommendations of the Town’s Vacant and Underutilized Property Survey to improve the maintenance and appearance of “eyesore” properties.

*Strategy 4: Partner with a private non-profit to create a buy-down program to convert existing housing units to permanently affordable ownership units.*

**Description:** Existing housing units – including market-rate single-family houses, townhouses, and condominiums – can provide an opportunity for low-income homebuyers to purchase a home if local funding assistance can help to make the unit affordable. Many Massachusetts communities have implemented “buy-down” and homebuyer programs to provide affordable homeownership opportunities while creating

---

<sup>32</sup> [https://www.chapa.org/sites/default/files/f\\_122952789640BUpdateDec2008\\_6.pdf](https://www.chapa.org/sites/default/files/f_122952789640BUpdateDec2008_6.pdf).

permanent affordable units that count on the SHI.<sup>33</sup> Some

**Responsible Parties:** Planning Department, Zoning Board of Appeals, Planning Board

**Performance Measures:**

- Planning staff explores the feasibility of various buy down models.
- WRA pursues chosen model programs using a portion of its annual CDBG funding.

**Example Success Stories:** Yarmouth Affordable Housing Program,<sup>34</sup> Sudbury Community Housing Office and Housing Trust,<sup>35</sup> Lexington Housing Partnership document describing various municipal programs<sup>36</sup>

*Town government should promote opportunities for members of relevant Town boards and committees to take advantage of ongoing training and educational programs related to housing production.*

*Strategy 5: Create a Housing Leadership and Training Program for elected and appointed officials serving in housing related roles.*

**Description:** Town government should promote opportunities for members of relevant Town boards and committees to take advantage of ongoing training and educational programs related to housing production.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, Zoning Board of Appeals, Planning Board

**Performance Measures:**

- Each calendar year, representative Board members and municipal staff will attend a minimum number of housing related trainings from one or more of the following:

---

<sup>33</sup> This is done through DHCD’s Local Action Unit program. programs provide a subsidy directly to the homebuyer (homebuyer program model); others purchase property and then sell to a qualified homebuyer (buy-down model); still others create a match between a market rate unit and a qualified homebuyer (hybrid model).

<sup>34</sup> <https://www.yarmouth.ma.us/227/Community-Housing>

<sup>35</sup> <https://sudbury.ma.us/housingtrust/2015/02/04/sudbury-housing-trust-financial-information/>

<sup>36</sup> [http://www.lexingtonhousingpartnership.org/Afford\\_Buyer\\_Asst\\_Programs/Assistance\\_Programs\\_with\\_Attachments.pdf](http://www.lexingtonhousingpartnership.org/Afford_Buyer_Asst_Programs/Assistance_Programs_with_Attachments.pdf)



- The University of Massachusetts Extension’s Citizen Planner Training Collaborative (CPTC) offers classes periodically throughout the year and may provide customized training sessions to individual communities.
- The Massachusetts Housing Partnership conducts the annual Massachusetts Housing Institute training program and also has many technical guides for municipalities on subjects including: Emergency housing assistance; Foreclosure prevention; Low interest home rehabilitation loans; First-time home buyer programs; Energy and heating assistance

Other organizations such as DHCD, MHP, CHAPA, and the Community Preservation Coalition also provide

conferences, training sessions, and publications.

*Strategy 6: Explore strategies that account for Wareham’s mobile homes when determining affordable housing requirements.*

**Description:** Mobile or manufactured homes do not currently qualify to be included in on the state’s SHI for Wareham. This is because – even though they provide low-cost housing options – they do not meet the affordability criteria under Chapter 40B.<sup>37</sup> Wareham can work with neighboring Carver and Middleborough to explore options for addressing this issue.<sup>38</sup> The WRA can also consider relocating prominent mobile home parks, such Great Hill Estates, provided that existing park

residents are not displaced – in other words, existing mobile home residents must have access to SHI- eligible units at a newly constructed housing development in Wareham.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, State Representative Susan Gifford

**Performance Measures:**

- Work with State Representative Susan Gifford to support her proposed bill, Massachusetts House Bills H.1272, H.1273, and H.1274, which seek to include manufactured homes in the definition of low- and moderate- income housing and create a special commission to study the definition of affordable housing.

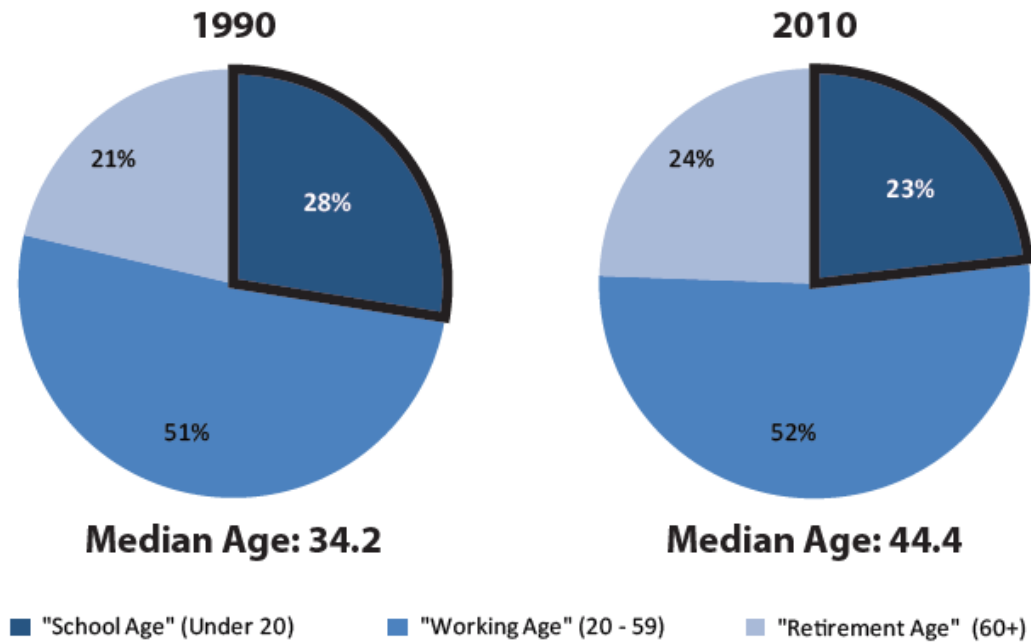
---

<sup>37</sup> DHCD regulations and guidelines include the requirement that SHI housing units be subject to an affordable use restriction that also runs with the land for a minimum period of time (30 years for non-rehab units). Additionally, other SHI requirements – including that the units be subsidized through an eligible subsidy program and that they be subject to an affirmative fair housing marketing and resident selection plan in accordance with DHCD guidelines – are typically not met by mobile home communities.

