The Town of Amesbury Master Plan

Amesbury, Massachusetts

Prepared for **The Master Plan Steering Committee**

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June 2004

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June 2004

Dear Amesbury Resident:

It has been said that the future depends on many things, but to a large extent it depends upon us. For the first time in over twenty years we have re-charted our course into the future with the completion of the 2004 Amesbury Master Plan presented here. By far the most comprehensive and detailed planning tool that the Town has ever produced, this Master Plan is our policy guide that interprets our community's goals for managing, accommodating and directing future development. It is the result of an eighteen-month process during which hundreds of Amesbury citizens participated, over sixty of whom gave thousand of hours of voluntary service to bring the plan to completion.

As required by Massachusetts General Law, we began the task in December 2002 by forming a Steering Committee and six focus groups comprised of a broad spectrum of community residents and representatives of Town boards and committees. The focus groups concentrated on six elements of the plan: Cultural/History/Natural Resources, Growth Management, Economic Development, Housing, Transportation, and Public Facilities/Infrastructure. These groups followed a four-stage program that included visioning sessions, data collection and analysis, report of existing conditions, development of content, action steps and funding sources, final review and adoption.

The guiding principle for shaping a collective vision for Amesbury came from our Community Vision Statement, "Celebrating Our Past, Creating Our Future". Amesbury's long and rich history will always play an integral part in our decision-making as we continue on our path to the future. That is a value we have identified and embraced – a cornerstone of this document.

One of the basic principles of the Master Plan is its flexibility, which will allow us to use it as both a guide and a reference tool and will enable us to better accommodate and adjust to a changing world. I anticipate the formation of an Implementation and Oversight Committee annual review of the Master Plan to ensure that it accurately reflects our policies and goals in concert with the changing needs of our town and its citizens.

As I mentioned before, a great number of people gave of themselves to help formulate this plan. To all, including Town employees, consultants, and residents young and old, new and longstanding, I say, "Thank you!" for helping to create our future.

Sincerely,

David T. Hildt

David T. Hildt
Mayor

Amesbury

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To the Amesbury Municipal Council:

On behalf of the entire Master Plan Steering Committee, it is with great pleasure that we submit the Amesbury Master Plan for your approval and adoption. In addition to the appropriations voted by the Council and the resources made available to the Committee by the Mayor and the Departments, countless volunteer hours have gone into the preparation of this Master Plan over the last 15 months by the Steering Committee and the members of the various Focus Groups.

As you know from your own participation, this Master Plan process has benefited from a tremendous amount of public involvement, including several well-attended Saturday morning sessions. Additionally, the assistance of the Department Heads and their staffs have been invaluable – from participating in the initial interviews in January of 2003, working with the consultants and the Focus Groups throughout the process, and reviewing our pre-submittal drafts.

A few words of special thanks go to Jennifer Raitt, Community Development Director; Nipun Jain, Town Planner; Deb Carey, Project Coordinator; and Joseph Fahey, Director of the Office of Community and Economic Development. This Master Plan would not be what it is today without their professional expertise, personal time commitment and dedication to this project.

Although the Steering Committee and the Focus Group Members are justifiably proud of their hard work, and highly recommend the adoption of this Master Plan, we are mindful that we certainly are not the only group with the interests of Amesbury at heart. We fully expect the Master Plan to provide continuing guidance to Amesbury as a 'living' document, and that it should be updated as needed as the town proceeds toward its Vision for the future. We applaud the on-going involvement of volunteers and support from community leaders as Amesbury realizes its goals.

Finally, we are very grateful for the opportunity to work on this important project. We look forward to the continuing development of Amesbury as one of the best communities in Massachusetts in which to live, to work, and to enjoy life to its fullest.

Very truly yours,

Donald C. Fuhrman
Co-chair, Master Plan Steering Committee

Robert W. Lavoie
Co-chair, Master Plan Steering Committee

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Very truly yours,

Donald C. Fuhrman
Co-chair, Master Plan Steering Committee

Robert W. Lavoie
Co-chair, Master Plan Steering Committee

Acknowledgements

This plan was produced with input from over 250 Amesbury stakeholders, who "Celebrated Our Past, and Created Our Future!" Thank you to all who participated in public forums, interviews, design workshops, Focus Groups and other activities. Participants came from all parts of Amesbury, and represented the diverse interests of the community. This Master Plan is truly reflective of our collective vision for the future of Amesbury.

■

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Your support and dedication of time and energy helped make this Master Plan a success.

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Introduction and Plan Summary

Background

The Town of Amesbury is a suburban community in northeastern Massachusetts with a unique industrial and manufacturing history. First settled by Europeans in 1645, the town's earliest industries included mills, shipyards and a heavily used ferry operation across the Merrimac River to Newburyport. Agriculture was secondary to an aggressive maritime and industrial economy that included shipbuilding, shipping and fishing. By the 19th century, however, textiles, ironworks, and the saw and gristmills that had been established along the Powow River, supplanted these maritime industries.

Carriages for horse and buggy were one of Amesbury's chief products until the 20th century, when the carriage mills converted their production facilities into plants for making automobile bodies. Until the Great Depression of 1929, auto body making was a major industry in the town.

Today, Amesbury's convenient location at the crossroads of I-95 and I-495, just 43 miles north of Boston, has made the town attractive to both residential and commercial development. Due to economic shifts in recent decades, Amesbury has continued to move away from the typical mill town employment base toward a more suburban employment structure, with increasing emphasis on service related employment. Amesbury benefits economically from this association and is well positioned to absorb economic growth. The Town has excellent access to both the Boston and Southern New Hampshire market areas and has the land to accommodate new commercial development. More importantly, however, Amesbury’s residential growth in recent years continues to be dramatic, demonstrating the potential for continued economic recovery.

The town's population today is just under 16,500. Some major trends in the past decades have included a high rate of growth which led to the development of a by-law to limit the annual rate of residential development. Another focus for the Town has been to ensure a sufficient supply of affordable housing in order to comply with Executive Order 418. At the same time, efforts are being made to ensure a diverse housing stock to accommodate a wide range of income levels and lifestyles. There have been major strides over the last decade to revitalize the downtown, including redeveloping vacant mill space, making facade improvements, and updating all downtown infrastructure and public amenities.

Another significant development initiative has been the Route 150 Gateway project, also known as "Terrasphere," with a major public/private effort to maximize the development potential along the south side of I-495 at Route 150. It is anticipated that development in this area will shape a large portion of the town's future employment and housing opportunities. The town has approved an artisan live-work overlay zoning district to encourage the redevelopment of older mill buildings for expansion of cultural economic development opportunities and to provide additional affordable housing in the downtown area. Amesbury's government is working in partnership with artists and craftspeople to encourage redevelopment in line with Town's historic craftsman and artistic heritage.

As strong regional growth pressures continue and as more jobs are created along the I-495 and I-95 corridors, there will be greater pressure on Amesbury as a residential location. As the residential base of the community expands, there will be greater demand for local services which will in turn expand and broaden the economy. With proper use of its natural setting and links to attractions in the region, Amesbury will grow, diversify and expand to the benefit of its residents and natural resources.

From a community data profile prepared by the Merrimack Valley Planning Commission (MVPC) as part of a state required buildout analysis, the Town has projected figures showing significant increases in population, students and households. The impact of these projections on developable land, buildable floor area, water demand, solid waste and roadway miles could greatly affect the unique quality of life of the community, and diminish many treasured natural resource areas. To ensure that the character of the community is preserved for future generations, it is important that Town develop a comprehensive plan for preserving critical wildlife habitat areas, maintaining scenic corridors and vistas, ensuring protection of farmland and water resource areas, and, at the same time, develop a proper framework to allow opportunities to accommodate the housing, employment and service needs for future residents.

The Master Plan Process

In the fall of 2002, the Amesbury Municipal Council established a nine member Master Plan Steering Committee (MPSC) to develop a framework to guide growth and development patterns in Amesbury over the next 20 years. The Town utilized $30,000 of funding from the State's Executive Order 418 Community Development Plan program, and allocated additional funding to hire the consulting team of Vanasse Hangen Brustlin, Inc. (VHB), RKG Associates, Inc., Wild Water International and the MVPC to facilitate the 18 month effort to develop the Master Plan.

A key goal of the Master Plan was to ensure that the vision, goals and objectives for the future of the Town reflect the collective voice of the people who live, work and play in Amesbury through an extensive public outreach and involvement process. Supporting the MPSC were a series of Focus Groups that looked at trends and

opportunities, as well as current issues and problems within selected topic areas. The Focus Groups consisted of five to seven community members with specific areas of experience and expertise, and met at least monthly to analyze data, develop a vision and goals for each Master Plan element, and to work with recommendations from the consultant team to develop a series of strategies and action items to achieve their goals.

In addition to the work of the MPSC and the Focus Groups, a series of public meetings, workshops and events were held throughout the process to solicit community input and feedback. The extensive planning process involved hundreds of residents who provided tremendous input to the MPSC and the Focus Groups regarding key issues of concern, strengths to build upon, and comments on goals, strategies and implementation actions. In addition to numerous articles in local papers and on cable television, the following events were held to encourage public outreach and to solicit community input:

- January 16 and 17, 2003 — Stakeholder Interviews (over 100 people)
- March 1, 2003 — Open House on Assets and Liabilities (over 125 attendees)
- March 22, 2003 — Design workshop on Visioning (over 75 attendees)
- November 22, 2003 — Housing and Economic Development Forum (over 90 attendees)
- January 24, 2004 — "Neighborhood Gathering" on Goals and Strategies (over 150 attendees)
- May 1, 2004 — "Master Plan Gallery Walk" to preview the Final Plan.

In the end, over 250 Amesbury residents and stakeholders participated in the development of the Master Plan.

Master Plan Elements

The Amesbury Master Plan is a document that is intended to guide the Town's actions over the next several decades. It is a policy document that is essentially a "To Do List" for achieving the community's vision for guiding future growth and development, and ensuring that the desired community character is maintained. The Master Plan provides hundreds of recommendations for all branches of the municipal government to consider, as well as ways to involve private agencies, the business community, boards and commissions, and private individuals in the Town's efforts to "Celebrate our past, create our future," which was the guiding theme developed to prepare the Plan. The Master Plan consists of the following elements:

- Land Use and Growth Management;
- Natural Resources (which supplements the Town's Open Space and Resources Protection Plan);
- Historic and Cultural Resources (which supplements the Town's Preservation Plan);
- Housing;

- Economic Development;
- Public Facilities and Infrastructure;
- Water Resources;
- Transportation; and
- Implementation.

Within each Master Plan element, background information provides a context of existing conditions and recent trends relative to the particular focus area. Included are statistics, narative descriptions, summaries of existing reports and documentation, and anecdotal information from interviews conducted with Town staff and various stakeholders. This background informaion is not meant to be an exhaustive account and evaluation of all that is going on in Amesbury. Rather, its purpose is to identify key issues and concerns, document trends that could shape the future, and to identify areas of opportunity for program enhancement and new initiatives.

Additionally, each Master Plan element includes a section called "Community Identified Assets and Liabilities." The assets and liabilities were identified during interviews with stakeholders when the planning process began, and were supplemented with input from the community during initial public meetings and design workshops. The intent of this work was to understand the context of what townspeople felt were Amesbury's most significant strengths, weaknesses, opportunities and threats. As with the background information for each element, the Assets and Liabilities were not intended to be a thorough evaluation of key issues in Amesbury, but rather a tool to identify community perceptions about areas that impact their daily lives.

■

Visions, Goals, Strategies and Actions

With the background information and the Community Identified Assets and Liabilities, the consultant team worked with the MPSC and the Focus Groups to prepare a framework for recommended future actions. The first part of the process was to develop a Vision Statement for each element that describes what the area of focus should "look like" in the next 20 years.

Working from the Vision and the list of key issues of concern or strenghts to build upon, the Focus Groups developed a series of generalized goal statements for each of the elements. The goals were designed to be short statements for future achievements, outlining desired future conditions in Amesbury based upon the most basic community values of general agreement. Each element contains a series of three to six goals, which constitute *what* the Master Plan is intended to achieve. Following each goal is a series of strategies that the Focus Groups developed to identify *how* each goal will be achieved. The strategies, while still general in nature, provide a context for further discussion and decision making to guide the town in accomplishing its collective goals and objectives.

Within each of the strategies are a series of action itemss, which are in essence the "meat" of the Master Plan. The actions include proposals for for specific projects and also identify items needing further study. The intent was to be both visionary and practical, featuring large-scale, long-term projects that will have substantial impacts along with smaller tasks that are readily achievable and therefore important for sustaining a sense of accomplishment and momentum. The actions were developed by the Focus Groups with technical information and recommendations from the consultant team, along with extensive input from Town staff and department heads, meetings with community stakeholders and a series of public and neighborhood meetings in the fall of 2003 and spring of 2004.

■

Implementation

Throughout the process of developing the Master Plan, one topic continuously emerged that reflected the community's commitment to the process: the Master Plan should not be a document that "just sits on the shelf." To ensure that this would not be the case, the consultant team worked with the MPSC and the Focus Groups to develop an Implementation Schedule to provide a framework to monitor the progress of the recommended actions. The Implementation Schedule identifies those parties responsible for assuming the lead in achieving the actions, a potential time frame and sequencing schedule for the actions, potential costs and potential community benefits to help prioritize actions, and potential funding sources to help implement the actions.

Developing the Implementation Schedule was the most critical part of preparing the Master Plan, and required numerous discussions with Town staff, elected officials and other key stakeholders to ensure that the actions idenfitied by the consultants and the Focus Groups were realistic and achievable given the identified time frames. A key item of note regarding the Implementation Schedule is that it is meant to be a "fluid document," a work in progress to be monitored by the Master Plan Implementation and Oversight Committee and the Office of Community and Economic Development, to add to and update, and to provide information on project schedules and progress.

It is also important to note that with regard to implementation of the actions for the different Master Plan Elements, each item should be read and considered on its own, as well as in its relationship to the other sections. Because the Master Plan has some built-in redundancy to it (that is, certain actions appear in more than one element), it demonstrates that the whole document is the sum of its parts. For example, recommended actions for housing or economic development initiatives are highly dependent upon actions and recommendations within the transportation or public facilities elements.

Finally, while the Implementation Schedule specifies recommendated tasks and action items, it is not intended that these items should be followed through "as is."

Especially for actions that may have a significant impact for Town finances, which were determined to have a high priority at the time the Master Plan was adopted, may not be as high of a priority at the time they are implemented. Similarly, actions that recommend specific methods for achieving a task may not have the staffing or available resources available within the recommended time frame, or additional technical resources may be available that would provide a totally different mechanism for achieving the same goal. The purpose of the document is to provide a framework for future decision making, a document that outtlines the community's goals and objectives for their future. Therefore, the Master Plan should be utilized for ongoing discussion, with continuous updating and monitoring by the Master Plan Implementation and Oversight Committee and the Office of Community and Economic Development.

Amesbury Master Plan Summary

The Amesbury Master Plan contains hundreds of recommendations and proposed actions. The MPSC and the Focus Groups believe that the Town should not rely on a few big ideas to achieve its vision, but rather should cover the diversity of the community's needs and interests, and encourage the continued participation and personal enrichment of all of its residents and stakeholders. Additionally, lessons learned from other communities with successful plans suggest that momentum and long term sustainability comes from having projects with a broad range of sizes and significance provide ongoing opportunities to demonstrate advancement. Accomplishing and celebrating along the way is the true measure for keeping the Amesbury Master Plan an active and living document, and will ensure continued and ongoing community participation and ownership.

The following sections summarize the goals and strategies for each of the Amesbury Master Plan. The particular actions are listed within each element of the Master Plan, and are detailed in the Implementation Schedule. The Action Plan map on the following page provides an image of Amesbury's future land use and development patters based upon implementation of the recommended action items.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Legend

- Town Boundaries
- Village Center (Promote Infill/Mixed Use)*
- Aquifer/Watershed Protection
- Economic Development
- Housing
- Infill/Mixed Use (Residential, Cultural, Commercial, Etc)
- Terresphere**

Transportation
- T-1 (Public Transportation System)
- T-2 (Gateways into Downtown)
- T-3 (Community Sensitive Roadway Design)
- T-4 (Pedestrians & Bicyclists)
- T-5 (Improve Roadway Design, Construction & Maintenance)
- T-6 (Sufficient Supply of Parking)
- Roads
- Property Parcels

Protected Lands
- Chapter 61A (Farmland)
- Open Space
- Recreation Land
- Cemetaries

Hydrographic Features
- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

*Indicates bounds of the Village vs. Outlying areas

**Mix of Office, Lt. Industrial, Retail, Residential, Recreation and Open Space

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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160 Main Street, Haverhill MA, 01830

MERRIMACK VALLEY PLANNING COMMISSION

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Printed June 18 2004 MDF

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Action Plan
Amesbury Master Plan

■

Amesbury's Vision Statement

"Celebrating Our Past, Creating Our Future"

"Celebrating our past, creating our future" is the guiding principle for shaping a collective vision for the City of Amesbury in the year 2020. The Amesbury community recognizes the importance of honoring our heritage and the significance of historic structures and cultural roots of the City. This includes the mill, shipbuilding, Native American, and agricultural eras of the community. We want to build upon the past by reinforcing a sense of belonging to an open and accepting community with outstanding natural and cultural resources. And in honor of the City's origin, we wish to cultivate a prosperous community with a diversified economic tax base where civic involvement is an integral part of a valued quality of life.

Our vision is to preserve the classic New England Village character and heritage that currently exists in Amesbury, while accommodating growth in a manner that is well controlled and appropriate to meet the needs of the community. One vehicle to ensure a reasonable pattern of growth is the Master Plan, which will be actively used as a guide for making decisions based upon the community's collectively identified needs and desires.

■

Land Use and Growth Management Element

LU-1	**Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.**
LU-1.1	Continue to develop incentives to reuse historic buildings in the village center, especially mill sites and other buildings which reflect Amesbury's industrial heritage. *See also Public Facilities and Infrastructure, Goal 2*
LU-1.2	Encourage the clean-up and reuse of existing brownfield sites.
LU-1.3	Encourage reinvestment in established older neighborhoods to enhance and preserve neighborhood character. *See also Public Facilities and Infrastructure, Goal 2*
LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**
LU-2.1	Plan and promote redevelopment of the Lower Millyard, including the area's integration with the surrounding downtown center. *See also Economic Development, Goal 2*
LU-2.2	Provide additional public gathering spaces and recreational amenities in the downtown. *See also Transportation, Goal 4, and Natural Resources, Goal 2*
LU-2.3	Create a critical mass of downtown residents to support commercial establishments in a revitalized downtown area.

LU-2.4	Promote methods to attract and sustain a variety of commercial uses in the downtown area to provide goods and services for residents and visitors.
LU-2.5	Reinforce the DRC Committee's role in the advisory process for review of projects in the downtown.
LU-3	**Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.**
LU-3.1	Evaluate existing regulatory measures and consider new techniques to manage development in outlying areas. *See also Natural Resources, Goal 2,and Public Facilities and Infrastructure, Goal 1*
LU-3.2	Plan for appropriate long range commercial and industrial development in suitable areas.
LU-4	**Improve the Town's administrative capacity to manage growth and development.**
LU-4.1	Address the need for better enforcement of regulations. *See also Public Facilities and Infrastructure, Goal 3*
LU-4.2	Improve local administrative capacity to manage growth.

■

Natural Resources Element

NR-1	**Protect existing natural features in all new development.**
NR-1.1	Develop zoning requirements that ensure new development will blend carefully with existing natural features.
NR-2	**Preserve and enhance open space and natural resources.**
NR-2.1	Explore new avenues to ensure that larger tracts of open space and other natural environments are preserved and maintained.
NR-2.2	Develop programs to enhance existing areas of natural resources and promote environmental protection.
NR-3	**Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.**
NR-3.1	Promote activities that create an awareness of the benefits found in Amesbury's natural resources.
NR-3.2	Develop actions to improve recreational opportunities.

■

Historic and Cultural Resources Element

HCR-1	**Provide a coordinated approach to protecting and promoting cultural and historic resources.**
HCR-1.1	Minimize duplication of efforts through improved communication and coordination and maximize cooperation on important preservation initiatives.
HCR-1.2	Preserve open space and prevent the unnecessary demolition of historic properties.
HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**
HCR-2.1	Actively pursue initiatives to document and protect historic resources.
HCR-2.2	Preserve the historic resources of downtown as part of larger revitalization effort.
HCR-2.3	Preserve the historic and architectural integrity of Amesbury's neighborhoods.
HCR-2.4	Preserve Amesbury's historic landscapes.

HCR-3	**Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.**
HCR-3.1	Preserve the identity of our community and prevent the town from turning into a bedroom commuter suburb.
HCR-3.2	Promote local arts and cultural resources to reinforce the importance of personal expression and enrichment.

■

Housing Element

H-1	**Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.**
H-1.1	Meet the Chapter 40B ten percent affordable housing criteria (150 to 200 additional certified units) by 2009.
H-1.2	Maintain 10 percent of Amesbury's housing stock as affordable units in perpetuity.
H-1.3	Address the needs of a significant number of households who are potentially at risk in their ability to afford quality housing in Amesbury.
H-2	**Promote a mixed-use environment in the downtown area to ensure a vibrant community during the day, evening and on weekends.**
H-2.1	Encourage and foster "mixed use" zoning in the downtown area encompassing both commercial and residential components. *See also Land Use Goal 2.*
H-3	**Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.**
H-3.1	Ensure a wide range of housing types to provide different housing options for a diverse mix of lifestyles and household incomes.
H-3.2	Encourage all developments to include affordable housing to ensure it will continue to be well integrated throughout the community.
H-3.3	Support the establishment of nonprofit entities that promote affordable housing.
H-4	**Ensure fair housing opportunities throughout the town.**
H-4.1	➢ Work with Independent Living Center to ensure accessible housing for disable adults.

■

Economic Development Element

ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**
ED-1.1	Facilitate and foster a supportive environment for small, home-based, and startup businesses.
ED-1.2	Retain the diversity of local employers while meeting the employment needs of the business community and local residents.
ED-1.3	Encourage a climate of positive collaboration between the Town and the Alliance for Amesbury and other organizations that contribute to economic development.
ED-2	**Continue to create opportunities for business development and job creation initiatives.**
ED-2.1	Promote further downtown revitalization through mixed uses, adaptive reuse of older buildings, and coordinated cultural programming.
ED-2.2	Encourage appropriate mixed-use development projects on previously identified potential sites in order to grow Amesbury's employment and tax base. *See also Land Use Goals 1 and 3.*
ED-2.3	➢ Implement a focused business Retention and Expansion (R&E) strategy for the downtown

ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**
ED-3.1	Establish a central yet collaborative program for promoting the culture and arts in Amesbury.
ED-3.2	Develop a comprehensive portfolio of data highlighting Amesbury's historic and current cultural resources and make this portfolio easily accessible to and usable by a large audience, including marketers, planners, and buyers.
ED-3.3	Support the use of public and private space in Amesbury for cultural and arts-related purposes
ED-4	**Position Amesbury to take advantage of business expansion and growth opportunities**
ED-4.1	Provide mechanisms to monitor economic trends and to promote the incorporation of those trends into the Town's economic development initiatives.
ED-4.2	Provide a full complement of local development tools to attract and plan for economic development opportunities. *See also Land Use Goal 4*

■

Public Facilities and Infrastructure Element

PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**
PFI-1.1	Protect outlying areas and critical natural resource areas from unmanaged growth by ensuring provisions of infrastructure are sufficiently dealt with. *See also Land Use, Goal 3 and Natural Resources, Goal 2*
PFI-1.2	Provide all departments with an updated operational Watershed Management Plan for public water supply quantity management.
PFI-1.3	Prepare and implement a written policy for dam inspections, maintenance and repair. Educate staff on all aspects of dam operation and requirements as it applies to the Water Management Plan.
PFI-1.4	Prepare a Facilities Plan for the Water Supply System that details existing water supply needs, future expected needs, and Water Treatment Plant upgrade requirements.
PFI-1.5	Develop a policy for addressing water quality concerns backed up by procedures for implementing water quality protection efforts.
PFI-1.6	Develop a unified program, procedure or policy for all departments regarding storm water management in the Town to identify management requirements and funding needs in accordance with Federal EPA Regulations.
PFI-2	**Encourage and sustain economic growth in commercial and industrial districts in the village center through suitable infrastructure development.**
PFI-2.1	Provide a sufficient supply and capacity of utilities and infrastructure services to meet current and future needs. *See also Land Use, Goal 1 and Transportation, Goal 4*
PFI-3	**Provide new avenues for generating funds to help meet infrastructure development costs.**
PFI-3.1	Explore different options for ensuring improved public services and amenities.
PFI-3.2	Monitor future rezoning on a town wide basis to determine the effects on public infrastructure.
PFI-4	**Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.**
PFI-4.1	Develop new methods to coordinate the delivery of public services.
PFI-4.2	Integrate the Public Works Department to accurately address water management issues and understand and implement water management activities and policies.
PFI-4.3	Provide documentation and resources to all Town departments on a regular basis.
PFI-5	**Support development of public facilities to meet long-term community service and educational needs.**
PFI-5.1	Upgrade public buildings and Town Offices to provide updated facilities for improved public services.

■

Transportation Element

T-1	**Provide a viable public transportation system that includes access to all modes of travel.**
T-1.1	Identify and respond to needs and demands by expanding public transportation services.
T-2	**Incorporate safe and attractive "gateways" into downtown Amesbury.**
T-2.1	Maintain or improve Amesbury's "gateway" roadways to improve aesthetic qualities, safety conditions and traffic operations. The "gateway" roadways include Route 110, Route 150, Elm Street, Friend Street, and South Hampton Road.
T-2.2	Use gateway treatments (traffic calming measures) to alert motorists that they are entering neighborhoods or areas with high levels of pedestrian activity where responsible driving is necessary.
T-3	**Provide community sensitive roadway design policies that promote safe and peaceful neighborhoods.**
T-3.1	Investigate options to reduce the speed, noise, and volume of traffic on Amesbury's neighborhood roads.
T-4	**Ensure a safe environment for pedestrians and bicyclists.**
T-4.1	Provide safe and convenient connections between neighborhoods, schools, parks and open space areas, commercial areas and other resources located near the downtown area. *See also Public Facilities and Infrastructure Goal 2.1.*
T-4.2	Enhance resources for bicyclists for both recreational and commuting purposes.
T-5	**Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.**
T-5.1	Reduce traffic congestion and traffic safety problems at locations within the community while preserving the character of roadways and neighborhoods.
T-5.2	➢ Promote enhanced access management tools and techniques to mitigate congestion and improve safety along roadways.
T-5.3	Utilize innovative roadway design and construction methods to maximize efficiency.
T-5.4	➢ Guarantee coordination of major transportation and public works projects.
T-6	**Provide a sufficient supply of parking in mixed-use or commercial areas.**
T-6.1	Ensure that there is adequate downtown parking areas that are safe, convenient and easy to find.
T-6.2	➢Provide sufficient parking in outlying areas.

Land Use and Growth Management Element

Introduction

Land use within a community is the pattern of residential commercial, industrial and public development, interspersed with what is generally considered as open space, such as forests and natural features, undeveloped land, agriculture and parks and recreational areas. The evolution of land use within a community is the product of local economic conditions; growth and development is based on such factors as access to jobs and employment and the availability of affordable land for new housing or commercial development.

Land use forms the basis for master planning and determines, to a large extent, a Town's need to provide public facilities and infrastructure, transportation networks and services, and protection of environmental resources. As communities plan for their future, determining how and where growth and development should occur will provide the basis for planning where investments for municipal services will be needed, as well as to determine what controls will be necessary to protect areas of the Town from unwanted development. Communities have the ability to control land use and development patterns through a variety of mechanisms, including zoning and subdivision regulations, provision of public utilities and infrastructure, and protection of open space lands through acquisitions and the dedications of conservation restrictions/ easements.

The following sections provide an overview of the current land use patterns in Amesbury. The discussion includes a breakdown of the percentages of land devoted to different types of development, the Town's zoning patterns and initiatives in past years to control growth and development, an overview of recent land use trends based upon the Town's initiatives, and a listing of current land development activities that will impact development trends and land use activities in the future.

Current Land Use Patterns

Amesbury's development patterns, as depicted on the Inventory of Existing Land Uses map, are reflective of its historical roots as a traditional New England mill village. Central to this village character is a mixed use downtown surrounded by

older residential neighborhoods of higher density housing, forming a densely developed core area. From this "urban" core, spokes of residential development extend outward in various densities along key roadways, with other neighborhood areas clustered adjacent to Amesbury's significant natural resources: Lake Attitash, Lake Gardner, the Merrimack River or areas with significant view corridors. Between these spokes of residential development are substantial open space areas consisting of undeveloped and agricultural lands, highlighting the Town's scenic hills and valleys. It is the combination of these open space networks along with the historical village center that provides the unique landscape that portrays Amesbury's quality of life.

Another significant characteristic noted on the land use inventory could be attributed to the advent of the interstate highway system, particularly the automobile-oriented "commercial strip" development adjacent to the I-95/I-495 intersection, and the associated connection provided by Route 110 to the Towns of Salisbury and Merrimac. Land uses along the Route 110 corridor are more diverse in nature, consisting of a mix of small- and large-lot commercial and industrial development interspersed with various densities of older and newer residential uses. Additional industrial areas are located south of I-495, along the Hunt Road corridor, and in the Amesbury Industrial Park, all within close proximity to the interstate system.

■

Land Use Classifications

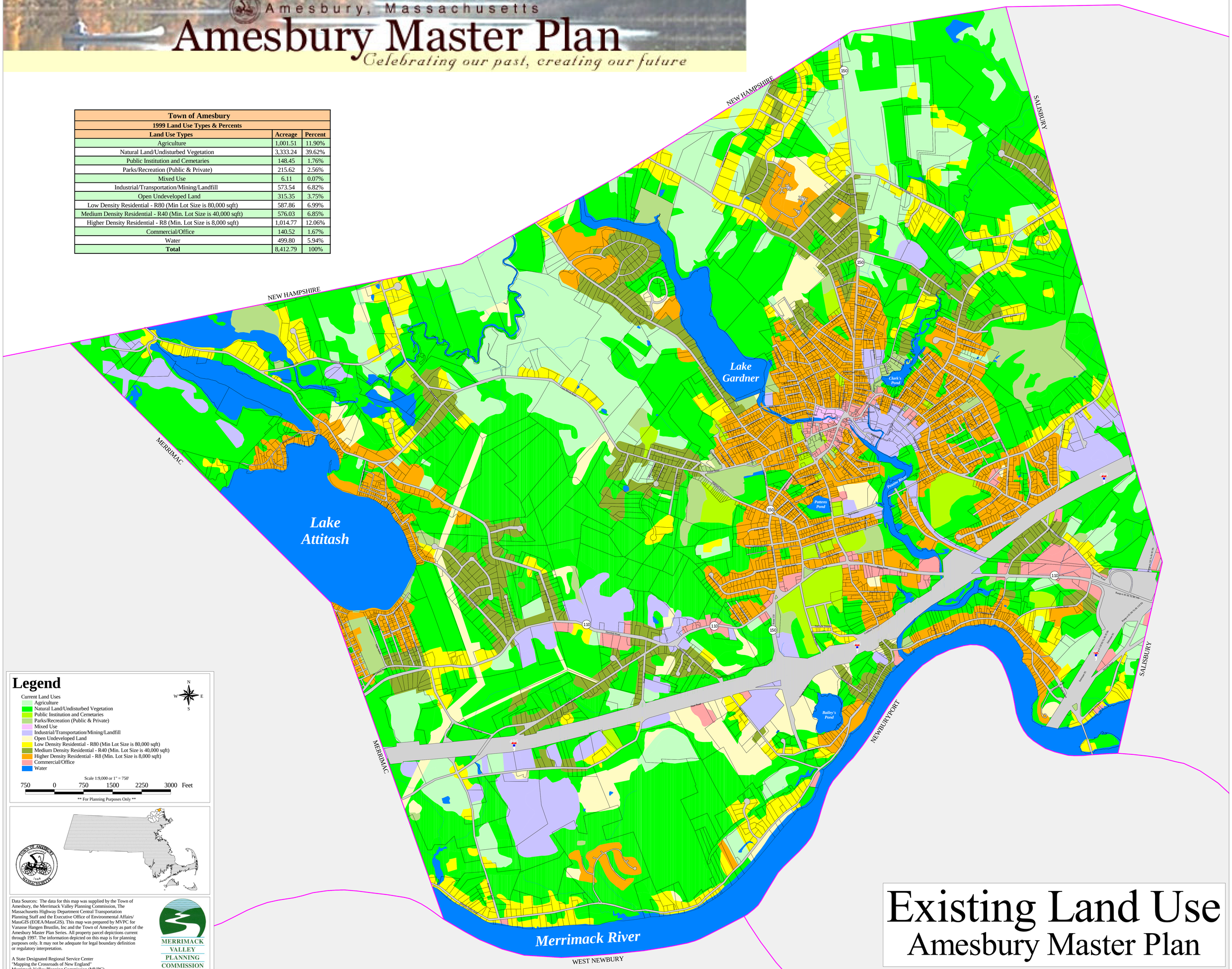
The Inventory of Existing Land Uses map was prepared by the Merrimack Valley Planning Commission (MVPC) and reflects land use conditions during 1999 on a 1997 parcel base. Additional development trends since 1997 are discussed in later sections of this chapter. The data for the Inventory has been interpreted from aerial photography by the UMASS Department of Forestry Resource Mapping Project, with updates and verification provided by the Town of Amesbury, MVPC, the Massachusetts Highway Department (MassHighway) and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). The land use categories depicted on the land use inventory are defined according to the Land Use Code Definitions system utilized by MassGIS, and have been consolidated as listed in Table LU-1.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Town of Amesbury		
1999 Land Use Types & Percents		
Land Use Types	**Acreage**	**Percent**
Agriculture	1,001.51	11.90%
Natural Land/Undisturbed Vegetation	3,333.24	39.62%
Public Institution and Cemetaries	148.45	1.76%
Parks/Recreation (Public & Private)	215.62	2.56%
Mixed Use	6.11	0.07%
Industrial/Transportation/Mining/Landfill	573.54	6.82%
Open Undeveloped Land	315.35	3.75%
Low Density Residential - R80 (Min Lot Size is 80,000 sqft)	587.86	6.99%
Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)	576.03	6.85%
Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)	1,014.77	12.06%
Commercial/Office	140.52	1.67%
Water	499.80	5.94%
Total	8,412.79	100%



Legend

Current Land Uses
- Agriculture
- Natural Land/Undisturbed Vegetation
- Public Institution and Cemetaries
- Parks/Recreation (Public & Private)
- Mixed Use
- Industrial/Transportation/Mining/Landfill
- Open Undeveloped Land
- Low Density Residential - R80 (Min Lot Size is 80,000 sqft)
- Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)
- Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)
- Commercial/Office
- Water

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff and the Executive Office of Environmental Affairs/ MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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MERRIMACK VALLEY PLANNING COMMISSION

Printed April 15 2003 JJW/MDF
Revised Feb. 24 2004 MDF

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Existing Land Use
Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Table LU-1
Land Use Code Definitions

Land Use Code	Categories
Agriculture	Cropland, Pasture and Nursery
Natural Land/Undisturbed Vegetation	Undeveloped Land, Forests and Wetlands
Public Institution and Cemeteries	Public Buildings, Schools, Cemeteries
Parks/Recreation	Public and Private Parks and Recreation, Golf, Water-based Recreation and Marinas
Mixed Use	Mix of Office/Commercial with Residential Uses
Industrial/Transportation/Mining/Landfill	Higher Intensity Industrial Related Uses and Utilities
Open Undeveloped Land	Abandoned Agriculture, Powerlines, Areas of No Vegetation
Low Density Residential	Minimum Lot Size of 80,000 sq. ft.
Medium Density Residential	Minimum Lot Size of 40,000 sq. ft.
Higher Density Residential	Minimum Lot Size of 8,000 sq. ft.
Commercial/Office	General Office, Retail, Shopping Center

Source: MassGIS- Land Use Datalayer Description, January 2002, http://www.state.ma.us/mgis/lus.htm

Generalized Development Patterns

Amesbury consists of approximately 8,800 acres or 13.8 square miles of land and water.[1] As shown in Table LU-2, approximately 7,912 acres or 90 percent of the land area in Amesbury is *usable* land—land that does not include streets and highways or water bodies (including lakes, ponds, streams, rivers and brooks, etc.).[2] A comparison of these land use categories relative to the total usable land area is shown in Figure LU-1.

It should be noted that the methodology used to calculate the usable land use areas does not take into account such elements as wetlands, rare species habitats or other environmental considerations that would limit development potential on a particular parcel. These environmental elements are currently included in the areas featured as Natural Land/Undisturbed Vegetation. Additionally, the methodology does not correspond directly with full build-out of individual parcels, but rather the percentage of the parcels that are attributed to a particular use. For example, some of the parcels along Route 110/Haverhill Road show industrial uses along the property frontage but also show natural land toward the rear of the parcels. Consequently, it could be interpreted that these parcels are underutilized and additional growth could be accommodated in some areas.