<sup>38</sup> Southeastern MA has a clear concentration of mobile home units. According to a 2008 document (the most recent available) from the Massachusetts Manufactured Homes Commission, the top 5 communities with the most mobile homes are Carver (1,152), Middleborough (988), Wareham (987), Taunton (951), and Plymouth (835); this equals 4,913 units or 23.7% of the statewide total.

**Complementary Actions:** Land Use  
Goal 1, Strategy 1: Fully implement the  
Route 28 Economic Development  
Study (2016), Housing Goal 1, Strategy  
3: Use the updated HPP and ZBA Rules  
and Regulations to work with quality  
developers to build “friendly 40Bs” on  
town- owned land.

## Age Trends



**Wareham's median age increased by 10 years from 1990 - 2010. The share of young, "School Age" people is declining.**

Source: U.S. Census Bureau

Figure 15 - Wareham Age Trends

## OPEN SPACE

### Open Space Goal 1: Implement the 2017 - 2024 Wareham Open Space and Recreation Plan (OSRP).

**The Big Picture:** The Town Open Space Committee and Planning Department recently completed the draft 2017 - 2024 Wareham Open Space and Recreation Plan (OSRP). This specialized plan presents extensive data, numerous Goals (Section 8) and a detailed “Seven-Year Action Plan” (Section 9). The OSRP should guide all municipal conservation efforts and be formally approved by the Massachusetts Department of Conservation Services (DCS).

*Strategies: The 2017 - 2014 OSRP’s Goals, Objectives, and Action Plan present all the Strategies necessary to achieve Wareham’s conservation and recreation goals in a more specialized and detailed manner than this Master Plan visioning document.*

*The remainder of this section calls out and expands on big-picture Open Space Goals and Strategies for the Master Plan vision.*

**Open Space Goal 2: Prioritize land conservation that builds on existing open space networks, considers “green infrastructure,” protects water and habitat resources, and is highly visible to the public.**

**The Big Picture:** In addition to planning for and managing open spaces, Wareham can pursue a few initiatives that build upon its successful efforts to acquire land for permanent protection.

*Strategy 1: Clearly identify the main roles that open spaces play in Wareham.*

**Description:** The 2017 - 2024 OSRP includes an inventory of land with conservation value and interest. Significant contiguous open space

networks already exist in Wareham. As the OSRP points out, these networks can be linked and expanded by focusing future land acquisitions and conservation restrictions to strategic abutting properties. Further GIS mapping and analysis can identify areas where special consideration should be given to conservation; this “layering of information” can also identify the main role a given open space asset plays – or could play – in town and how that role can shift or evolve over time. For example, a property originally acquired for passive recreation (walking paths or scenic value) may now be more valuable because of the role it plays in protecting drinking water resources or mitigating flooding or storms with “green infrastructure.”

**Responsible Parties:** Open Space Committee, Planning Department, Conservation Commission

**Performance Measures:**

- The town expands the 2017 - 2024 OSRP’s land inventory to include GIS

analysis (that layers all the plan’s mapping) to determine the relative value and roles that open spaces and open space acquisitions play in Wareham.

- The town continually updates this information and stores it as GIS data that is easy to query, analyze, and share with the public.

**Complementary Actions:** Land Use Goal 3, Strategy 2: Improve Wareham’s existing TDR bylaw; Open Space Goal 3, Strategy 3: Protect and Retain Important Farmland Soils.

*Strategy 2: Create a specialized Open Space Acquisition Subcommittee that actively pursues land purchases and donations.*

**Description:** A very important component of implementing the 2017 - 2024 OSRP is actually acquiring more land that is protected in perpetuity. In

addition to focusing on the broad mandate of the Open Space Committee, Wareham should establish a group dedicated to this specialized effort and skill set. This subcommittee would be the liaison between a property-owner looking to sell their land to the town or to a land trust for conservation purposes.

**Responsible Parties:** Open Space Committee, Planning Department, Conservation Commission

**Performance Measures:**

- Assemble a group of experts from the conservation, real estate, non-profit, and planning communities to serve of the Open Space Acquisition Committee.
- Obtain formal Board of Selectmen approval for the committee.

**Example Success Story:** the Marion Open Space Acquisition Committee (MOSAC).

*Strategy 3: Revisit and refocus the use of Community Preservation funds.*

**Description:** Since 2002, when Wareham adopted Community Preservation Act (CPA),<sup>39</sup> the town has programmed millions of dollars to open space, recreation, historic preservation, and housing related projects that might have otherwise gone unfunded. The 2006 Community Preservation Plan guides the activities of the Wareham Community Preservation Committee (CPC). The CPC should work with partners to update this document and reinvigorate the town’s use of CPA.