The future build-out potential for the Town of Amesbury, factoring in environmental considerations and zoning designations within particular parcel boundaries, will be discussed later in this chapter, which will include development of a Land Use Suitability Map.

▼

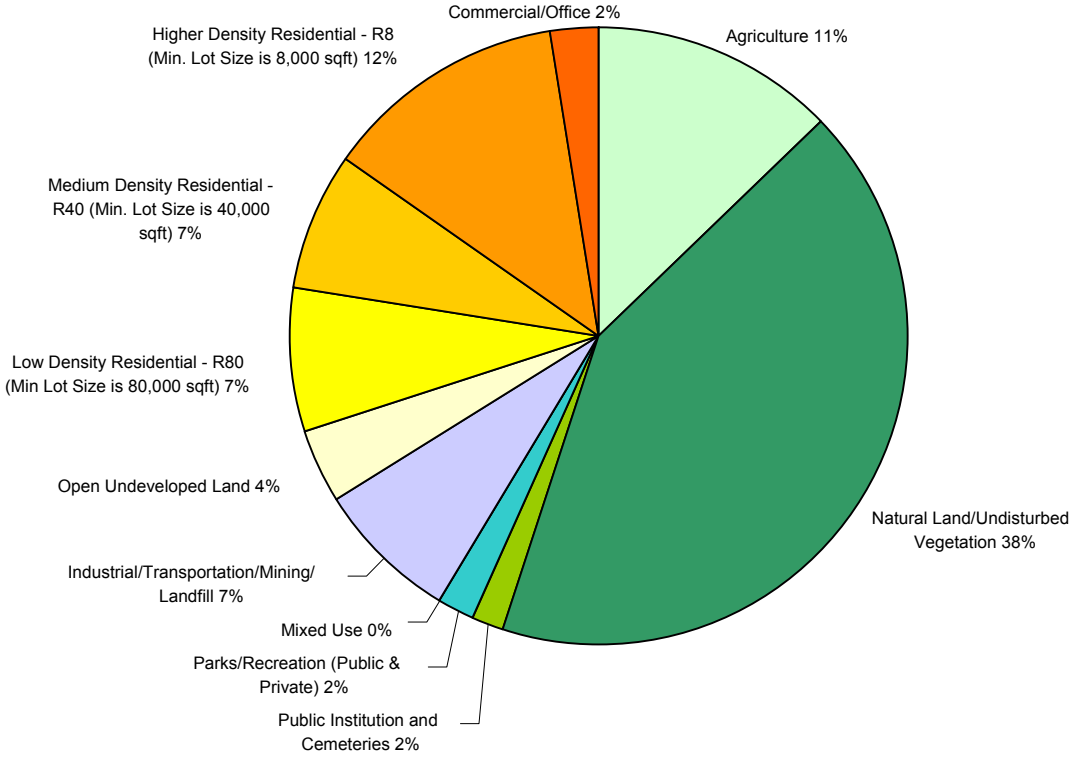
[1] Town of Amesbury Assessors Office, May 14, 2003.
[2] Inventory of Existing Land Use Map and Database, Merrimac Valley Planning Commission, April 15, 2003

Table LU-2
Existing Land Use*

Land Use Code	Acres	% of Total
Agriculture	1,003.07	11%
Natural Land/Undisturbed Vegetation	3,338.97	38%
Public Institution and Cemeteries	148.45	2%
Parks/Recreation (Public and Private)	152.14	2%
Mixed Use	6.11	.007%
Industrial/Transportation/Mining/Landfill	575.63	7%
Open Undeveloped Land	315.64	4%
Low Density Residential	587.86	7%
Medium Density Residential	576.03	7%
Higher Density Residential	1,017.84	12%
Commercial/Office	191.22	2%
Total	**7,912.96**	**100%**

* Land use calculations do not include streets and highways or water bodies within Amesbury.

Figure LU-1
Existing Land Use, Percent of Total Area



Of the land use in Amesbury, approximately 2,955 acres, or 37 percent, is classified as developed land, comprised of residential, commercial and industrial uses. Undeveloped lands, which include agricultural uses, natural land, parks and recreation, and public spaces account for approximately 4,960 acres or 63 percent of the total land area in Amesbury. It should be noted that the undeveloped land percentages includes both protected and unprotected open space areas. The Open Space & Natural Resources Map included in the Natural Resources Element of this Master Plan specifies the agricultural and open space/conservation land areas in Amesbury that are protected through different regulatory or public and private ownership initiatives.

Residential Development

Residential uses comprise approximately 2,180 acres or 28 percent of the total developed land in Amesbury. Table LU-3 provides a break down of the percentages of residential land use by category.

Table LU-3
Residential Land Use

Type of Residential Use	Percent of Residential Total
Higher Density Residential (min. lot size 8,000 sq. ft.)	47%
Medium Density Residential (min. lot size 40,000 sq. ft.)	26%
Low Density Residential (min. lot size 80,000 sq. ft.)	27%
Total	**100%**

The majority of the higher density residential uses in Amesbury are concentrated in established neighborhoods in and around the central downtown area, with pockets of higher density single-family uses surrounding Lake Attitash (clusters of seasonal homes, with a significant number that are anecdotally reported as being converted to year-round residences) and along the Merrimack River in the Point Shore and Ferry District neighborhoods. While a number of the multi-family uses are in close proximity to the downtown area, a significant number of newer apartment/ condominiums and townhouse developments are in outlying areas, most visibly along Whitehall Road, South Hampton Road and Pleasant Valley Road.

A significant percentage of lower density single-family uses line the major roadways that form the spokes from the village center area, with newer cluster subdivisions and smaller neighborhood areas adjacent to these corridors. Older established low to medium density neighborhoods are most prevalent in vicinity of Market Street, Lions Mouth Road, Kimball Road and Lake Attitash Road.

Commercial and Industrial Development

Commercial uses comprise approximately 200 acres or two percent of the total land area in Amesbury. The categorization for commercial uses includes a wide range of uses including mixed use, retail, office, restaurants, personal services and automotive. Virtually all of the commercial uses in Amesbury are located in close proximity to the downtown area and along the Route 110 corridor. As discussed earlier, commercial uses along Route 110 in the vicinity of the interchange between I-95 and I-495 are much more automobile-oriented and commercial "strip" development, characterized by convenience oriented retail and fast-food/chain restaurants with large parking areas. Commercial uses within the downtown area (including Main Street and Elm Street) include smaller office, retail or restaurant uses as typically found in smaller downtown areas. The Elm Street corridor also includes several automotive uses and gas stations, and neighborhood-serving convenience retail uses.

Approximately seven percent of the land in Amesbury, approximately 575 acres, is classified as industrial, defined to include manufacturing, landfills, utilities and transportation services. A high concentration of the industrial uses are located in the historic mill buildings in and adjacent to the central downtown area, primarily in the Lower Millyard and Carriage Hill. Larger industrial facilities are located in the Amesbury Industrial Park on Monroe Street, along the western end of Route 110/ Haverhill Road and along Hunt Road.

Underutilized Areas

As noted earlier, when comparing the parcel coverage to the land use allocations on the Existing Land Use Inventory Map, some parcels with commercial or industrial uses along the property frontage also show natural land toward the rear of the property. This is most prevalent along Route 110/Haverhill Road, and also in the Golden Triangle (a land area formed by Elm Street, Route 110, and Interstates 95 and 495). Additionally, the redevelopment of certain areas of Amesbury has lagged behind others. These include, among others, the Lower Millyard, the Route 110 corridor and the Clinton Street area. When compared to the zoning for these areas, it could be interpreted that these parcels could accommodate additional growth, and consequently they could be considered to be underutilized.

There are a variety of reasons for the underutilization of land in Amesbury, potentially including market forces (demand), fractured ownership, inconsistent zoning, environmental constraints, unwillingness or inability of owners to invest in their properties, as well as a lack of a clear vision for the future. The goal of this master planning process is to develop specific goals and objectives for these underutilized parts of the community.

Brownfields

The term `brownfield site' applies to properties where expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Amesbury has historic contaminated brownfields, modern contaminated brownfields and also asbestos and lead contamination in older homes. Many of these chemicals lie in soils below the buildings, and some are in the water table. Some of the brownfields are soluble, others inert, and they pose various threats to redevelopment, depending on contaminant type and location, and the reuse of the property. The risks associated with different uses are detailed in the Massachusetts Contingency Plan, which outlines detailed steps necessary to remediate contamination by achieving a permanent response action outcome (RAO).

Historic contamination

The majority of Amesbury's brownfield sites reflect a 400 year history of manufacturing around the Powow, Back and Merrimack Rivers. Historic zones of manufacturing and industry are generally located where factory buildings and railroads were built, including the Lower Millyard, Upper Millyard, Cedar Street, Oak Street, Mill Street, Patton's Hollow on Main Street and the Hat Factory on Merrimac Street. Historic industries used tar, creosote, coal power, mercury and other chemicals to tan hide, press felt and weave rope.

Modern Brownfields

While many sites and buildings have suspected brownfield contamination, the Massachusetts Department of Environmental Protection (DEP) only lists sites where a release of oil or hazardous material has been reported to them. Many of these releases are gasoline or oil spills. The DEP site (www.state.ma.us/cgi-bin/dep/wscreport.cgi) lists 74 records of sites in Amesbury, which is provided in the Appendix. In addition to the contaminated sites, landfills in Amesbury are also considered to be contaminated.

Brownfield sites are usually Tier Classified using a numerical ranking system. Tier 1A sites are the most contaminated, and Amesbury only has one Tier 1A site: the former Microfab property at 106 Haverhill Road. Tier 1B sites are the next level of classification, and Amesbury has two Tier 1B sites: the Bailey Pond parcel at 77 Merrimac Street, and Bartley Machine at 35 Water Street. Tier 1D sites are generally sites where required paperwork was not received by a DEP deadline, and the Merrimac Hat Factory is listed with a Tier 1D classification. Tier 2 sites are the least contaminated, and the Nichols yard on Railroad Avenue in the Lower Millyard, the Titcomb landfill, and the Cumberland Farms at 241 Main Street are Tier 2 sites. The 36 High Street/Pond Street site is the location of lead contamination which was remediated in the fall of 2003 and will be closed out.

Agricultural and Natural Lands

The approximately 4,950 acres of land categorized as Agricultural, Natural Land/Undisturbed Vegetation, Parks/Recreation (Public and Private) and Open Undeveloped comprises approximately 63 percent of the land area in Amesbury. It should be noted that the methodology used to identify these land uses (interpretation from aerial photography) provides a context where distinguishing between these different types of uses may not be completely accurate (i.e. vacant/open lands and agricultural uses can appear to be somewhat similar). As noted earlier, agricultural and open space/conservation lands that are protected through regulatory or public/private ownership initiatives are identified on the Open Space & Natural Resources Map included in the Natural Resources Element, and are discussed in detail in the Town of Amesbury Open Space and Recreation Plan, 2002 – 2006. The Recreation and Open Space Inventory from the 2002 Open Space and Recreation Plan is included in the Appendix. The unprotected agricultural and natural lands in Amesbury do, however, constitute areas where future land use planning is critical in terms of identification of lands to be preserved and where future development will be appropriate.

Amesbury Neighborhoods

Amesbury is composed of many distinct neighborhood districts that have grown out of various periods in the Town's history, and which reflect particular historical and geographic characteristics and styles. In the Town of Amesbury Preservation Plan 25 distinct neighborhood areas have been identified, which when observed either individually or in groupings, provides the framework that is the combination of larger open areas along with the historical village center that portrays Amesbury's quality of life. The following sections summarize distinct neighborhood areas as described in the Preservation Plan.

■

Downtown Amesbury

Amesbury's downtown core is highly reflective of the Town's mill heritage, with its high concentration of economic and civic architecture, including manufacturing, retail, civic and religious buildings. The historic mill buildings adjacent to the rivers provide a context of the Town's manufacturing roots and the maritime economy, and are a well-preserved example of the classical small New England industrial center. As described elsewhere in this chapter, the recent initiatives to promote redevelopment in the downtown area, especially the Upper and Lower Millyards and the redevelopment of many commercial buildings, is necessary for the downtown to "reinvent" itself. For the downtown area to retain the vitality it is historically known for, continued efforts are needed to foster a mixed use environment in order to maintain a critical mass of activity in the center.

■

Point Shore District

Located south of Macy Street/Route 110 between Main Street and the Town Boundary on the east, the Point Shore District long the Merrimack River has the feel and quality of a mercantile village of the pre-industrial area. The neighborhood is very linear in shape, with most of its residences facing south towards the river along Main Street. The river side of Main Street was reserved for commercial uses relating to the river, including boatyards and fishing docks. Many of the residences date from the 1700's, and there are relatively few modern intrusions. Lowell's Boat Shop, with it continued operations of boat making activities, provides a direct connection with the commercial activity that was the source of the Point Shore neighborhood's origin.

■

Ferry District

The Ferry District is located south of Macy Street/Route 110 between Route 150 and Main Street, with a southern border along the Merrimack River. The neighborhood is home to many historic structures and sites in Amesbury and is highly reflective of the Town's heritage for shipbuilding, farming, cottage industries and the Industrial Revolution. The neighborhood features such sites as the Bartlett Museum, Bailey's Pond, the Merrimack Hat Company and the Union, Bartlett and St. Joseph Cemeteries. The neighborhood is bisected by Interstate 495, which presents challenges in terms of historic preservation initiatives to promote integration of the multitude of historic structures and sites within the Ferry District.

■

Lion's Mouth Road and Outlying Agricultural Districts

The most prevalent aspects of the Lion's Mouth Road neighborhood, and other outlying districts, is the agricultural character primarily emphasized by Woodsom Farm.

■

In-Town Neighborhoods,

The neighborhoods which surround the downtown core, including The Highlands, Town Park, Powow Hill, Market Street, Congress Street, Brown Hill, Brick Yard, Middle School and Elm Street, Amesbury's in-town Highlands, Carriage Hill and Po Hill.

Current Zoning

Amesbury's zoning map, adopted August 8, 2002 contains a total of 16 zoning districts in addition to several overlay, conservation and protection districts focused on specific areas of Town. A listing of the zoning districts and minimum lot sizes is provided in Table LU-4.

Permitted uses within each of the zoning districts and dimensional and density regulations for building sizes and yard areas are set forth within the Zoning Bylaw. The bylaw includes five specific residential districts (R8, R20, R40, R80 and RC), with housing also allowed in the PUD (Planned Unit Development) zone under certain conditions as well as in the CBD (Central Business District). Of the standard development zones, eight districts (CBD, C, RCZD, DAD, OP, IL, IC and I) include non-residential uses as a major land use component, with the PUD district allowing limited supporting commercial uses.

In addition to the conventional zoning districts, the Town of Amesbury has additional zoning controls, Neighborhood Conservation Districts (for the Brown Hill Neighborhood) and overlay district regulations (Health Care, Elm Street and Hunt Road) to promote land development patterns that preserve its New England village character. These regulations are intended to guide growth and development to appropriate areas of the town and to promote efficient management of where extension of public utility systems would be needed.

■

Zoning History

Prior to 1971, Amesbury did not have zoning in place to regulate land use development, which resulted in scattered development, incompatible adjoining land uses and sprawl along the Town's roadway network. The zoning map adopted in 1971 essentially subdivided the Town into a limited number of subdistricts, and except for large areas of land zoned industrial along Route 495, the map reflected existing land uses. The zoning regulations put in place essentially resulted in a community that no longer reflected the diversity of the original residential and commercial activities, nor did it provide the Town with sufficient regulation to guide and control growth or assure quality development. The zoning would have allowed a level of potential growth that would have significantly changed the character of the community and required considerable investment for public services.

Table LU-4
Amesbury Zoning Districts

District	Abbreviation	Minimum Lot Area
Residence 8	R-8	8,000 sq. ft.
Residence 20	R-20	20,000 sq. ft.
Residence 40	R-40	40,000 sq. ft.
Residence 80	R-80	80,000 sq. ft.
Rural Cluster	RC	10 acres
Planned Unit Development	PUD	5 acres
Central Business District	CBD	5,000 sq. ft.
Commercial	C	20,000 sq. ft.
Regional Commercial Zoning District	RCZD	2 acres
Office Park	OP	2.5 acres
Light Industrial	IL	10 acres
Central Industrial	IC	40,000 sq. ft.
Industrial	I	40,000 sq. ft.
Open Space Conservancy	OSC	5 acres
Elm Street Overlay District	ESOD	40,000 sq. ft.
Wetlands and Floodplain*	W/F	
Hunt Road Overlay District*	HROD	
Water Resources Protection District*	WRPD	
Brown Hill Neighborhood Conservation District*	BHOD	
Downtown Artist Live/Work District*	DAD	

* Within these Overlay Districts, the underlying uses and dimensional regulations are permitted provided that development meets additional requirements specified in other sections of the Zoning Bylaw.

Source: Town of Amesbury Zoning Map and Bylaw, August 8, 2000.

Sustainability

In 1985 the Town modified some of its existing zoning districts to minimize the potential for growth, thereby maintaining the desired development pattern of centralized compact developed areas served by utilities, and conserving the open space and low density feel of outlying areas. The intent was to create a more sustainable pattern of development: to encourage growth and redevelopment in the downtown core and along the existing already developed major roadways; to limit development in outlying areas of town to protect and preserve key natural features; and, to maximize the Town's ability to provide utilities and infrastructure to areas determined feasible and desirable for new growth and development. The objectives of the zoning modifications were to reduce allowable densities and maintain rural character in outlying areas, encourage development in the existing development centers and corridors, and to increase commercial development opportunities in locations that relate to the interstate highway system.

Changes to the residential zoning districts included limiting the existing R-20 zone (20,000 sq. ft. minimum lot size) to areas that were currently serviced by public sewer. The R-30 zone (minimum lot size of 30,000 sq. ft.) was located in three outlying areas of Amesbury and was eliminated in favor of lower density residential zones. The previous R-20 and R-30 zones made up a large portion of developable land in town. The potential density of development would have required extension of water and sewer service, as well as possible upgrading of the sewer treatment facilities, and additional schools. The R-40 and R-80 zones (40,000 and 80,000 sq. ft. minimum lot sizes respectively) were established in unsewered areas to reduce the overall development density, thereby reducing potential for overtaxing existing utility systems and extending services to outlying areas.

At the same time, the Town adopted a Cluster Residential (RC) Special Permit applicable in the R-20, R-40, R-80 and IL districts. The RC district mandates 10,000 sq. ft. minimum lot sizes in exchange for 50 percent of the tract to be set aside as common open space. Additional incentives allow for density bonuses of up to 20 percent for dedication of additional open space.

Along with the revisions to the regulatory structure to regulate growth in outlying areas, the Town has invested substantial funds and used non-regulatory programs to protect certain properties in outlying areas. As outlined in the *Town of Amesbury Open Space and Recreation Plan, 2002-2006*, (OSRP) key parcels in outlying areas have been targeted for protection by the Town either through acquisition, conservation restrictions or agricultural preservation initiatives. Key parcels identified in the OSRP are provided in the Appendix and are shown on the Open Space inventory map in the Natural Resources Element of this Master Plan.

In 1999, the Town adopted Design Guidelines administered by the Planning Board and Design Review Committee in an effort to enhance and extend Amesbury's image as a traditional New England town with a valuable architectural heritage. The Design Review Committee and the Planning Board use the list of Architectural Design Criteria when reviewing applications for new development and renovations to ensure that the projects are compatible with surrounding properties and maintain the character of the town.

The Town has also instituted the Neighborhood Conservation zoning district, designed to encourage neighborhood-specific planning and protect sensitive cultural, environmental or historic resources. The first such district was established in the Brown Hill neighborhood in 2002. Other overlay districts, including the Hunt Road Overlay District, the Elm Street Overlay District, the Health Care Overlay District and the Downtown Artists Live/Work District, provide additional regulations to promote desired land uses and development patterns for those specific areas.

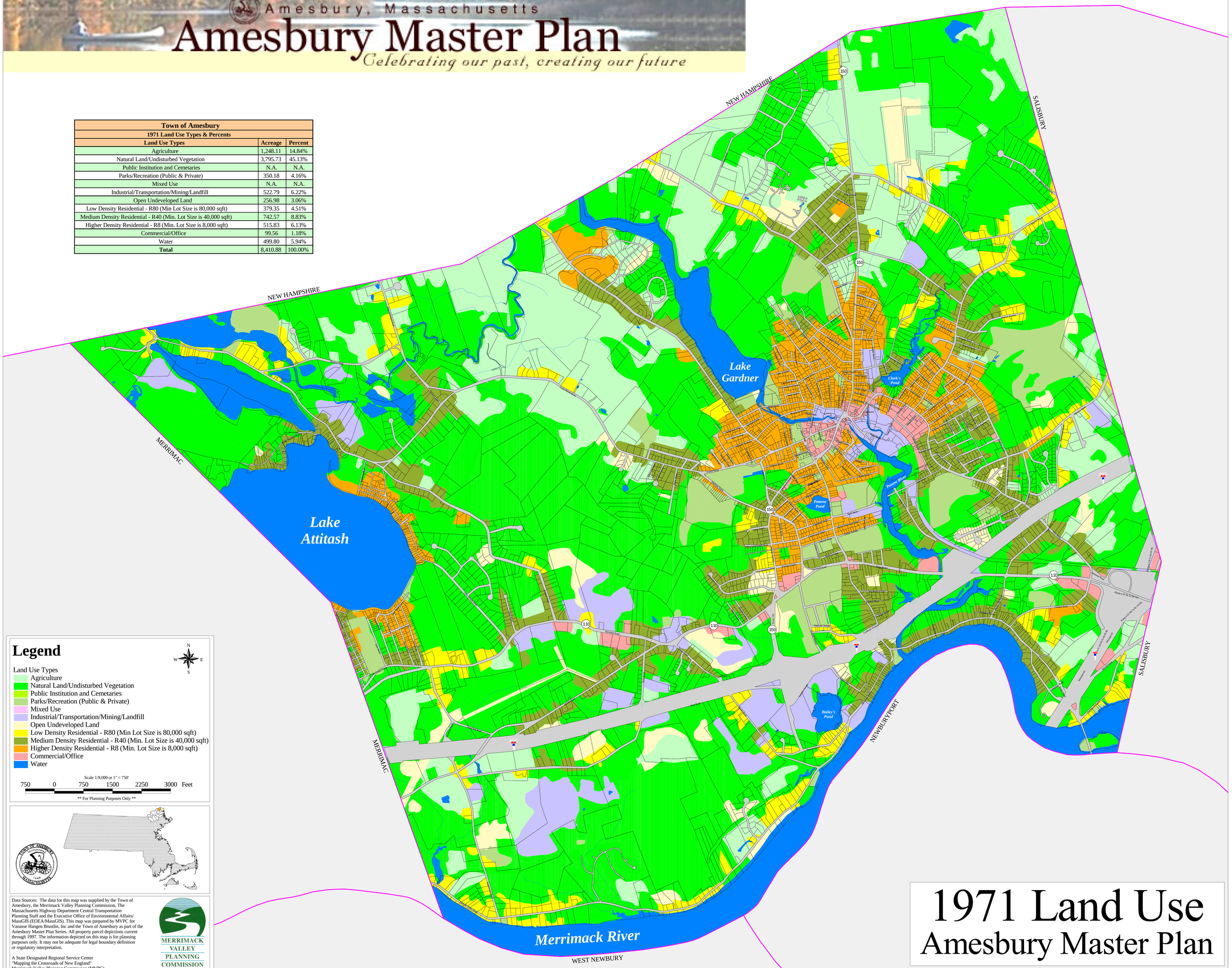
A history of Amesbury's land use patterns since 1971 are seen in the land use maps for 1971, 1985 and 1991 on the following pages. Potential buildout under current zoning is shown on the Future Land Use at Buildout map.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Town of Amesbury		
1971 Land Use Types & Percents		
Land Use Types	**Acreage**	**Percent**
Agriculture	1,248.11	14.84%
Natural Land/Undisturbed Vegetation	3,795.73	45.13%
Public Institution and Cemetaries	N.A.	N.A.
Parks/Recreation (Public & Private)	350.18	4.16%
Mixed Use	N.A.	N.A.
Industrial/Transportation/Mining/Landfill	522.79	6.22%
Open Undeveloped Land	256.98	3.06%
Low Density Residential - R80 (Min Lot Size is 80,000 sqft)	379.35	4.51%
Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)	742.57	8.83%
Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)	515.83	6.13%
Commercial/Office	99.56	1.18%
Water	499.80	5.94%
Total	8,410.88	100.00%



Legend

Land Use Types
- Agriculture
- Natural Land/Undisturbed Vegetation
- Public Institution and Cemetaries
- Parks/Recreation (Public & Private)
- Mixed Use
- Industrial/Transportation/Mining/Landfill
- Open Undeveloped Land
- Low Density Residential - R80 (Min Lot Size is 80,000 sqft)
- Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)
- Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)
- Commercial/Office
- Water

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff and the Executive Office of Environmental Affairs/ MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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MERRIMACK VALLEY PLANNING COMMISSION

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Revised Feb. 24 2004 MDF

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Wild Water International

Vanasse Hangen Brustlin, Inc.

1971 Land Use
Amesbury Master Plan

Amesbury, Massachusetts

Amesbury Master Plan

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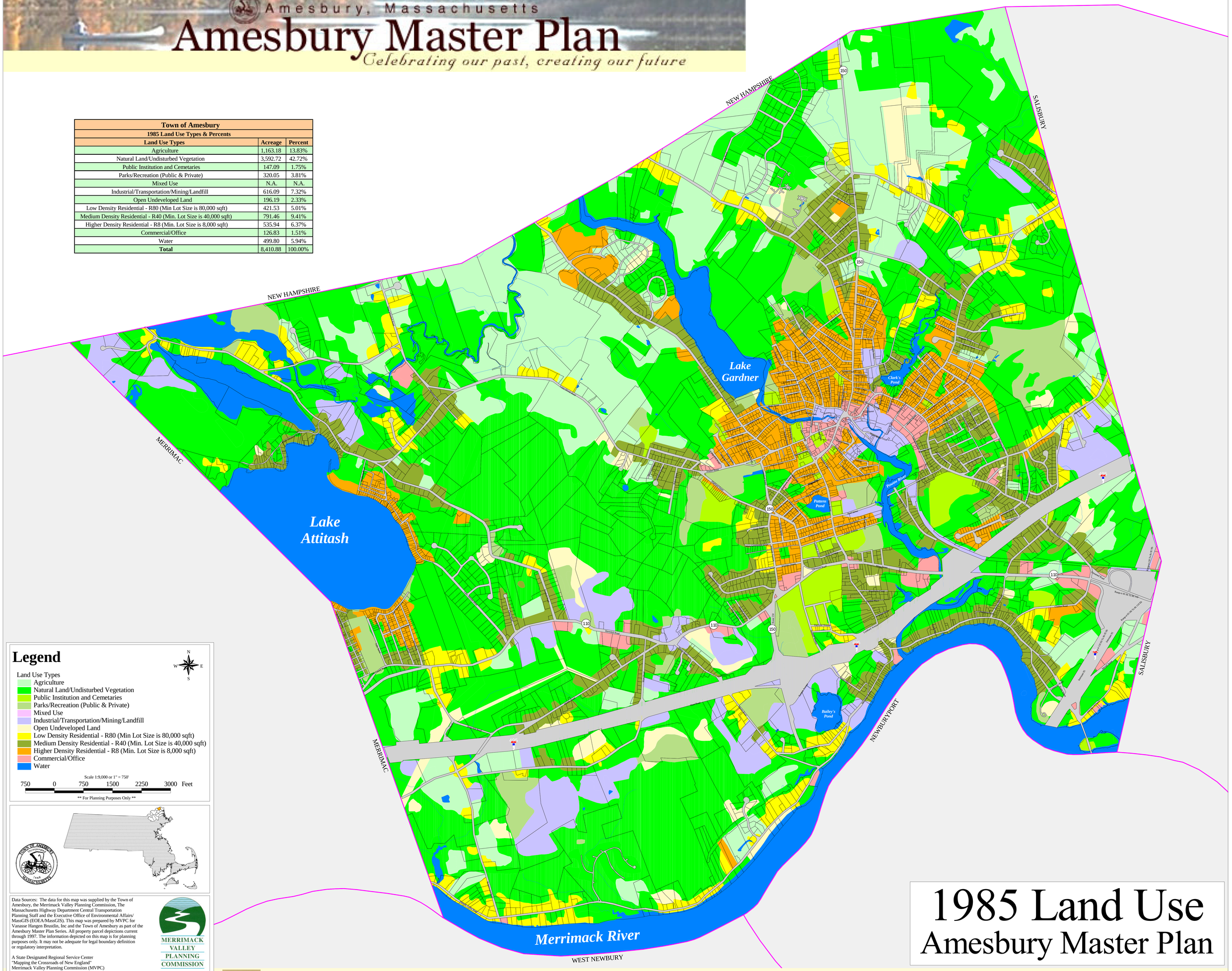
Town of Amesbury		
1985 Land Use Types & Percents		
Land Use Types	**Acreage**	**Percent**
Agriculture	1,163.18	13.83%
Natural Land/Undisturbed Vegetation	3,592.72	42.72%
Public Institution and Cemetaries	147.09	1.75%
Parks/Recreation (Public & Private)	320.05	3.81%
Mixed Use	N.A.	N.A.
Industrial/Transportation/Mining/Landfill	616.09	7.32%
Open Undeveloped Land	196.19	2.33%
Low Density Residential - R80 (Min Lot Size is 80,000 sqft)	421.53	5.01%
Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)	791.46	9.41%
Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)	535.94	6.37%
Commercial/Office	126.83	1.51%
Water	499.80	5.94%
Total	8,410.88	100.00%



Legend

Land Use Types
- Agriculture
- Natural Land/Undisturbed Vegetation
- Public Institution and Cemetaries
- Parks/Recreation (Public & Private)
- Mixed Use
- Industrial/Transportation/Mining/Landfill
- Open Undeveloped Land
- Low Density Residential - R80 (Min Lot Size is 80,000 sqft)
- Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)
- Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)
- Commercial/Office
- Water

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

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J:\Arcview\Amesburyeo418.apr\Land Use 1985

1985 Land Use
Amesbury Master Plan

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Wild Water International

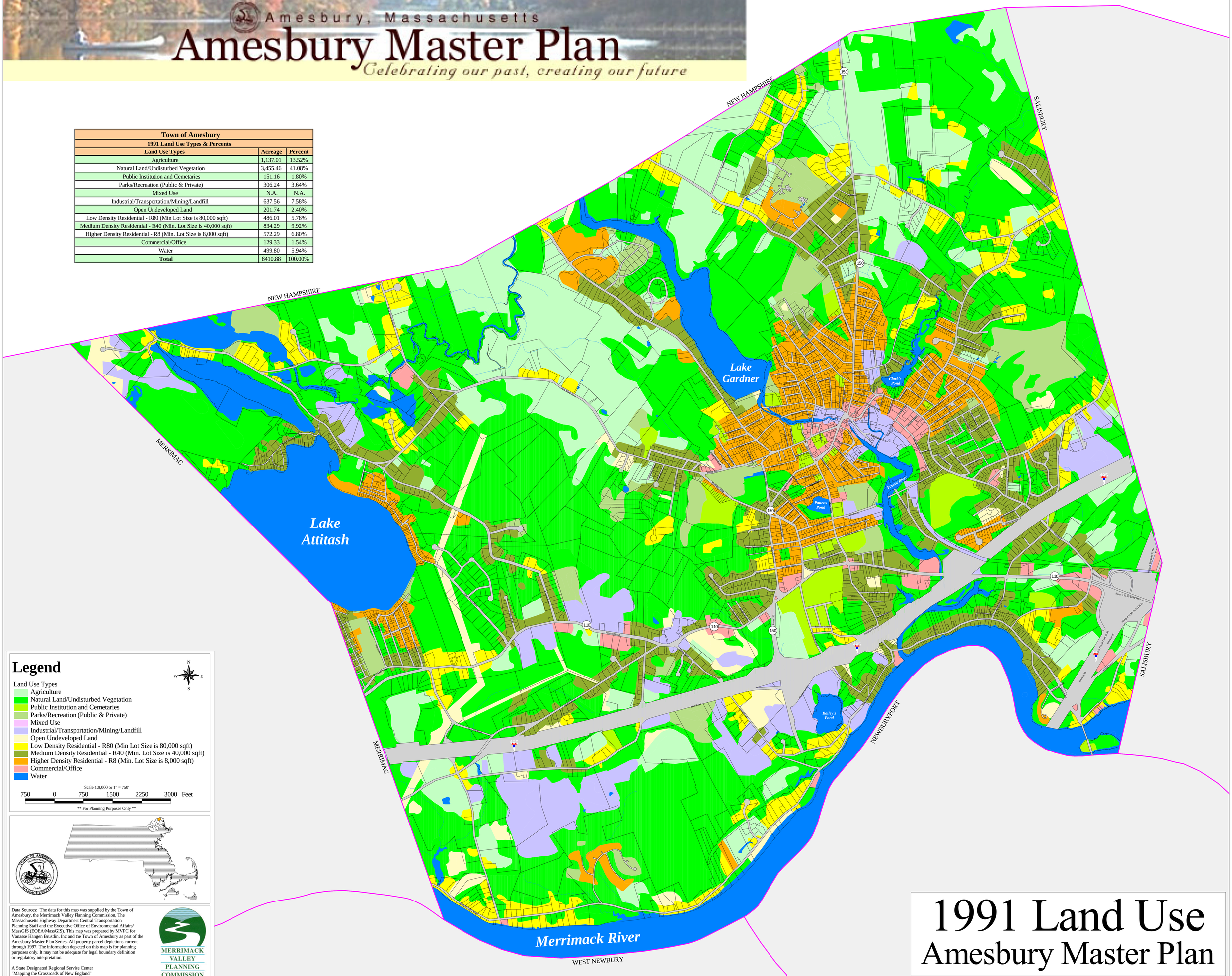
Vanasse Hangen Brustlin, Inc.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Town of Amesbury		
1991 Land Use Types & Percents		
Land Use Types	**Acreage**	**Percent**
Agriculture	1,137.01	13.52%
Natural Land/Undisturbed Vegetation	3,455.46	41.08%
Public Institution and Cemetaries	151.16	1.80%
Parks/Recreation (Public & Private)	306.24	3.64%
Mixed Use	N.A.	N.A.
Industrial/Transportation/Mining/Landfill	637.56	7.58%
Open Undeveloped Land	201.74	2.40%
Low Density Residential - R80 (Min Lot Size is 80,000 sqft)	486.01	5.78%
Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)	834.29	9.92%
Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)	572.29	6.80%
Commercial/Office	129.33	1.54%
Water	499.80	5.94%
Total	8410.88	100.00%



Legend

Land Use Types
- Agriculture
- Natural Land/Undisturbed Vegetation
- Public Institution and Cemetaries
- Parks/Recreation (Public & Private)
- Mixed Use
- Industrial/Transportation/Mining/Landfill
- Open Undeveloped Land
- Low Density Residential - R80 (Min Lot Size is 80,000 sqft)
- Medium Density Residential - R40 (Min. Lot Size is 40,000 sqft)
- Higher Density Residential - R8 (Min. Lot Size is 8,000 sqft)
- Commercial/Office
- Water

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

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I:\Arcview\Amesburyeo418.apr\Land Use 1991

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Revised Feb. 24 2004 MDF

1991 Land Use
Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Legend

- Underutilized Parcels*
- Redevelopment Area

Developable Land

- General Business
- Commercial
- General Industrial
- Light Industrial
- Office Park, Health Care, Institutional
- Mixed Use
- Residential: 80k+ sq ft / Agricultural
- Residential: 40-80k sq ft
- Residential: 20-40k sq ft
- Residential: 8-20k sq ft & Two- and Multi-family

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

* Recognized as adding to build-out, but not included in calculations for new uses on vacant lands.

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"Mapping the Crossroads of New England"
Merrimack Valley Planning Commission (MVPC)
160 Main Street, Haverhill MA, 01830

J:\Arcview\Amesburyeo418.apr\Future Land Use under Buildout

MERRIMACK VALLEY PLANNING COMMISSION

April 15 2003 JJW/MDF
Revised July 11 2003 MDF

Buildout Methodology

The buildout analysis is used to determine developable land area for residential, commercial and industrial zoning districts. Digital and hard copy data was collected. Digital zoning data was updated. Existing digital data was gathered from a variety of sources including MassGIS, the community, the Massachusetts Highway Department and federal sources. Zoning, open space, land use, hydrography, environmentally sensitive areas, wetlands, Rivers Protection Act buffers, flood zones, slope, soil orthophotography, raillines, road networks, and political boundaries were utilized to varying degrees. Additional layers were created that included miscellaneous features determined to be undevelopable, an update of the most recent MacConnell Land Use, and subdivisions that were approved or built since 1990.