---

<sup>39</sup> “CPA allows communities to create a local Community Preservation Fund for open space protection, historic preservation, affordable housing and outdoor recreation. Community preservation monies are raised locally through the imposition of a surcharge of not more than 3% of the tax levy against real property, and municipalities must adopt CPA by ballot referendum. To date, 172 municipalities in the state have adopted CPA. View a map of all CPA communities.” <http://www.communitypreservation.org/content/cpa-overview>

*In addition to focusing on the broad mandate of the Open Space Committee, Wareham should establish a group dedicated to this specialized effort and skill set. This subcommittee would be the liaison between a property-owner looking to sell their land to the town or to a land trust for conservation purposes.*

**Responsible Parties:** Community Preservation Committee, Open Space Committee, Planning Department, Conservation Commission

**Performance Measures:**

- The CPC updates the Wareham Community Preservation Plan.
- In order to better understand the use of CPA funds, the town conducts a retrospective report on projects since 2002, creating a searchable, sortable database from information about Wareham’s funding uses available on the state CPA website.<sup>40</sup>
- Given that Wareham has access to CDBG funds and WRA efforts for housing projects, the CPA aligns efforts with the 2017 - 2024 OSRP, the updated Community Preservation Plan, and the detailed GIS inventory of open spaces, described in Strategy 1, above.

- CPA funds are focused where open space, recreation, and historic preservation needs have the greatest impact.

**Complementary Actions:** Open Space Goal 2, Strategy 1: Clearly identify the main roles that open spaces play in Wareham.

---

<sup>40</sup> [http://communitypreservation.org/projects/new?town%5B%5D=Wareham&keys=&view\\_name=Projects&view\\_display\\_id=page\\_1&view\\_args=&view\\_path=projects%2Fnew&view\\_base\\_path=projects%2Fnew&view\\_dom\\_id=1c6630e57f17b70b08bb5c504af846c6&pager\\_element=0](http://communitypreservation.org/projects/new?town%5B%5D=Wareham&keys=&view_name=Projects&view_display_id=page_1&view_args=&view_path=projects%2Fnew&view_base_path=projects%2Fnew&view_dom_id=1c6630e57f17b70b08bb5c504af846c6&pager_element=0)

**Town of Wareham  
"Protected" Area**

- MassGIS Permanently Protected Open Space
- MassGIS Limited Protection Open Space
- Chapter 61, 61A, and 61B Parcels
- MassDEP Water Bodies

Wareham contains approximately 23,772 acres of total area. Approximately 14.9% (3,547 acres) of this area is permanently protected.

An additional 5,028 acres have some type of limited, temporary, or conditional protection (such as Chapter 61, 61A, or 61B).

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile

①

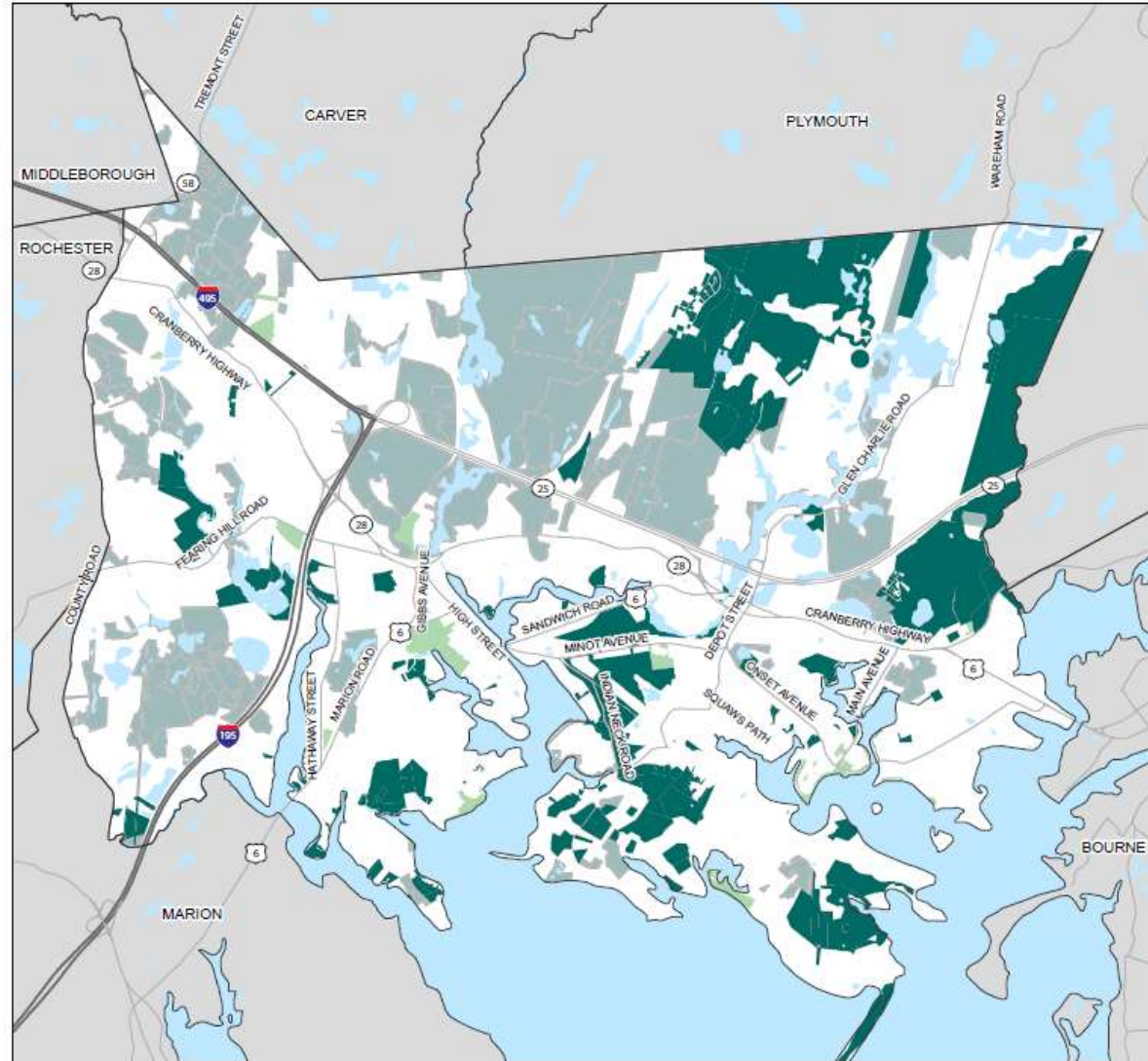


Figure 16 - Wareham Protected Areas Map

**Town of Wareham Habitats**

- BioMap 2 Core Habitat
- BioMap 2 Critical Landscape
- ★ NHESP Certified Vernal Pool