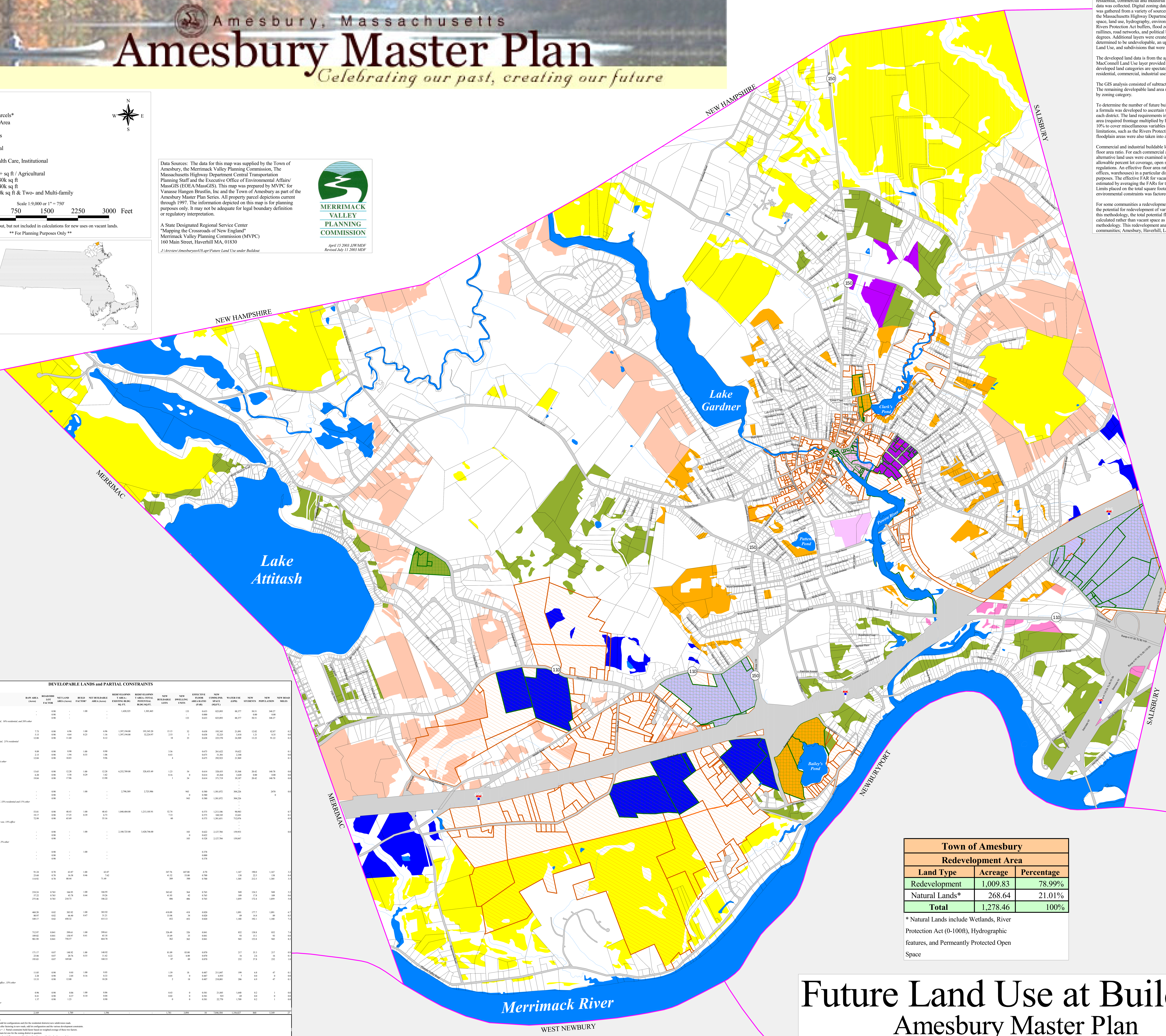
The developed land data is from the aggregated land use categories in the MacConnell Land Use layer provided by MassGIS. The aggregated developed land categories are spectator and water-based recreation, residential, commercial, industrial uses, transportation, and waste disposal.

The GIS analysis consisted of subtracting layers from each zoning district. The remaining developable land area represented on MAP 2 is aggregated by zoning category.

To determine the number of future buildable residential lots by zoning district, a formula was developed to ascertain the land requirements of a typical lot in each district. The land requirements include minimum lot size, estimated road area (required frontage multiplied by half the right-of-way), and an additional 10% to cover miscellaneous variables such as odd lot shapes. Environmental limitations, such as the Rivers Protection Act Buffer, wetlands and 100-Year floodplain areas were also taken into account.

Commercial and industrial buildable lots were determined using an "effective" floor area ratio. For each commercial and industrial zoning district, the major alternative land uses were examined in relation to height limitations, maximum allowable percent lot coverage, open space requirements, and parking regulations. An effective floor area ratio (FAR) for all use categories (e.g. offices, warehouses) in a particular district was developed for analysis purposes. The effective FAR for vacant space within the entire district was estimated by averaging the FARs for the various potential land use types. Limits placed on the total square footage of a building because of environmental constraints was factored into the equations.

For some communities a redevelopment analysis was conducted to examine the potential for redevelopment of various areas of the community. Under this methodology, the total potential floor area for the entire district was calculated rather than vacant space as prescribed by the standard methodology. This redevelopment analysis was conducted for the following communities; Amesbury, Haverhill, Lawrence, Methuen, and Newburyport.



DEVELOPABLE LANDS and PARTIAL CONSTRAINTS

TOWN-ZONE	RAW AREA (Acres)	ROAD/ODD LOT FACTOR	NET LAND AREA (Acres)	BUILD FACTOR*	NET BUILDABLE AREA (Acres)	REDEVELOPMNT AREA--EXISTING BLDG SQ. FT.	REDEVELOPMNT AREA--TOTAL POTENTIAL BLDG SQ.FT.	NEW BUILDABLE LOTS	NEW DWELLING UNITS	EFFECTIVE FLOOR AREA RATIO (FAR)	NEW COMML/IND. SPACE (SQ.FT.)	WATER USE (GPD)	NEW STUDENTS	NEW POPULATION	NEW ROAD MILES
CENTRAL BUSINESS DISTRICT (CBD)															
No Constraints	-	0.90	-	1.00	-	1,420,325	1,303,465		133	0.633	825,093	88,377	50.51	348.27	
Partial Constraints	-	0.90	-		-				-	0.000	-	-	0.00	0.00	
Subtotal		0.90	-		-				133	0.633	825,093	88,377	50.51	348.27	
Note: Mix of uses assumed: 10% office, 6% retail, 16% financial, 16% residential, and 26% other															
COMMERCIAL DISTRICT (C)															
No Constraints	7.73	0.90	6.96	1.00	6.96	1,397,194.00	193,345.20	15.15	32	0.638	193,345	21,091	12.02	82.87	0.2
Partial Constraints	5.15	0.90	4.64	0.25	1.16	1,397,194.00	32,224.97	2.53	3	0.638	32,225	3,418	1.21	8.35	0.0
Subtotal	12.88	0.90	11.60		8.12			18	35	0.638	225,570	24,509	13.23	91.22	0.2
Note: Mix of uses assumed: 10% office/ 53% retail, 16% financial, 21% residential															
OFFICE PARK DISTRICT (OP)															
No Constraints	9.89	0.90	8.90	1.00	8.90			3.56		0.675	261,622	19,622			0.1
Partial Constraints	2.15	0.90	1.94	0.55	1.06			0.43		0.675	31,301	2,348			0.0
Subtotal	12.04	0.90	10.83		9.96			4		0.675	292,923	21,969			0.1
Note: Mix of uses assumed: 20% manufacturing, 20% office, 60% other															
LIGHT INDUSTRIAL DISTRICT (IL)															
No Constraints	13.65	0.90	12.28	1.00	12.28	6,252,709.00	328,455.49	1.23	54	0.614	328,455	35,568	20.42	140.78	0.0
Partial Constraints	6.20	0.90	5.58	0.29	1.62			0.16	0	0.614	43,264	3,620	0.00	0.00	0.0
Subtotal	19.84	0.90	17.86		13.90			1	54	0.614	371,719	39,187	20.42	140.78	0.0
Note: Mix of uses assumed: 56% manufacturing and 44% other												-			
												-			
												-			
CENTRAL INDUSTRIAL DISTRICT (IC)															
No Constraints	-	0.90	-	1.00	-	2,790,389	2,725,986		943	0.580	1,581,072	304,226		2470	0.0
Partial Constraints	-	0.90	-		-				0	0.580		-		0	
Subtotal	-	0.90	-		-				943	0.580	1,581,072	304,226			
Note: Mix of uses assumed: 39% industrial, 6% office, 11%retail, 33% residential and 11% other												-			
												-			
												-			
INDUSTRIAL DISTRICT (I)															
No Constraints	53.81	0.90	48.43	1.00	48.43	1,040,404.00	1,213,105.91	52.74		0.575	1,213,106	90,983			0.7
Partial Constraints	19.17	0.90	17.25	0.39	6.73			7.33		0.575	168,545	12,641			0.1
Subtotal	72.99	0.90	65.69		55.16			60		0.575	1,381,651	712,076			0.9
Note: Mix of uses assumed: 67% manufacturing, 19% warehouse use, 14% office												-			
												-			
												-			
ELM STREET OVERLAY DISTRICT (ESOD)															
No Constraints	-	0.90	-	1.00	-	2,180,725.00	3,420,746.00		103	0.622	2,127,704	159,953			0.0
Partial (River Protection Act 200' buffer)	-	0.90	-		-				0	0.622	-	-			
Subtotal	-	0.90	-		-				103	0.528	2,127,704	159,847			
Note: Mix of uses assumed: 25% industrial, 37.5% retail, and 37.5% other															
HEALTH CARE OVERLAY DISTRICT (HCO)															
No Constraints	-	0.90	-	1.00	-					0.378					
Partial (River Protection Act 200' buffer)	-	0.90	-		-					0.000					
Subtotal	-	0.90	-		-					0.378					
Note: Mix of uses assumed: 100?% medical use															
RESIDENCE 8 (R-8)															
No Constraints	91.24	0.70	63.87	1.00	63.87			347.76	447.00	0.70		1,167	190.0	1,167	3.2
Partial (River Protection Act 200' buffer)	23.68	0.70	16.58	0.46	7.62			41.52	53.00	0.700		138	22.5	138	0.4
Subtotal	114.92	0.70	80.44		71.49			389	500	0.700		1,305	212.5	1,305	3.5
Note: Mix of uses assumed: 100% single family dwelling															
RESIDENCE 20 (R-20)															
No Constraints	218.24	0.765	166.95	1.00	166.95			363.62	364	0.765		949	154.5	949	5.2
Partial Constraints	57.22	0.765	43.78	0.44	19.26			41.95	42	0.765		109	17.8	109	0.6
Subtotal	275.46	0.765	210.73		186.22			406	406	0.765		1,059	172.4	1,059	5.8
Note: Mix of uses assumed: 100% single family residential.															
RESIDENCE 40 (R-40)															
No Constraints	468.20	0.82	383.92	1.00	383.92			418.09	418	0.820		1,091	177.7	1,091	6.7
Partial Constraints	80.97	0.82	66.40	0.47	31.21			33.98	34	0.820		89	14.4	89	0.5
Subtotal	549.17	0.82	450.32		415.13			452	452	0.820		1,180	192.1	1,180	7.2
Note: Mix of uses assumed: 100% single family residential.															
RESIDENCE 80 (R-80)															
No Constraints	712.97	0.841	599.61	1.00	599.61			326.49	326	0.841		852	138.8	852	7.4
Partial Constraints	189.02	0.841	158.97	0.41	65.18			35.49	35	0.841		93	15.1	93	0.8
Subtotal	901.99	0.841	758.57		664.78			362	362	0.841		945	153.8	945	8.2
Note: Mix of uses assumed: 100% single family residential.															
RURAL CLUSTER (RC)															
No Constraints	171.17	0.87	148.92	1.00	148.92			81.09	83.00	0.870		217	35.3	217	0.9
Partial Constraints	23.86	0.87	20.76	0.55	11.42			6.22	6.00	0.870		16	2.6	16	0.1
Subtotal	195.03	0.87	169.68		160.33			87	89	0.870		232	37.8	232	1.0
Note: Mix of uses assumed: 100% single family residential															
PLANNED UNIT DEVELOPMENT (PUD)															
No Constraints	11.05	0.90	9.95	1.00	9.95			1.59	18	0.487	211,047	199	6.8	47	0.1
Partial Constraints	2.28	0.90	2.05	0.16	0.33			0.05	0	0.487	6,955	7	0.0	0	0.0
Subtotal	13.33	0.90	12.00		10.28			2	18	0.487	218,001	206	6.9	47	0.1
Note: Mix of uses assumed: 39% residential, 22% retail, 5.6% office , 33% other															
REGIONAL COMMERCIAL ZONING DISTRICT (RCZD)															
No Constraints	0.96	0.90	0.86	1.00	0.86			0.43	0	0.581	21,845	1,640	0.2	1	0.0
Partial Constraints	0.41	0.90	0.37	0.10	0.04			0.02	0	0.581	925	69	0.0	0	0.0
Subtotal	1.37	0.90	1.23		0.90			0	0	0.581	22,770	1,709	0.2	1	0.0
Note: Mix of uses assumed: 10% office, 85% retail and 5% other															
GRAND TOTAL	2,169		1,789	-	1,596	-	-	1,781	3,094	10	7,046,504	1,356,827	860	5,349	27

Raw Area (in acres) = The amount of land available for development.
Road/Odd Lot Factor: A percentage of land taken out to account for odd lot configurations and (for the residential districts) new subdivision roads.
Net Buildable Area = The amount of land available for development after factoring in new roads, odd lot configuration and the various development constraints.
Build factor for wetland buffer =.55; Build factor for Riverfront Area = .1 Partial constraints build factor based on weighted average of these two factors.
Buildable Lots = The net buildable area divided by the Town's minimum lot size for the zoning district in question.
Effective Floor Area Ratio = A ratio between buildable commercial/industrial floor space and land area based on most limiting land use regulation.
Buildable Square Feet = Total square feet of floor area that can be built.
Water Use (gallons per day - gpd) = 75 gpd per person and 75 gpd/1,000 sq.ft. of commercial/industrial floor space.
New Students = Based on Haverhill 1990 ratio of .38 pupils per household.
New Population = Based on number of new residential units x the average household size (2.61 people per household).
New Roads (miles) = Total number of new lots multiplied by the frontage requirements, then multiplied by .6 to account for lots on opposite sides of the streets.

RKG ASSOCIATES, INC.

Town of Amesbury		
Redevelopment Area		
Land Type	**Acreage**	**Percentage**
Redevelopment	1,009.83	78.99%
Natural Lands*	268.64	21.01%
Total	1,278.46	100%

* Natural Lands include Wetlands, River Protection Act (0-100ft), Hydrographic features, and Permeantly Protected Open Space

Future Land Use at Buildout

Amesbury Master Plan

Wild Water International

VHB Vanasse Hangen Brustlin, Inc.

With the initiatives since 1985, the Town has created a framework to limit what could have been unlimited "sprawl" development patterns, with significant residential subdivisions in outlying areas. The end result is that the current zoning map for Amesbury now reflects both the diversity of uses and the historical land development patterns of the community. Higher density residential uses are permitted primarily around the commercial and industrial uses permitted in and adjacent to downtown, forming the basis of the traditional village center development pattern. Commercial (C) and Regional Commercial Zoning District (RCZD) uses are permitted along the Route 110 corridor in the vicinity of the I-95 and I-495 interchange, with the industrial zoning districts also located in these areas with easy access to regional transportation networks. Lower density residential districts and Open Space Conservancy (OSC) primarily comprise the outlying areas of Amesbury, thereby limiting development outside of the village center area.

Smart Growth Housing Bylaw

In 2000, Amesbury enacted a rate of development bylaw which limits the number of new houses that can be built during the year. The intent of the bylaw is to ensure that housing growth occurs in an orderly manner and that adequate municipal services can be provided to support new and existing development. The bylaw seeks to preserve and enhance the unique cultural, environmental and historic resources in the community by encouraging infill and adaptive reuse within the existing urbanized area while preserving rural open space with cluster subdivision design.

The permit allocation bylaw, currently being extended and revised by the Municipal Council, limits the annual number of building permits to 48 new dwelling units, including 12 single units/lots and 36 multi-family units in a given year. Applicants are awarded points for development proposals that meet a stated list of criteria, with permits awarded to those applications that receive the highest number of points.

One of the key elements of the bylaw is to provide the Town with reasonable time and opportunity to study the effect of housing growth and to guard against short term patterns that may be inconsistent or impede effective implementation of this Master Plan. As will be shown in later sections of this chapter, new development has significantly decreased since the inception of the Permit Allocation Bylaw, going from a high of 68 new single-family units in 1997, to a low of 27 new units in 2001.

Land Use Trends 1997-2004

Development in Amesbury has been facilitated such that it encourages and supports the protection of open space, scenic landscapes and critical environmental resources. The focus of regulatory measures has been to raise the quality of life, protect historic resources, and preserve the unique character of Amesbury as a New England Town.

Current zoning bylaws have been framed to achieve multiple objectives and to shape desired growth. They encourage revitalization of old mill buildings and their re-use for residential and commercial purposes. Higher densities in residential development in the heart of Amesbury are allowed through multi family conversions and other mixed uses. Residential development in new subdivisions focuses on clustering the units and preserving large contiguous areas of the parcels for open space and trail networks. Density bonuses are given for leaving more areas as protected open space and protecting other natural and historic resources on critical parcels. Development with over 25 percent of affordable housing units are given relief from the restricted number of building permits in a year to encourage developers to increase the affordable housing stock in the town. Higher design standards have been established to maintain the character of distinct neighborhoods and to prevent negative impact from suburban sprawl and cookie cutter subdivisions.

The following sections provide an overview of land use trends in the past several years, demonstrating efforts the Town has taken to shape development patterns in line with their smart growth objectives.

New Homes and Subdivisions

According to data provided by the Amesbury's Assessors Office, a total of 280 new single family homes were constructed in between January 1997 and December 2002,[3] an average of 47 new single-family homes per year. Available data for new construction is based on the year that permits were issued; actual data of construction dates were not available. A break down of the number of new single-family homes permitted by year is shown in Table LU-5. Of these new homes, 158 units have been constructed in new subdivisions of three or more units, most notably the Pond Hill subdivision which consists of 68 new housing units. Subdivisions permitted for four or more units are detailed in Table LU-6.

[3] The scope of work to develop this Master Plan, dated December 2003, specifies updates for land use patterns up to the end of 2002.

Table LU-5
New Single Family Housing Units

Year	Number of Units
1997	68
1998	60
1999	36
2000	47
2001	27
2002	42
Average Units per year	47

Source: Amesbury Assessor's Office.

Table LU-6
Single-Family Subdivisions Since 1997

Subdivision Name	Number of Units	Year Built*
Pond Hill Subdivision	68	1997-2001
Amidon Avenue	4	1998-2002
Cedar Street	6	1997
Jordan Lane	6	1997
Pinewood Road	9	1997
Goss Avenue	8	1998
Oakland Street	9	1998
Dublin Street	7	1999
Cedar Street	4	2000
Jacqueline Drive	5	2000
Kimball Road	10	2000
Madison Street	4	2000
Country Club Estates	7	2002
Olde Taverne Lane	11	2002

* Approximate year built based upon dates permits were issued.
Source: Amesbury Assessor's Office.

Multi-Family Developments

According to staff from the Office of Community and Economic Development, 234 new multi-family units were added to the Town of Amesbury's housing stock between 1997 and 2002. Similar to single-family housing, this averages approximately 47 units per year. Table LU-7 provides a listing of these new multi-family developments and the number of units within each project.

Table LU-7
Multi-Family Developments Since 1997*

Development	Number of Units
Oak Street Mill Conversion	85
Hat Factory	80
Upper Millyard	46
Wojciciki	8
Solari	7
Satenstein	5
Terry's Liquors	3

* Source: Office of Community and Economic Development
Date of development or permitting not provided.

Multi-Family Conversions

According to the Amesbury Assessors Office, between 1996 and 2002, approximately 23 buildings were converted to condominiums resulting in approximately 313 new housing units under private ownership. The condominium conversions include multi-family apartment buildings converted into individual units, and duplex units converted to separate ownership. Most significantly, in 1996 conversions on Clarks Road created 126 condominium units, and in 1999, 1 Brown Avenue was converted into 72 condominium units and 45 Macy Street was converted into 75 new units. Table LU-8 provides a breakdown of the trend in condominium unit conversions between 1996 and 2002.

Table LU-8
Amesbury Condominium Conversions

Year	Number of Conversions	Number of Units
1996	1	126
1997	1	3
1998	3	5
1999	3	149
2000	4	6
2001	9	22
2002	1	2

Current Projects

There are several significant initiatives underway in Amesbury that will impact development trends and land use patterns in the future. The following sections provide a summary of these projects.

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Downtown Redevelopment

In recent years Amesbury's downtown area has undergone numerous changes through various initiatives sponsored by the Office of Community and Economic Development (OCED) and the Alliance for Amesbury. Significant investments in the downtown have included upgrades for infrastructure and transportation enhancements, streetscape and building improvements and efforts to redevelop millyard properties. According to staff from the OCED, the results are encouraging business owners to reinvest in their properties, and the new environment is attracting residents back to the downtown for shopping as well as encouraging new retail shops and restaurants to open.

Infrastructure and Streetscape

The downtown revitalization program began in 1998, and consisted of three phases with over $4.5 million was invested in new utilities, transportation improvements, pedestrian safety improvements, and urban design enhancements. A majority of the revitalization funding came from the Massachusetts Highway Department. Water, sewer and gas service was upgraded in Phase I, an effort to improve water quality, provide better water pressure for fire protection, and make sprinkler services available for downtown buildings. As part of Phase II, which began in 1999, the existing roadway from Main Street between Route 110 and Sparhawk Street was rebuilt, new safety enhancements were added to the Amesbury Middle School and Amesbury Post Office areas, and new curbs and sidewalks were constructed on both sides of the road. As part of these improvements, storm drains and sanitary lines were separated throughout downtown, which reduced some of the flow at the wastewater treatment plant. Phase III included many aesthetic improvements, including a new park, new trees and benches and "period lighting". Phase III restored the graceful Victorian feeling of the downtown.

New Housing

Working with private developers, the Town of Amesbury has created 70 new units of housing located in the downtown area between 2001-2004. Of these 70 units, 53 are owner-occupied condominiums and 17 are rental apartments. Ten of the 53 condominiums are affordable in perpetuity and 13 of the 17 rentals are affordable for 15 to 20 year variable terms. These new units contribute approximately one percent to the Town's total of 6,570 residential units (Census, 2000).

Other housing development in the area includes a $1.3 million dollar development at 104-114 Main Street. Working with a private developer, the historic Rand-Adams Block was reconstructed after a fire destroyed the 13,000 square foot, three-story building in 2001. The building offers eight rental units, of which five are affordable, and four commercial spaces. At 26-28 and 32 Elm Street, a former train depot and hotel where a local business was housed for over 50 years, made a $1.2 million dollar transformation into five affordable housing units and three new commercial spaces. 17 Main Street is the historic Counting House for the Amesbury and Salisbury Mills Park and is being transformed into four rental units, of which three are affordable, and three commercial spaces. The project is estimated to cost $1.3 million dollars. All of these projects received one or more State grants through the Town ranging from $500,000 to $750,000 to offset construction and design costs.

Upper Millyard Revitalization

The Upper Millyard Revitalization Project is a $6.5 million dollar program to renew three historic mill buildings into 46 artisan live/work condominiums and a heritage/historic museum space. The developer, E.A. Fish Associates purchased the buildings from the Town for $353,000. These funds, working through the Town's Community Development Block Grant (CDBG) Program and a matching urban self-help grant of $325,000 from the Division of Conservation Services, were used to extend the Upper Millyard Park, upgrade existing and install new public facilities to accommodate the development and improve the Amesbury and Salisury Mills Historic Park. The CDBG Program also contributed over $2 million dollars to stabilize the buildings before seeking a developer, and $171,000 in funding from MassDevelopment was used to remediate brownfields in the immediate area.

Lower Millyard

The Amesbury Lower Millyard is the second most studied part of town after the Upper Millyard. Comprising 12.5 acres in the Lower Millyard, and an additional 18.5 acres with the Powow Industrial Park and Carriage Hill areas, it was Amesbury's historic site of carriage making until the 1888 fire destroyed most of the factories. Considerable underutilization has been evident in the area, however, its location abutting central Market Square indicated its suitability for parking, and in 1986 a 130 space parking garage was built.

In 1988, an Urban Design Revitalization Plan, funded in part by the Mass Council on the Arts and Humanities, provided a "master plan" for Mill Street/Valley Street, Chestnut Street, with its Carriage Hill neighborhood, and the Powow Industrial Park. Sketches illustrating the proposed build out emphasized residential and parkland development and a campus of buildings for the Powow Industrial park.

In 1998 a Lower Millyard study (Central Industrial Zoning District) was completed linking this area to the Elm Street and Cedar Street corridors. Additional detailed

property analysis coupled with use planning, up to date zoning requirements, and marketing and financial analysis proposed additional public improvements. The Land Use Plan proposed the following:

- Continuation of light industrial uses in much of the district;
- Phasing out of incompatible uses, including the public works facility;
- Expanding public parking;
- Encouraging mixed uses in the Lower Millyard;
- Establishing an artisans/crafters complex;
- Streetscape enhancement of the Elm Street corridor;
- Opening up and enhancing the Back River as a pedestrian greenway;
- Converting the existing vacant industrial buildings at Oak Street to residential.

By the late 1990's, the Town owned the Wharf Property, at the confluence of the Back and Powow Rivers, as well as the Department of Public Works garage. The Wharf property was acquired by tax title, in poor condition, and was demolished due to roof failure. In addition, the Oak Street properties were purchased to be redeveloped for housing. Additional residential infill housing was created on Oakland Street and on Mill Street, and the Town moved forward with a MassHighway funded initiative for streetscape and road improvements to the Elm Street corridor. In the Cedar Street area, additional private redevelopment initiatives began for artisan uses. However, the presence of salvage and industrial operations, as well as the Department of Public Works, continues. This mix of heavy industrial operations does not encourage residential development, but has marked the area as being in transition.

In 2000 the Town began another study of the area, taking into light changed economic conditions as well as many of the redevelopment activities mentioned above. The Draft Study focuses on the disadvantages of continued heavy industry located in the area, the poor roadways and circulation, current environmental issues, and cost of potential improvements. It highlights advantages including: industrial and mixed land close to downtown, historic buildings with re-use potential, potential public investment in area amenities and infrastructure, potential cooperation of certain property owners, support of the overall business community and potentially attractive natural features. A phased development plan has been recommended, the highlights of which are the following:

- Acquisition and relocation of the salvage yard in the Lower Millyard.
- Relocation of all Town DPW facilities and services.
- Demolition of the current DPW building with the straightening of the street.
- Establishing a representational public authority with requisite economic development tools, including eminent domain powers.
- Development of park improvements and trail linkages to the Riverwalk.
- Additional Study of the Carriage Hill buildings.

The plan created for this area recognizes that the relocation of the DPW and the acquisition and relocation of the salvage yard as key elements. The DPW relocation

will allow that facility to expand which it needs to do, while removing it from a key redevelopment location. It also recognizes that the removal of the scrap yard will allow for additional parking at the foot of Carriage Hill, where parking options are scarce. The amenities of the area- two rivers, transportation links and potential open space can make the Lower Millyard an attractive and exciting venue for the future.

Transportation Center

Within the Lower Millyard, planning for a new Transportation Center, built by the Merrimack Valley Transit Authority, seeks to redevelop portions of the downtown to provide additional parking, a regional transportation hub and new commercial or mixed-use development space within the downtown area between Water Street and Chestnut Street. As part of the Transportation Facility, space will be provided for the Amesbury Senior Center and the Council on Aging. Design work for the Transportation Center is currently underway.

Powow Riverwalk

Amesbury has also begun construction of the Powow Riverwalk and Bicycle Path along the banks of the Powow River. Funding for these projects came from MassHighway enhancement funds. Construction of Phase II of the project was completed in 2001. The path uses an old railroad right-of-way along the east side of the river and connects the Lower Millyard of downtown Amesbury with the Carriage Town Market Place shopping plaza on Route 110 in an aesthetically pleasing manner. Phase I of the project will begin once construction and final design issues have been worked out. Phase I of the project will connect the completed section of the Riverwalk with the downtown area and includes a crossing of the Powow River along Main Street near Market Square, with boardwalks cantilevered off of the adjacent mill buildings. Ultimately, additional plans to use the old railroad right-of-way, which is parallel with and north of Route 110, will result in a connection to a path that leads to Salisbury.

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Cedar Street

The Cedar Street mill buildings near the downtown have been the focus of several studies and building improvement efforts, including rezoning for artist live/work space. Work is currently underway to restore several of the buildings for light industrial and mixed-uses.

■

Route 150/I-495 Gateway Project

This large-scale planning project was proposed and defined by a feasibility study done by Terrasphere/RKG in May 2001. The project involves a total of 445 acres located on the south side of Hunt Road and on the north side of Bailey's Pond. The master plan calls for 200 condominium units around Bailey's Pond, up to 175 apartments on the former truck-stop site, a small amount of office and commercial space along Route 150 extension, 93 acres of FlexSpace/Light Industrial land along Hunt Road and an 18 hole golf course on the former landfill owned by Waste Management, Inc. A developer's solicitation was made in 2002 and a developer (Fafard) has been chosen to proceed with the project.

■

Golden Triangle

The Golden Triangle is the site located north of Elm Street between I-495 and I-95 has been rezoned by the Town to Office Park (OP), which includes conceptual land use plans and regulations to encourage economic development opportunities. The Town also established the Elm Street Overlay District to encourage the preservation of the existing historic structures along Elm Street as well as changes to the land use regulations that would encourage larger scale developments to be setback at least 200 feet from Elm Street. The site has been the focus of attention by the OCED in conjunction with the Alliance for Amesbury for the development of a future office park. The land is constrained by wetlands and access issues (which require further study) and a number of historical properties on the Elm Street frontage.

■

Kimball Road Condominiums

A private developer has proposed a large, 268 unit condominium housing project on Kimball Road and is seeking rapid approval under the state's 40B regulations. Because of its 40B status, the project at least 25%, or 67 of the units, must be affordable (and which will be added to the City's inventory). The project is presently before the Board of Zoning Appeals.

Community Identified Assets and Liabilities

As part of the process to develop a Master Plan for the Town of Amesbury, Massachusetts, members of the Vanasse Hangen Brustlin, Inc. (VHB) consultant team sought input from Amesbury community members on their issues, concerns and visions for the City. The process of identifying Amesbury's strengths, weaknesses, opportunities and threats consisted of a series of focused interviews and public meetings to gain insight on elements that should be addressed in the Master Plan. These meetings included the following:

January 16 and 17, 2003	Interviews (over 100 people)
March 1, 2003	Public Open House on Assets and Liabilities (over 125 attendees)
March 22, 2003	Public Design workshop on Visioning (over 75 attendees)

The information compiled during the interviews and input received during the public meetings has been supplemented by the results of the 2002 Citizen Survey and with observations made by the consultant team during site visits. Additional input was received from the Master Plan Steering Committee, the seven Focus Groups for each of the Master Plan Elements and staff from the Office of Community and Economic Development.

The following sections provide a summary of what members of the Amesbury community have stated as being the Town's assets and liabilities. The statements reflect individual comments and viewpoints, and may or may not have factual basis.

■

Assets

- Many opportunities exist for expanding development in the Downtown area, including integration of the Upper and Lower Millyards, access to the Riverwalk and the potential to incorporate open space as a public gathering area. Such opportunities will provide a distinct focal point for the area, and increase vitality.

- Recent improvements and redevelopment projects in the Downtown have triggered renewed interest in the revitalization of Amesbury's core. The community is supportive of focusing additional development and expansion of housing, goods and services for residents and attracting tourism through the cultural and historic amenities in the Downtown area

- Amesbury is rich in having many large dedicated open space areas and farms, and a strong community commitment to preserve and maintain these resources.

- Amesbury's location along both the I-95 and I-495 corridor's provides excellent access for residents to get to beaches, mountains and the Boston metropolitan

area, and also provides great resources in terms of being attractive for economic development.

- The Golden Triangle, the Industrial Park and Hunt Road/"Terrasphere" areas provide great opportunities for expansion of commercial, office and/or light industrial uses in areas with good transportation access.

- The Elm Street Corridor provides many opportunities for expansion upon Downtown redevelopment efforts, especially for resident serving retail uses.

- The Neighborhood Improvement Program was viewed as very successful for making improvements that reinforced the character and integrity of Amesbury neighborhoods.

■

Liabilities

- Even though opportunities exist to generate tourism by promoting cultural and recreational amenities, it is important that Downtown provide services and establishments that cater to residents. There is a desire to see the Downtown "alive throughout the day," supported by more infill and mixed-income housing. A comprehensive development plan is needed to ensure that the Downtown area evolves in a well balanced manner.

- The lack of a coordinated and convenient parking program in the Downtown area creates competition for parking between employees and customers/visitors.

- There are a number of uses in and surrounding the Lower Millyard (DPW, salvage area, automotive service stations) that deter from the overall Downtown character and may be inhibiting further economic development initiatives.

- Amesbury's access to regional transportation systems (highways, commuter rail in Newburyport) has made the City very attractive as a "commuter suburb," and there are concerns of becoming a "bedroom community" of expensive homes. More residential than non-residential growth in recent years will have significant tax implications for residents.

- Neighborhood preservation and improvements are needed in some of the older areas of the City. Traffic problems in terms of vehicle speeds and pedestrian safety needs to be addressed and pedestrian connectivity should be enhanced throughout the City. Incentives are needed to improve older homes and to clean-up clutter or debris-filled yards.

- Route 110 is currently a "hodge podge" mix of uses, with a character that is becoming more suburban strip in nature. There are opportunities for further development along the corridor, but transportation improvements are needed to

enhance access to properties and to facilitate a better flow of traffic. The character of future development should also be addressed to provide a more visually appealing environment consistent with Amesbury's rural New England atmosphere.

- Better efforts are needed to control and manage growth in outlying areas of the City. There is a need to balance the needs of growth for economic development purposes with housing needs, and to preserve lands for open space and resource conservation. Techniques are needed to guide growth to appropriate areas, to encourage redevelopment and infill in the Village Center and to promote the reuse of Mill buildings.

- Housing in outlying areas is encroaching upon natural and open space areas. Regulatory measures are needed to maintain a balance of built and un-built areas, and to direct new housing growth to appropriate areas.

- Infrastructure improvements and utility upgrades are needed to accommodate new development in some outlying areas. Capacity of infrastructure and utilities needs to be carefully managed and coordinated with land use development to accommodate current demands and to meet the needs of future growth.

Land Use and Growth Management Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Land Use and Growth Management Focus Group to develop recommendations to guide future development patterns in the Town of Amesbury over the next 20 years. The recommendations are summarized on the Land Use Suitability Map.

In general, the Land Use and Growth Management recommendations are intended to achieve the following objectives for various areas in Amesbury.