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile

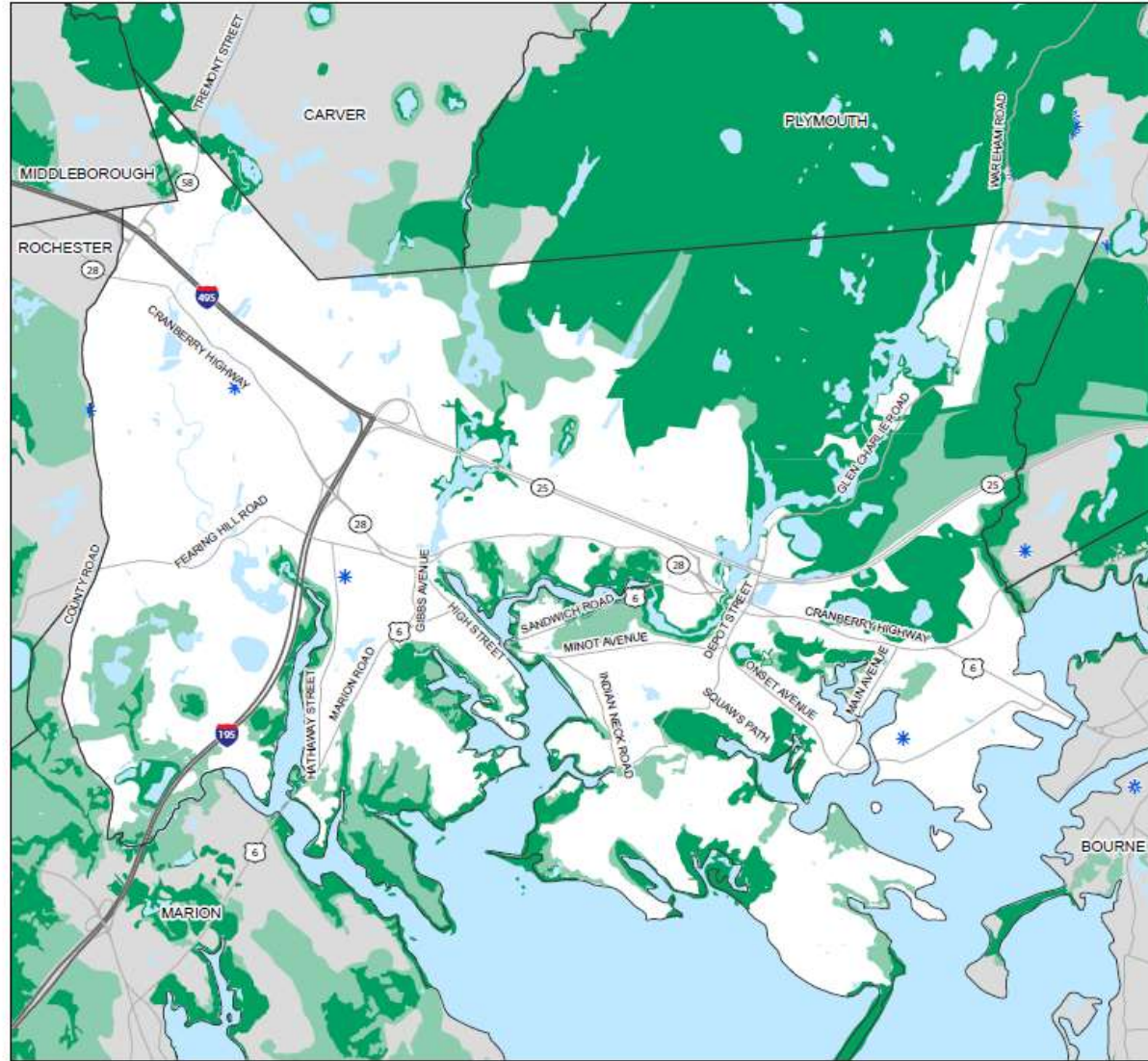


Figure 17 - Wareham Habitat Map



### Open Space Goal 3: Protect and promote Wareham’s agriculture

**The Big Picture:** Numerous workshop comments identified the importance role agriculture – especially cranberry growing – plays in Wareham’s culture, economy, and history. In fact, the vision’s Future Land Use Map clearly states that “many areas north of and surrounding I-495/Route 25 are wooded and rural. This is also true for the part of town west of I-195 next to neighboring Rochester. These areas also contain thousands of acres of cranberry bogs. Wareham residents stress the importance of these lands for the town’s culture and history.” The town has several strategies at its disposal to protect and promote agriculture for future generations of Wareham residents.

#### *Strategy 1: Evaluate if Wareham should implement a Right to Farm Bylaw and create an Agricultural Commission.*

**Description:** A Right to Farm bylaw “encourages the pursuit of agriculture, promotes agriculture- based economic opportunities, and protects farmlands within a town by allowing agricultural uses and related activities to function with minimal conflict with abutters and town agencies.”<sup>41</sup> A town can also establish an Agricultural Commission that “serves as a local voice advocating for farmers, farm businesses, and farm interests, provides visibility for farming and forestry, works with other town boards on issues facing the town, helps resolve farm related problems or conflicts, protects farmland, and assists with natural resource management.”<sup>42</sup> Wareham should enable both of these initiatives at Town Meeting.

**Responsible Parties:** Board of Selectmen, Open Space Committee, Planning Department, Conservation Commission

#### **Performance Measures:**

- Study of sample Right to Farm Bylaws from neighboring communities such as Carver, Middleborough, Plymouth, and Rochester.
- Study of sample Agricultural Commission Plans of Work (documents that guide the Commission’s activities) from neighboring communities such as Carver, Middleborough, Plymouth, and Rochester.
- Creation of a simple education campaign and slideshow to describe the bylaw and Commission, their benefits, and example outcomes.
- Planning Board public meeting to present the initiatives to the public.