Protect Natural Resources

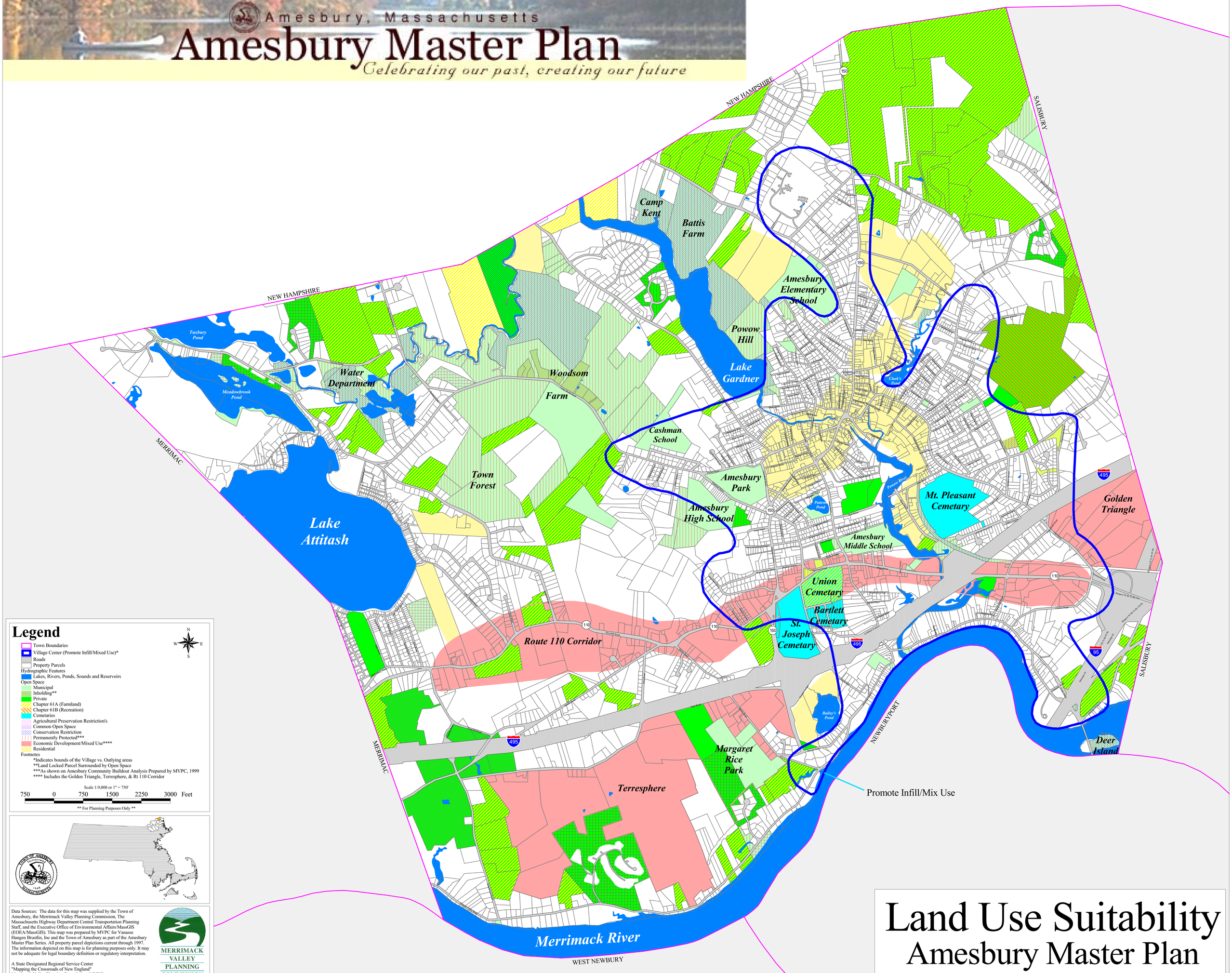
- In the northeast section of town, it is intended for the majority of the currently undeveloped land to be devoted for open space areas for passive recreation and preservation.

- In the northwest section of town, it is intended for the majority of the currently undeveloped land to be preserved for conservation, an area for environmental protection, consisting of important water resources, forested areas and wetland/swamps.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



Legend

- Town Boundaries
- Village Center (Promote Infill/Mixed Use)*
- Roads
- Property Parcels

Hydrographic Features
- Lakes, Rivers, Ponds, Sounds and Reservoirs

Open Space
- Municipal
- Inholding**
- Private
- Chapter 61A (Farmland)
- Chapter 61B (Recreation)
- Cemetaries
- Agricultural Preservation Restriction's
- Common Open Space
- Conservation Restriction
- Permanently Protected***
- Economic Development/Mixed Use****
- Residential

Footnotes
- *Indicates bounds of the Village vs. Outlying areas
- **Land Locked Parcel Surrounded by Open Space
- ***As shown on Amesbury Community Buildout Analysis Prepared by MVPC, 1999
- **** Includes the Golden Triangle, Terresphere, & Rt 110 Corridor

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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MERRIMACK VALLEY PLANNING COMMISSION

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Printed June 16 2004 MDF

Land Use Suitability
Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

- In the southwest section of town, it is intended for the majority of the currently undeveloped lands to be reserved for passive recreation and open space, and conservation purposes.

Housing

- Promote the village center for infill development, as a "receiving zone" for development that could otherwise take place in the northeast, northwest or southwest sections of town. Most residential growth is preferred to be in this area, allowing density in the center as a trade-off for preservation in outlying areas. The overarching principle is to encourage affordable living units, low maintenance living, with access to businesses and services in the downtown area.

Economic Development

- It is intended to keep economic development in the areas already suitable for commercial or industrial uses, particularly along Route 110, the Golden Triangle, and the Route 150 Gateway/"Terrasphere" area. Within the village center, promote mixed use development, with commercial enterprises being primarily professional office, commercial and community services.

■

Land Use Vision

The Land Use and Growth Management Focus Group developed the following Vision Statement to guide their efforts to develop recommendations:

Provide a Distinct, Attractive and Vital Downtown in a Protected Context

Amesbury will build upon and continue its heritage as a classic New England village. We will preserve the identity of neighborhoods within the Village Center, enhance the central business district and manage development in outlying areas to preserve the environmental and scenic characteristics that make Amesbury a special place to live. We will control long-term residential growth to make best use of current and economically-feasible enhancements to our City's infrastructure. Future development will support our goals to be a sustainable community, and land use patterns will reinforce Amesbury's small town character.

■

Goals, Strategies and Actions

LU-1	**Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.**
LU-1.1	Continue to develop incentives to reuse historic buildings in the village center, especially mill sites and other buildings which reflect Amesbury's industrial heritage. *See also Public Facilities and Infrastructure, Goal 2*
	➢ Evaluate and recommend revisions or additions to Town and state regulations (zoning, design guidelines, building codes, etc.) and permitting polices/procedures to expedite reuse and redevelopment of properties in a manner consistent with goals for preservation and maintaining the historic Town character.
	➢ Ensure that Town regulations, policies and permitting approval processes encourage redevelopment and reuse of properties.
	➢ Identify and develop an inventory of abandoned or underutilized buildings, properties and other sites within the village center, and conduct site assessments to evaluate reuse potential, including any limitations, deterrents or obstacles which would limit redevelopment.
	➢ Identify options to provide financial assistance to promote adaptive reuse and infill development within the downtown center and surrounding neighborhoods. Research and summarize potential Federal, State and regional funding sources and eligibility requirements to assist with reuse and redevelopment initiatives.
LU-1.2	Encourage the clean-up and reuse of existing brownfield sites.
	➢ Prepare a Brownfields Action Plan, with PB and Municipal Council approval, to identify and prioritize clean-up efforts and assess redevelopment potential of effected parcels. Proactively explore funding sources and eligibility requirements for grants or subsidies to assist with revitalization of key sites.
	➢ Develop strategies to actively market brownfield sites for redevelopment and/or reuse.
LU-1.3	Encourage reinvestment in established older neighborhoods to enhance and preserve neighborhood character. *See also Public Facilities and Infrastructure, Goal 2*
	➢ Modify the Neighborhood Conservation District zoning by-law to make it easier to implement, then formally endorse and adopt a map identifying Amesbury's Neighborhood Districts, as provided in the Preservation Plan.
	➢ Identify and prioritize neighborhoods most in need of upgrades by conducting assessments of neighborhood conditions (land use patterns, public infrastructure, neighborhood amenities, housing stock, etc.) and holding neighborhood meetings to identify desired improvements and potential benefits.
	➢ Continue building on the past funding of the Neighborhood Improvements Projects program to strengthen and support existing neighborhoods.
	➢ Encourage the use of Zoning Overlay Districts, and include appropriate design guidelines, requirements for provision of public improvements and land use regulations to preserve and reinforce the unique characteristics of these areas.

LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**
LU-2.1	Plan and promote redevelopment of the Lower Millyard, including the area's integration with the surrounding downtown center. *See also Economic Development, Goal 2*
	➢ Explore additional design techniques to link the Upper and Lower Millyard through open space, enhanced pedestrian connections and other urban design techniques.
	➢ Present for Municipal Council approval a development action plan for the redevelopment of the Lower Millyard incorporating the findings of the recent Lower Millyard Study with recalculations of potential costs.

LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**
	➢ Present for Municipal Council approval a development action plan for the redevelopment of Carriage Hill and the R Street area
LU-2.2	Provide additional public gathering spaces and recreational amenities in the downtown. *See also Transportation, Goal 4, and Natural Resources, Goal 2*
	➢ Provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to the Back River, Clark's Pond and the Cedar Street areas, as well as to Camp Kent, both extending from the Lower Mill Yard.
	➢ Identify areas where public plazas and green space could be developed to serve as places for outdoor events, and active or passive recreational uses.
LU-2.3	Create a critical mass of downtown residents to support commercial establishments in a revitalized downtown area.
	➢ Actively market downtown sites for re-use and infill developments to provide mixed-income housing opportunities interspersed with commercial and office uses in the downtown center.
LU-2.4	Promote methods to attract and sustain a variety of commercial uses in the downtown area to provide goods and services for residents and visitors.
	➢ Encourage a mix of uses that provide daytime, evening and weekend attractions, including a variety of restaurants, coffee shops, cultural/theatrical venues, and retail shops that serve residents needs and attract tourists.
LU-2.5	Reinforce the DRC Committee's role in the advisory process for review of projects in the downtown.
	➢ Update the Design Guidelines to show clear distinctions between design review for the village center as opposed to design review for an outlying industrial/commercial zone.
	➢ Explore the means which will encourage developments to reflect Amesbury's distinct New England village character and layout, and that fit the scale and character of surrounding neighborhoods.
	➢ Explore incentives that encourage developers to maintain the historic character of the downtown through implementation of the Design Guidelines during redevelopment of buildings and properties.

LU-3	**Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.**
LU-3.1	Evaluate existing regulatory measures and consider new techniques to manage development in outlying areas. *See also Natural Resources, Goal 2,and Public Facilities and Infrastructure, Goal 1*
	➢ Consider provisions such as Transfer of Development Rights (TDR), revisions to the Cluster Development Permit, Scenic Overlay Districts or hill-top development restrictions to appropriately guide and manage new development patterns.
	➢ Protect agricultural and open space properties through programs such as Purchase of Development Rights, incentives under Chapter 61 and other Agricultural Preservation Restrictions.
LU-3.2	Plan for appropriate long range commercial and industrial development in suitable areas.
	➢ Evaluate the appropriateness and suitability of existing industrial and commercial zoning districts.
	➢ Evaluate the feasibility of developing areas where regional access and infrastructure already exist; particularly on the Golden Triangle, Hunt Road and the Route 150 Gateway.
	➢ Develop a Route 110 Corridor Overlay District that provides appropriate controls and design guidelines for commercial and industrial development to achieve a harmonious blend for a mixed use environment that is well integrated with the character of the surrounding neighborhoods.

LU-4	**Improve the Town's administrative capacity to manage growth and development.**
LU-4.1	Address the need for better enforcement of regulations. *See also Public Facilities and Infrastructure, Goal 3*
	➢ Complete a comprehensive analysis of the Town's permitting process, including defining the precise legal and planning role of each reviewing board, the bounds of each board's discretion, permissible development timelines, and recommendations for methods to improve the effectiveness of the process.
	➢ Consult with current Building Commissioner as to the scope of his work, what resources are needed to better do his work, and what, if any, required tasks prevent timely completion of inspections.
	➢ Consult with recent contractors/developers as to their perspective on policies and procedures for permitting, obtaining inspections and/or enforcement, and on interactions with boards and committees.
LU-4.2	Improve local administrative capacity to manage growth.
	➢ Provide regular training for Town employees and Board and Commission members on measures and techniques to manage growth and development patterns. Require referencing the Master Plan in their decision making process.
	➢ Evaluate long-range fiscal impacts of future growth and development for Town services, infrastructure and facilities by developing a comprehensive build-out report that addresses all forms of development and sets out a range of scenarios under present zoning,.
	➢ Ensure that the Zoning By-Law and other ordinances affecting land use are consistent with the Master Plan.
	➢ Adopt a permanent zoning bylaw that will replace the smart growth by-law, yet utilize a more evenly administered performance based point system.
	➢ Institute implementation and updates of GIS data sets and software applications to maintain mapping of Town land use patterns, zoning, environmental resources and identified neighborhood areas consistent with state standards through MassGIS. Use GIS systems as a decision making tool for evaluating long range impacts of future development proposals for consistency with the Master Plan.
	➢ Using GIS systems develop maps to monitor those areas suitable for growth (i.e. the village center) and development and those areas prioritized for preservation.

Natural Resources Element

Introduction

Amesbury is very rich in natural resources, including valuable amenities found in the Merrimack and the Powow Rivers, Woodsom Farm, Cider Hill, Lake Attitash and Lake Gardner, in addition to the newly acquired Camp Kent Environmental Center, a lakeside educational facility with an environmental focus. These resources provide Amesbury's citizens with a high quality of life through open space for passive and active recreational activities as well as educational programs. The natural resources also provide the community with clean water, clean air, and flood protection. Development in Amesbury in recent years has threatened the natural resources and open space, but protection is attainable through a cohesive preservation plan.

The Land Use Element section of the Master Plan discusses Amesbury's development patterns, undeveloped land including natural resources and recreational areas, the downtown, and residential neighborhoods. This section focuses on the open space, recreation and natural resource areas within Amesbury. Given that different sources of available data were used to document existing conditions in Amesbury, open space and recreation areas will be defined as they are in the Draft Town of Amesbury Open Space & Recreation Plan Update 2002-2006 (OSRP Update), and not as defined by terms listed in the Land Use Element's Land Use Code Definitions.

Community Planning

In recent years, Amesbury has identified needs and priorities for open space through a series of household surveys, public workshops, planning studies and documents, and coordination between citizen groups and Amesbury officials. Such efforts have led to a significant awareness of the value that natural resources provide to the community, and the importance of taking active measures to protect these areas.

■

Citizen Survey and Visioning Sessions

- A Citizen Survey was mailed to 7,103 households in 2001, and approximately 17 percent of the surveys were returned. The survey addressed issues such as municipal services, quality of life, redevelopment projects, planning, and

demographics. A copy of the survey results is provided in the Appendix.

- Three public visioning sessions were held in the year 2000 to solicit citizen input on the future of the downtown area. The participants discussed elements such as Smart Growth, sprawl, development strategies, and improvements within the downtown area including the Central Business District and the Upper and Lower Millyards.

■

Woodsom Farm Studies and Planning Documents

- Woodsom Farm is the largest parcel of public land set aside for conservation and passive recreation. The Woodsom Farm Committee was appointed in 1998 to address open space planning and the Amesbury's recreational field needs. After a public hearing and a series of meetings, including meetings with organized user groups, the Committee produced the *Woodsom Farm Committee Recommendations, June 1999.*

- Other planning documents for Woodsom Farm include the *Background information/program for Woodsom farm athletic fields and fracture trace report*, the *Woodsom Farm Archeological Study 2002*, and the *Woodsom Farm DEM Homestead/Cowbarn Study.*

Camp Kent Planning Documents

- Amesbury purchased Camp Kent, a former Girl Scout camp on Lake Gardner, in 1998. Citizen groups assisted officials in developing the property as an environmental center. In the year 2000 Amesbury developed the *Camp Kent Trail and Cammett site plans.*

- Seekamp Environmental Consulting, Inc. prepared the *Camp Kent Ecological Evaluation and Management Recommendations* for Amesbury. The report documents Camp Kent's land use history, vegetation, soils, and wildlife and provides management recommendations for the site.

- Additional Camp Kent physical and resource documents have been produced by the property caretakers.

Municipal Planning Documents

- The Amesbury Historic Commission, the Office of Community and Economic Development and a planning consultant developed the *Preservation Plan for the Town of Amesbury* in 1999[1]. Further discussion of the Preservation Plan can be found in the *Historic and Cultural Resources Element*.

- The Office of Community and Economic Development summarizes many of Amesbury's ongoing initiatives in their *Programs, Projects, & Planning Guide* written in 2002. The guide reviews 16 projects such as the Comprehensive Planning Zoning Updates and the Powow Riverwalk and Bikeway Project.

- The *Town of Amesbury Open Space and Recreation Plans* (1996-2000 and the 2002-2006 draft update) are comprehensive reports developed from the surveys, workshops, and planning documents listed above. The plan developed in 2002 is the primary open space planning document for Amesbury, and discusses the historical context of the community and documents and evaluates existing conditions. The report evaluates Amesbury's land conservation efforts, existing recreation facilities, additional community needs and contaminated land. The planning documents and public processes outlined above aided in establishing the *OSRP Update's* goals, objectives, and a Five Year Action Plan.

Summary of Resource Protection

Amesbury has worked to protect its natural resources through proactive zoning initiatives and land acquisition. The Town has modified some of its existing zoning districts to allow development along existing major roadways and limit development between the major roadways to protect and preserve key natural features. Amesbury adopted a Cluster Residential Special Permit, which encourages common open space, and the Neighborhood Conservation zoning district, which protects sensitive cultural, environmental, and historic resources. The rate of development bylaw limits the number of new houses that can be built during the year ensuring that housing growth occurs in an orderly manner and that adequate municipal services can be provided to support new and existing development.

One of the most popular resource protection initiatives the Town has undertaken was the 1989 purchase of 379 acres of agricultural land associated with the historic Woodsom Farm from private ownership. The land was purchased for municipal use and is protected as common open space associated with a nearby cluster development. The farm is currently used for passive recreation.

1 Preservation Plan for the Town of Amesbury

The acquisition of Camp Kent in 1997 also added over 16 acres of land dedicated to education, recreation, and open space preservation to Amesbury's assets.

Parks, Natural Resources, and Conservation Land

According to the *OSRP Update*, Amesbury has approximately 572 acres of public parks including Woodsom Farm (379 acres), the Powow River Conservation District, the Town Forest, Deer Island, and many smaller parks. Amesbury's public parks are used for passive and active recreation such as bird watching, trail running, and cross-country skiing. Amesbury's two conservation reserves total approximately 34 acres, and privately owned parks and camps total 23 acres. The total land area for public and private conservation/passive recreation in Amesbury is approximately 629 acres[2]. This number has increased since the 1996 open space report with the purchase of Camp Kent, a 16.5-acre former Girl Scout camp on Lake Gardner.

The Open Space and Natural Resources Inventory Map depict the environmental resources found in the Town. Amesbury's full Recreation/Open Space Inventory can be found in the table on pages 33 through 35 of the *OSRP Update* or in the Appendix. Table NR-1 summarizes the acreages of Amesbury's open space and recreation lands.

Table NR-1
Recreation/Open Space Inventory Summary

Designation	Total Acreage
Playfields	112.01
Parks	558.69
Small Parks	13.72
Conservation	33.82
Marinas	4.1
Cemeteries	125.95
Undeveloped	38.7
Privately Owned	5.85
Private Camps	17.5
Private Facilities	158.31
Total	**1067.65**

The larger sites on the Recreation/Open Space inventory are mapped on the Master Plan's Open Space and Natural Resources Map and are listed in Table NR-2.

2 Discrepancy in open space/conservation land totals between the Open Space and Land Use elements may be a result of exclusion of cluster developments' dedicated green space.