---

<sup>41</sup> <http://www.mass.gov/eea/agencies/agr/land-use/right-to-farm-by-law.html>

<sup>42</sup> <http://www.mass.gov/eea/agencies/agr/boards-commissions/agricultural-commissions.html>

**Complementary Action:** Land Use Goal 3: Implement the Future Land Use Map

*Strategy 2: Guide efforts with the Massachusetts Cranberry Revitalization Task Force Final Report (2016).*

**Description:** This 2016 report addresses the economics of cranberry growing in Massachusetts. It recommends: (1) amending the roll-back tax component of Chapter 61A to ensure that it would not apply to land that is acquired by a federal agency for natural resource protection; (2) amending Chapter 61A's Cranberry Land Assessment for Conversion to Permanent Protection; (3) participation in the Renovation Loan Guarantee Program and Tax Credits; (4) making the USDA Agricultural Conservation Easement Program better for cranberry growers; and (5) modification to the Farm Viability Enhancement Program. These and other changes to these agricultural programs should be explored and advocated for if the Open Space

Committee, Conservation Commission, and future Wareham Agricultural Commission concur that they will improve the viability of farming in town while still implementing Wareham's Future Land Use Map.

**Responsible Parties:** Board of Selectmen, Open Space Committee, Planning Department, Conservation Commission, future Agricultural Commission

**Performance Measures:**

- The future Agricultural Commission uses this valuable document to inform its Plan of Work.
- The future Agricultural Commission partners with neighboring Commissions to advocate for change at the state level.

*Strategy 3: Protect and Retain Important Farmland Soils.*

**Description:** Healthy soil provides a foundation for the production quality food crops, both in and above the

ground, and a filter for the quality of the water needed to sustain the community, below. The responsible practice of agriculture helps to retain the health and productivity of those soils best suited to agricultural production. Knowing the location, importance, and uniqueness of important farmland soils is essential to preserving these areas for future food production and supply as part of the statewide food security plan. This will also help to inform the use of the TDR Bylaw and direct growth to appropriate areas.

**Responsible Parties:** Planning Department, Conservation Commission, future Agricultural Commission

**Performance Measures:**

- Use Natural Resources Conservation Service (NRCS) GIS data of soils to identify Prime Farmland Soils.
- Add this data to GIS mapping of open spaces to help prioritize conservation efforts.

- Work with USDA/NRCS soils scientists on the conversion of abandoned bogs to wetland rather than agricultural “dead zones”. While the soils make-up of the former bogs present challenges, the successful conversion to wetlands will help to support greater biodiversity and resilience in the community.

**Complementary Action:** Open Space  
Goal 2, Strategy 1: Clearly identify the main roles that open spaces play in Wareham.

**Town of Wareham**  
FEMA National Flood Hazard Maps

- A: 1% Annual Chance of Flooding, no BFE
- AE: 1% Annual Chance of Flooding, with BFE
- AE: Regulatory Floodway
- VE: High Risk Coastal Area
- X: 0.2% Annual Chance of Flooding
- MassDEP Water Bodies

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile

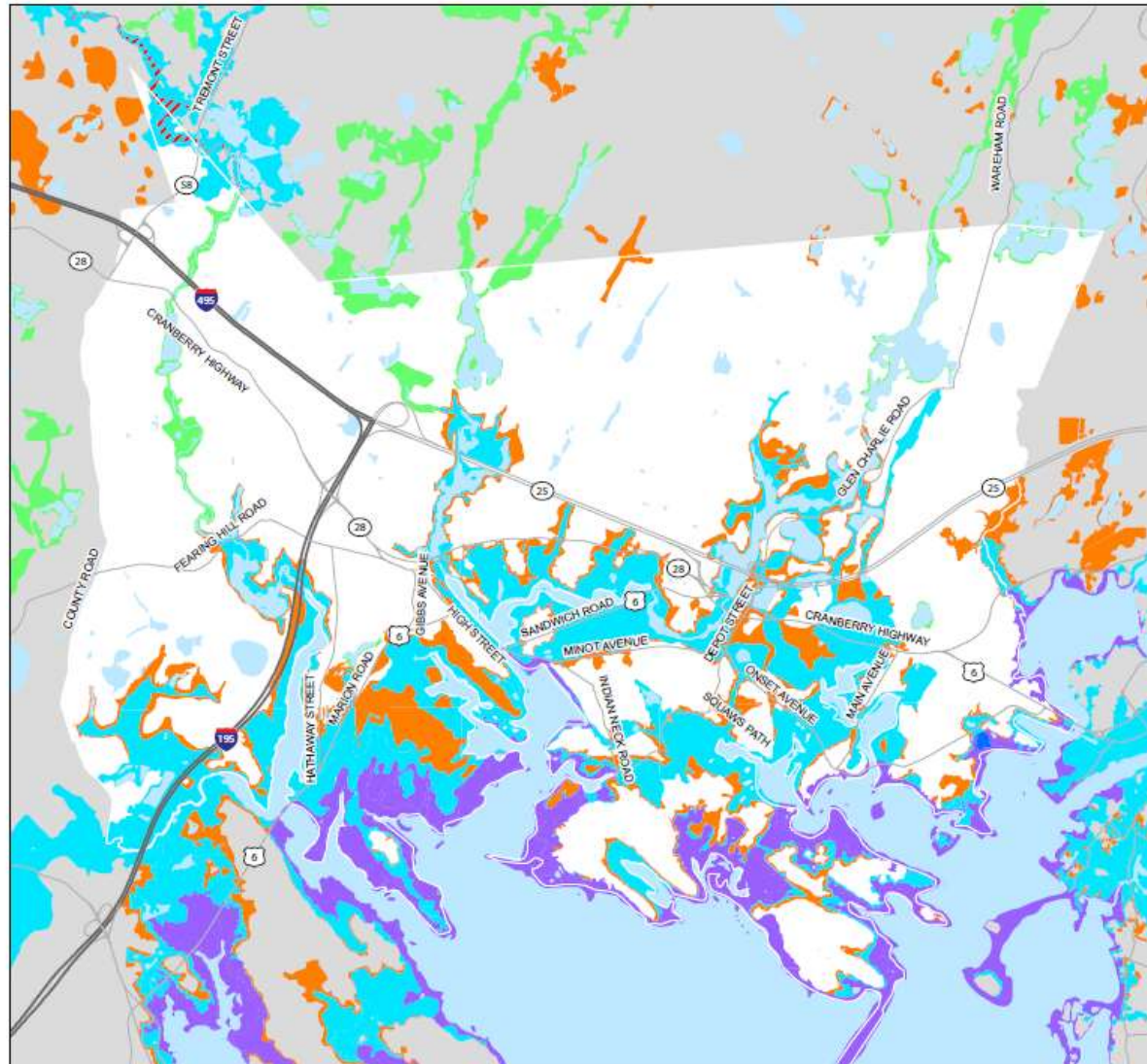
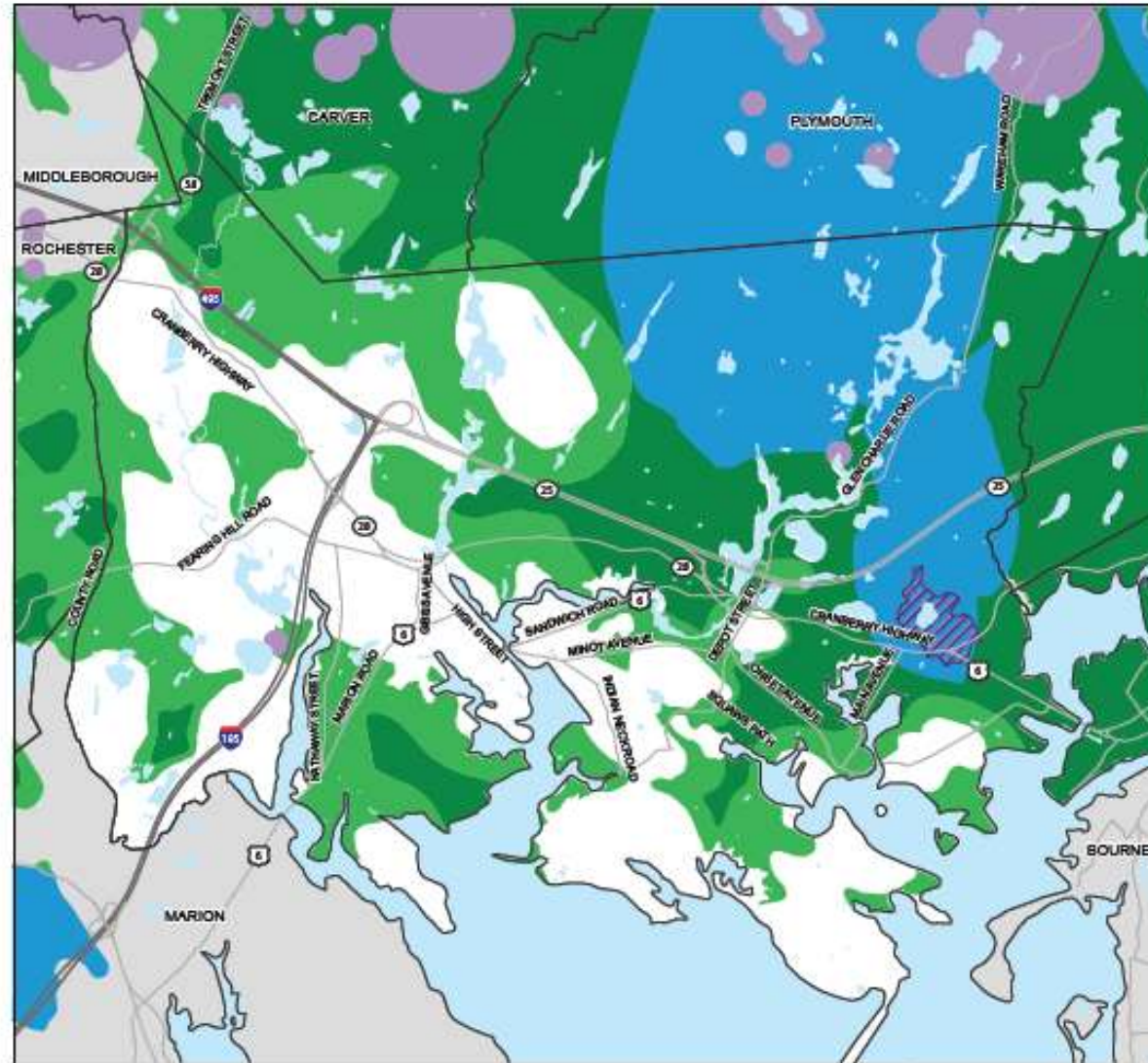


Figure 18 - Wareham FEMA National Flood Hazard Map

**Town of Wareham  
Water Resources**

- MassDEP Zone II Aquifers
- MassDEP High-Yield Aquifers
- MassDEP Medium-Yield Aquifers
- MassDEP Intrinsic Wellhead Protection Area
- Public Water Supply Watershed



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use.

April 2017

1 mile



Figure 19 - Wareham Water Resources

## NATURAL AND CULTURAL RESOURCES

Natural and Cultural Resources  
Goal 1: Coordinate and strategically implement several ongoing efforts to increase climate resilience in Wareham.

**The Big Picture:** “Wareham will be at front line of sea level rise,” was a common sentiment in visioning workshops. As a coastal community, Wareham is indeed at risk from increased storm events and climate change. Fortunately, the town government has several ongoing projects that can be coordinated to

improve Wareham’s resilience to climate change.

*Strategy 1: Repurpose funding from the Municipal Vulnerability Preparedness Program to implement ongoing and new resilience projects.*

**Description:** In 2017, the town received \$24,000 from the state MVP program to create a “resiliency plan.” However, many of the objectives of the MVP program were already achieved through the EPA “Building Blocks” Technical Assistance, mentioned above. Wareham should obtain permission to use the MVP funding to improve existing efforts and to actively pursue new projects that prepare for climate change.

**Responsible Parties:** Board of Selectmen, Town Administrator, Planning Department, WRA, Conservation Commission

**Performance Measures:**

- Secure state approval of the MVP petition to repurpose funds.
- Continue to pursue and obtain funding to implement the infrastructure improvements recommended in the 2016 Wareham Wastewater Risk and Vulnerability Assessment.<sup>43</sup>
- Conduct a HAZUS analysis.<sup>44</sup>
- Conduct a Flood Insurance Assessment.<sup>45</sup>
- Conduct a Plan Integration for Resilience Scorecard Assessment.<sup>46</sup>

---

<sup>43</sup> [http://www.wareham.ma.us/sites/warehamma/files/pages/final\\_vulnerability\\_report\\_complete.pdf](http://www.wareham.ma.us/sites/warehamma/files/pages/final_vulnerability_report_complete.pdf)

<sup>44</sup> From the Wareham MVP Program Response: “A Level 2 HAZUS-MH 1-percent-annual-chance flood analysis would help the town to better understand its flood risk. The information from this assessment can be used to support the vulnerability assessment of a hazard mitigation plan. Further, property-specific results can be compiled for use in public outreach and in supporting benefits/cost analysis applications for grants.”

<sup>45</sup> Ibid. “Flood Assessments help to determine areas of the community where flood insurance uptake is low or inadequate in order to inform public outreach efforts and post-disaster planning activities.”

<sup>46</sup> Ibid. “The Plan Integration for Resilience scorecard method was developed by a research team at Texas A&M University via U.S. Department of Homeland Security, Coastal Resilience Center Funds. It allows communities to spatially evaluate a network of plans to reduce hazard vulnerability.”

- Conduct a Repetitive Loss Area Study.<sup>47</sup>
- Pursue dredging, sand replenishing, and erosion control for harbors and beaches

*Strategy 2: Work with the Massachusetts Emergency Management Agency (MEMA) to develop a full Hazard Mitigation Plan that addresses all plausible risks to Wareham’s residents and businesses.*

**Description:** According to the Massachusetts Executive Office of Public Safety and Security (EOPSS), “Hazard Mitigation Plans form the foundation for a community’s long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is

important as it creates a framework for risk- based decision making to reduce damages to lives, property, and the economy from future disasters.”<sup>48</sup> Disasters can include man-made events (such as infrastructure failure, terrorism, and technological hazards) and weather events (such as storms, droughts, and climate events). In other words, a full Hazard Mitigation Plan for Wareham should not only account for storms and flooding, but should also consider all plausible risks to lives, property, and infrastructure/utilities in Wareham.

**Responsible Parties:** Planning Department, Town Emergency Management Director

**Performance Measures:**

- Wareham’s Emergency Management Director convenes the

Emergency Management Committee to serve as the Hazard Mitigation Plan’s Local Emergency Planning Committee (LEPC).

- Wareham obligates local funds or obtains MEMA or FEMA grant funding to create the Hazard Mitigation Plan.

---

<sup>47</sup> Ibid. “Use information on NFIP-participating properties that have experienced repetitive flood losses (any insurable building for which two or more claims of more than \$1,000 have been paid by the NFIP during any rolling 10-year period) to assist local officials and the residents of repetitively flooded areas to understand all of their options in reducing their flood losses. The Town of Wareham has approximately 19 repetitive loss properties. Repetitive loss areas would be developed based on NFIP claim information and topographic models. These areas can also be incorporated into the Resilience Scorecard assessment once developed. This is a pre-requisite for participation in the National Flood Insurance programs (NFIP’s) Community Rating System (CRS), participation in which is a long-term goal for the Town.”

<sup>48</sup> <http://www.mass.gov/eopss/agencies/mema/resources/mitigation/mitigation-planning>

*Hazard Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage.*

## Natural and Cultural Resources Goal 2: Advance Wareham's unique cultural events and the Wareham Historical Society and Historical Commission's preservation efforts.

**The Big Picture:** Many public workshop participants are proud of their town and its culture and history. Wareham can continue to support ongoing and successful cultural activities.

*Strategy 1: Support a Historic Preservation Plan to catalogue, protect, and promote Wareham's Historic Sites, Special Places, and Special Events.*

Communities across Massachusetts have created plans dedicated to preserving and promoting their culture and local history. The scope and format of these Historic Preservation Plans vary by community. According to the Massachusetts Preservation Planning Division, "the first step in a community's preservation planning

process is to identify, describe and locate buildings, structures, objects, areas, burial grounds, landscape features, and sites that are of historical, architectural, or archaeological importance to the community, the state, or the nation. A comprehensive inventory of a town's historical assets serves as the basis for all future preservation activities." According to public visioning comments, Wareham's Cultural and Historic Inventory includes:

### *Historic Sites*

- Tobey Homestead
- Tremont Nail Factory
- Decas School
- Point Independence (Bridge)
- Stone Bridge
- Dummy Bridge
- Onset Bandstand and Gazebo
- Area including: The Old Town Hall, the Methodist Meeting House, The Fearing Tavern, The Old Company Store



### *Special Places*

- Onset Pier
- Swifts Beach
- Little Harbor
- Pinehurst Beach
- Wareham River
- Parkwood Beach
- Crooked River
- Agawam Lake
- Maple Park
- Besse Park
- Crab Cove
- Broad Marsh Tempest Knob
- On-I-Set Wigwam Spiritualist Camp
- Audubon land and land preserves along the Weweantic River
- Lopes Memorial Park
- Shell Point
- Wickets Island
- Glen Cove Inn
- The Narrows
- Cranberry Cottage
- Lindsey's
- The Lobster Pot
- Mark Anthony's

### *Special Events*

- Wareham Historical Society's monthly programs held at the Methodist meeting house and are open to the public.
- Little Harbor sunsets
- Onset fireworks and concerts
- Wareham Oyster Festival
- Cranberry Harvest Celebration
- Fishing

Wareham can complete a Historic Preservation Plan that creates a comprehensive of strategies to protect and promote these place and events. Any updated cultural inventory should include an accurate GIS database, maps, photos, text, and as much documentation as possible.

Wareham's Historical Commission can then pursue – by referencing plans from similar communities – the creation of a full Historic Preservation Plan using CPA moneys, local funds, or other sources including, but not necessarily limited to the Mass Cultural Facilities Fund, Mass Historical Commission Survey & Planning Grants,

and the Mass Preservation Projects Fund.

**Responsible Parties:** Planning Department, Historical Commission

### **Performance Measures:**

- Creation of a GIS database of Wareham's Cultural Inventory, including attributes, photos, text, and as much documentation as possible.
- Development of a Historic (and Cultural) Preservation Plan.

## **Natural and Cultural Resources** **Goal 3: Protect Wareham's Water Resources**

**The Big Picture:** As a coastal community, the health of Wareham's water resources is of utmost importance. Wareham's Weweantic, Wankino, and Wareham Rivers, Buttermilk and Onset Bays, and the surrounding Buzzards Bay are extremely valuable habitat, recreational, and cultural resources. In addition to the conservation actions

described elsewhere in this plan, Wareham can pursue strategies that reduce pollution in its waterways.



Photo from the Cranberry Harvest



Photo taken from Onset Pier

*Strategy 1: Consider methods to reduce septic-related nitrogen pollution in Wareham’s rivers, bays, and harbors.*

**Description:** Nitrogen-loading (excessive amounts of this nutrient in water resources) leads to damaging disruption to marine and riverine ecosystems. One major contributor to increased nitrogen content in groundwater and coastal waters are outdated and poorly functioning septic systems.<sup>49</sup> Wareham should participate in the various public programs intended to modernize and repair septic systems that contribute to this problem.

**Responsible Parties:** Board of Health, Planning Department, Conservation Commission

**Performance Measures:**

- The town works with the MassDEP Community Septic Management Program to fund and complete a Community Local Inspection Plan or
- The town adopts a model Septic System Betterment Program to provide low-cost loans to homeowners with failing septic systems near sensitive waterways.
- Local Septic Management Plan. One of these plans is required to receive state funds for a local Betterment Program.
- Connect qualified residents to the MassHousing Septic System Repair Program.<sup>50</sup>
- Create a brochure detailing the above programs and MassDOR septic repair tax credit program.

*Strategy 2: Evaluate the need for regulated fertilizer and pesticide use near flowing water.*

---

<sup>49</sup> In 2013, Wareham worked with the Massachusetts Environmental Trust and the Buzzards Bay Coalition to adopt new Board of Health regulations that regulated construction of new septic systems within 500 feet of a waterway, requiring them to be nitrogen-reducing. Moreover, within 150 feet of a waterway, new septic systems are prohibited. These are positive steps that the town can build on.

<sup>50</sup> 58 [https://www.masshousing.com/portal/server.pt/community/home\\_owner\\_loans/228/septic\\_repair\\_loans](https://www.masshousing.com/portal/server.pt/community/home_owner_loans/228/septic_repair_loans)

**Description:** Some communities use local rules and regulations to regulate the use of fertilizers and pesticides near water resources. They do this in order to reduce toxic algae blooms and pollution. Wareham’s Board of Health, in partnership with its Planning Department, can research and adopt similar regulations.

**Responsible Parties:** Planning Department, Board of Health, Conservation Commission

**Performance Measures:**

- Adapt sample Board of Health Rules and Regulations to Wareham’s needs.
- Creation of a simple education campaign and slideshow to describe the new rules, their benefits, and example outcomes.
- Planning Board- and Board of Health- sponsored public meeting to present the initiative to the public in advance of a public hearing.

- Adopt new Regulations at a public hearing.

**Example Success Stories:** Nantucket’s Fertilizer Program and Board of Health Local Regulation 75, which strictly regulate fertilizer use.<sup>51</sup>

---

<sup>51</sup> <http://www.nantucket-ma.gov/DocumentCenter/View/8465>

## WAREHAM MASTER PLAN MANAGEMENT

### Wareham Master Plan - Change/Update Philosophy

The Wareham Master Plan, while a dynamic document, should be updated and changed only after careful and deliberate consideration. While reasons for updating our Master Plan can be numerous, any and all changes should always consider the implementation success or failure of current Wareham Master Plan goals and strategies. This will ensure that successful best practices are continued, and lessons are learned from unsuccessful implementations.

*Massachusetts General Laws  
Part I, Title VII, Chapter 41, Section 81D.*

*“A planning board established in any city or town under section 81A shall make a master plan of such city or town or such part or parts thereof as said board may deem advisable and from time to time may extend or perfect such plan.”*

## Wareham Master Plan - Change/Update Process

1. Source of Change Requests
  - a. Planning Board Member
  - b. Chairperson or representative of any other Wareham Board, Commission, Authority, etc
  - c. Director of Planning
  - d. Town Administrator
  - e. Wareham Citizen
2. Process
  - a. Presentation to the Planning Board
    - i. Summary of Change
    - ii. Motivation
    - iii. Benefits / Expectations
    - iv. Proposed text of the update/change
3. Planning Board Options
  - a. Approve/Reject
  - b. Approve with immediate modifications
  - c. Solicit additional input
    - i. Sources of input (any or all)
      1. Town Administrator
      2. Director of Planning
      3. Another Wareham Board, Commission, Authority, etc
      4. Public Hearing
    - ii. Modifications, if any, by applicant as a result of additional input
      1. Applicant re-submit
    - iii. Approve/Reject

## Wareham Master Plan Format

1. Goals
  - a. The Big Picture – High level overview of the goal and justification
2. Strategies
  - a. Description
  - b. Responsible Parties
  - c. Performance Measures
  - d. Example Success Stories (optional)
  - e. Complementary Actions (optional)