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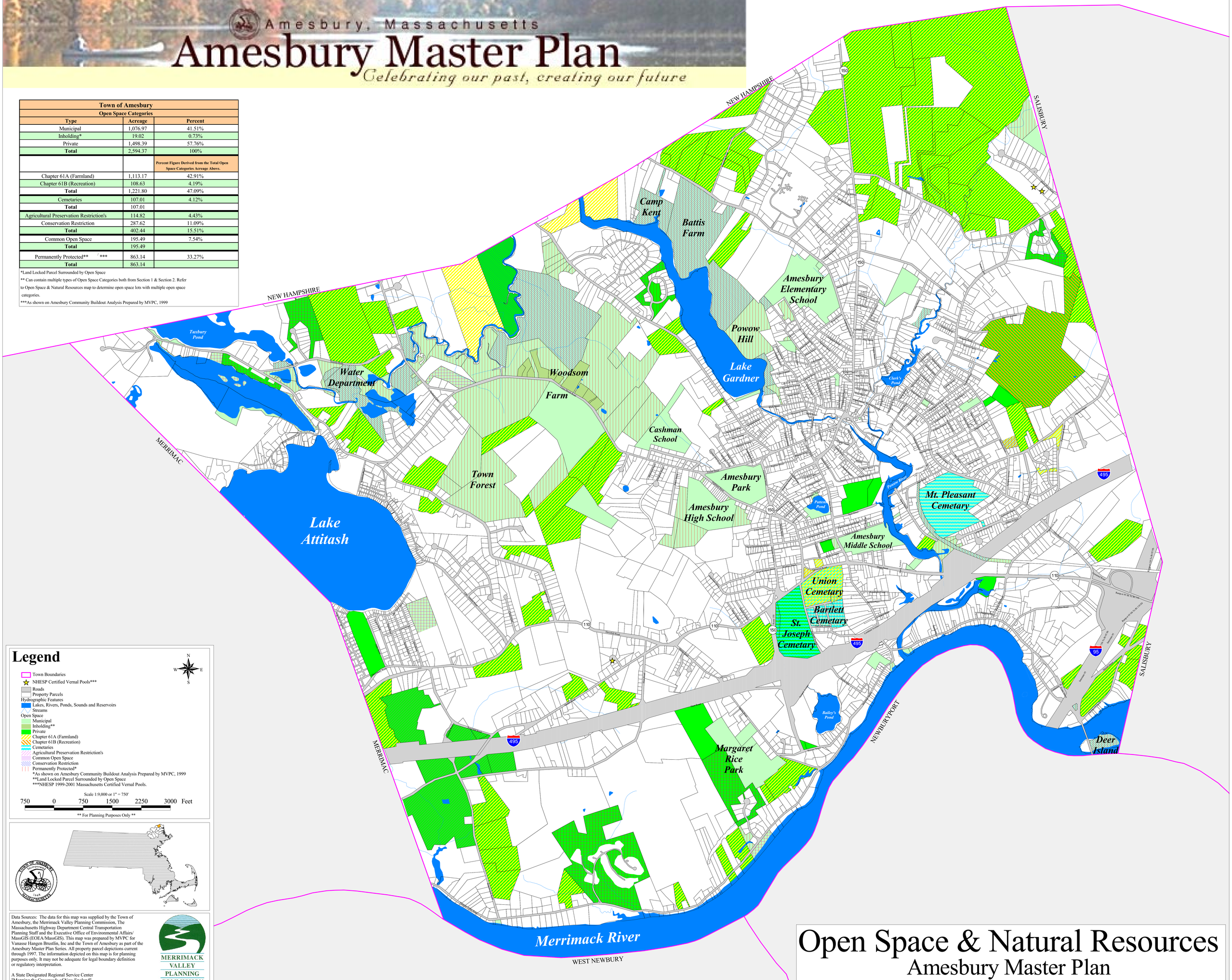
Celebrating our past, creating our future

Town of Amesbury		
Open Space Categories		
Type	**Acreage**	**Percent**
Municipal	1,076.97	41.51%
Inholding*	19.02	0.73%
Private	1,498.39	57.76%
Total	2,594.37	100%
		Percent Figure Derived from the Total Open Space Categories Acreage Above.
Chapter 61A (Farmland)	1,113.17	42.91%
Chapter 61B (Recreation)	108.63	4.19%
Total	1,221.80	47.09%
Cemetaries	107.01	4.12%
Total	107.01	
Agricultural Preservation Restriction's	114.82	4.43%
Conservation Restriction	287.62	11.09%
Total	402.44	15.51%
Common Open Space	195.49	7.54%
Total	195.49	
Permanently Protected** ***	863.14	33.27%
Total	863.14	

*Land Locked Parcel Surrounded by Open Space

** Can contain multiple types of Open Space Categories both from Section 1 & Section 2. Refer to Open Space & Natural Resources map to determine open space lots with multiple open space categories.

***As shown on Amesbury Community Buildout Analysis Prepared by MVPC, 1999



Legend

- Town Boundaries
- NHESP Certified Vernal Pools***
- Roads
- Property Parcels

Hydrographic Features
- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

Open Space
- Municipal
- Inholding**
- Private
- Chapter 61A (Farmland)
- Chapter 61B (Recreation)
- Cemetaries
- Agricultural Preservation Restriction's
- Common Open Space
- Conservation Restriction
- Permanently Protected*

*As shown on Amesbury Community Buildout Analysis Prepared by MVPC, 1999
**Land Locked Parcel Surrounded by Open Space
***NHESP 1999-2001 Massachusetts Certified Vernal Pools.

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff and the Executive Office of Environmental Affairs/ MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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MERRIMACK VALLEY PLANNING COMMISSION

J:\Arcview\Amesbury\ed18.apr\OpenSpace&Natural Resources

Printed April 15 2003 JJW/MDF
Revised Feb. 24 2004 MDF

Open Space & Natural Resources

Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Table NR-2
Recreation/Open Space – Key Site Summary[3]

Site	Zoning	Acreage
Woodsom Farm	OSC	379
Town Forest	OSC	41
Deer Island	OSC	4.69
Town Park	OSC	23.4
Powow River Conservation District*	OSC/RC	134
Margaret Rice Park	OSC	31.9
Collins Street Park	OSC	1.8
Riverwalk	IC, R-8, C	1.1
Amesbury High School	OSC	NL
Amesbury Middle School	OSC	NL
Amesbury Elementary School	OSC	NL
Cashman Elementary School	OSC	NL
Total		

NL = not listed in *OSRP Update* table
* Including Battis Farm, Powow Hill, Batchelder Park, Camp Kent, and the Lake Gardner Beach

It should be noted that there are discrepancies in the OSRP Update for the combined acreages for these uses between the table on pages 33 through 35 and the summary on page 46. Future work on the inventory should include eliminating all discrepancies in the acreage totals and a coordinated mapping effort.

The National Recreation and Park Association (NRPA) and the Cooperative Extension Service standards suggest that 43 acres of recreational open space is needed per 1000 population. This standard encourages municipalities to enhance their quality of life through providing sufficient recreational areas and open space to meet community needs. Merrimack Valley Planning Commission estimates that the population of Amesbury will be 17,038 in 2005, which would require 733 acres of conservation/passive recreation land. As noted in the Housing Element of the Master Plan, the Metropolitan Area Planning Council projects Amesbury's population to be over 21,000 by 2025. This would require 903 acres of open space, or an addition of 331 acres to the 572 acres listed in the current inventory. Securing an adequate acreage of recreational open space for Amesbury's population will insure that the use remains at an appropriate level, as well as preserving the natural environment and limiting impacts to the land.

Protecting open space is an essential component in preserving and enhancing the quality of life for the residents of Amesbury. Land conservation guides growth to

3 Draft Town of Amesbury Open Space & Recreation Plan 2002-2006 Update (pages 33-35)

appropriate areas away from sensitive natural resource areas. Much of Amesbury's open space is lacking protection through conservation measures such as zoning, acquisition, and deed restrictions. In order to preserve the existing open space from development, the Five Year Action Plan includes developing a policy statement on open space protection.

Amesbury must identify parcels to be preserved, prioritize these parcels, and identify possible ways to acquire preservation rights. Adopting a formal policy on the preservation of community open space will further clarify the Town's goals. This can be supplemented with a program of public awareness and education towards the needs and benefits of conservation and preservation of open space. Farm owners and land owners with large parcels should be identified and encouraged to be key participants in the educational process.

■

Woodsom Farm

Woodsom Farm is considered one of Amesbury's historical assets with a large dairy barn and 1840's residence. George Jewell Woodsom constructed the house and barn on the property circa 1840, and the property became Essex County's largest dairy farm. The farm was purchased by the Town of Amesbury and is no longer used for farming, but the landscape maintains an agricultural image.

Woodsom Farm has been at the forefront of open space planning in recent years because of its expansive size and proximity to the Cashman Elementary School and Amesbury High School. The *Woodsom Farm Committee's Recommendation to the Amesbury Municipal Council* (published in June 1999) concluded that recreational playfields should be constructed at Woodsom farm. Their conclusion was based on surveys and interviews with 29 organized user groups and individuals including the Amesbury School Department. Anticipated demand for fields was calculated from existing use data and a growth projection. The proposed project consisted of four rectangular playfields and two baseball/softball diamonds.

The Mayor formed an Implementation Committee to take the project through the permitting process. The Conservation Commission and the Municipal Government approved the project, but suits and appeals delayed and altered the scope of the project. The revised proposal for three rectangular fields and one diamond will go before the Planning Board. The Department of Environmental Protection action will be stayed until the completion of the Planning Board Hearings and its action on the proposal.

The Woodsom Farm Committee determined that a covered picnic and activity area and a restroom facility are needed at the farm. Other general recommendations in the Woodsom Farm Committee's report include:

- *Providing for broad based use of the farm;*
- *Maintaining historic significance;*
- *Preserving the scenic corridor;*
- *Preserving open space;*
- *Protecting the wetlands;*
- *Addressing maintenance needs;*
- *Providing for a demonstrated need; and*
- *Reducing long term impact/sustainability.*

■

Camp Kent

The Town of Amesbury purchased Camp Kent from the Spar & Spindle Girl Scout Council with an urban self help grant in 1997. The 16.5 acres of fields, wetlands, and forest is located off South Hampton Road in the northwestern section of Amesbury, and is adjacent to approximately 120 acres of public conservation land. Camp Kent, along with Battis Farm, the west side of Powow Hill, and the Lake Gardner Town Beach, make up the Powow River Conservation Area, which is permanently protected from development.

The Camp Kent Environmental Center, on the shore of Lake Gardner, was established shortly after the Town purchased the land and it continues to lead the environmental program. The center hosts over a dozen unique events throughout the year. An active summer camp and many school programs are held there as well. To expand the popular programs at the center the old lodge has been renovated to include handicapped access and additional classroom space, and the Adirondack has been modified to provide boat storage space.

The camp is accessible via trails and automobile with parking at Battis Farm. Boats can be taken to Camp Kent from various locations along the Powow River and the Town Beach. Recreation at Camp Kent includes swimming, hiking, biking, boating, and camping.

■

Landry Stadium

The Town of Amesbury recently renovated Landry Stadium, located on the grounds of the Amesbury Middle School. The Middle School site was the site of the Amesbury High School, which burned in April 7, 1964. Future uses of the venue in addition to concerts are being considered on a case-by-case basis. The open air lighted stadium surrounds a central track and field area, and the recent $1.8 Million dollar renovation made it fully handicap accessible.

■

Wetlands and Water Resources

Wetlands are critical resources for groundwater recharge and discharge, flood control, water purification, and sediment retention. They are areas of high biodiversity that provide both environmental services and socio-economic benefits. Wetlands act as biological and mechanical filters, which prevent pollutants from entering lakes, rivers, and groundwater. They provide important habitat for birds, animals, and plants. Wetlands are also important in controlling stormwater. Their flexible storage capacity allows floodwaters to be released slowly, reducing flood damage. The socio-economic benefits include recreational activities related to fish and wildlife such as fishing, hunting, bird watching and photography. Wetlands also provide economic benefit by limiting flood damage.

Amesbury's water resources are shown on the Water Resources Map. Additional information related to the Town's watershed is provided in the Water Resources chapter of this Master Plan. Amesbury's water resources include the Powow and Merrimack Rivers, the Back River, Lake Attitash, Lake Gardner, Tuxbury Pond, and many other tributary's and smaller bodies of water. The largest wetlands are associated with the 500-acre Great Swamp, the Powow River, and the Back River. The Merrimack and Powow Rivers are both influenced by the tide.

Lake Attitash and Lake Gardner are extremely valuable natural and recreational resources for Amesbury. There is limited remaining open space along the shores of Lake Attitash. Grants secured as a result of lakeside development have funded water monitoring, weed control and education programs for Lake Attitash. Lake Gardner has less development on its shores, which can be attributed to the publicly owned Powow River Conservation Area protecting the eastern shore of the Lake. The Lake Gardner Beach is used for boat launching and passive recreation.

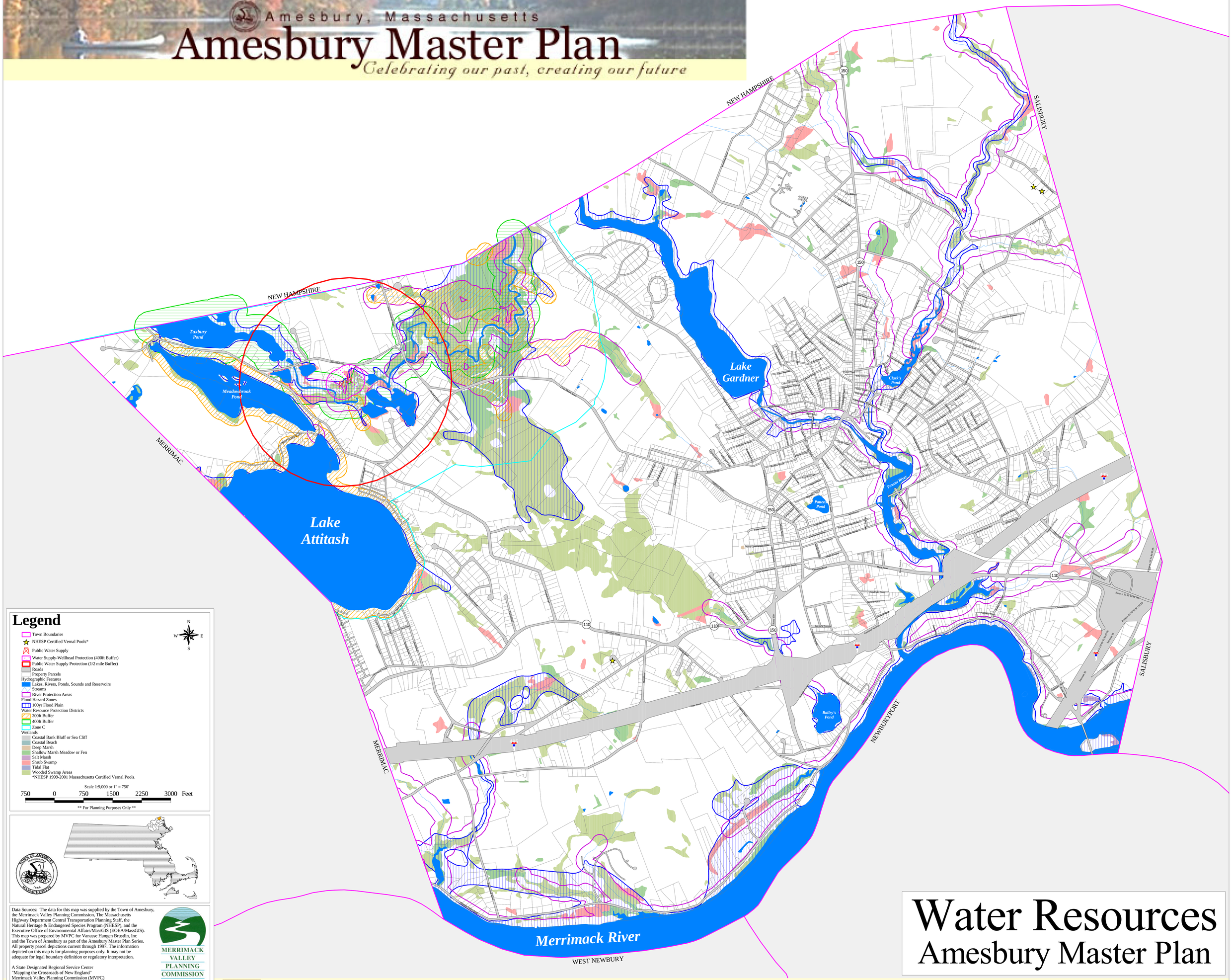
The Powow Riverwalk is a pedestrian walkway that follows the former railroad line along the Powow River. Phase II (1.2 miles) of the Riverwalk is completed and Phase I, connecting the path to Downtown, will be completed in 2004. The Riverwalk will be connected to the Merrimac Valley Regional Transit Authority Amesbury Transportation Center once the center is constructed in the Lower Millyard on the Back River (a tributary to the Powow River). Access for the handicapped will need to be developed between the Riverwalk and the transportation center. Amesbury is also considering locating a Historic Transportation Park near the future transportation center and the Riverwalk at the confluence of the Back River and the Powow River.

Amesbury has three Natural Heritage Endangered Species Program Certified Vernal Pools as shown on the Habitat and Ecosystems Map developed for the Master Plan. One is located off of Middle Road in the southwest part of Amesbury, and the other two vernal pools are located off Black River Road in the northeast section of Amesbury.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



Legend

- Town Boundaries
- NHESP Certified Vernal Pools*
- Public Water Supply
- Water Supply-Wellhead Protection (400ft Buffer)
- Public Water Supply Protection (1/2 mile Buffer)
- Roads
- Property Parcels

Hydrographic Features
- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams
- River Protection Areas

Flood Hazard Zones
- 100yr Flood Plain

Water Resource Protection Districts
- 200ft Buffer
- 400ft Buffer
- Zone C

Wetlands
- Coastal Bank Bluff or Sea Cliff
- Coastal Beach
- Deep Marsh
- Shallow Marsh Meadow or Fen
- Salt Marsh
- Shrub Swamp
- Tidal Flat
- Wooded Swamp Areas

*NHESP 1999-2001 Massachusetts Certified Vernal Pools.

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, the Natural Heritage & Endangered Species Program (NHESP), and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

A State Designated Regional Service Center
"Mapping the Crossroads of New England"
Merrimack Valley Planning Commission (MVPC)
160 Main Street, Haverhill MA, 01830

MERRIMACK VALLEY PLANNING COMMISSION

Printed April 15 2003 JJW/MDF
Revised Feb. 24 2004 MDF

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Wild Water International

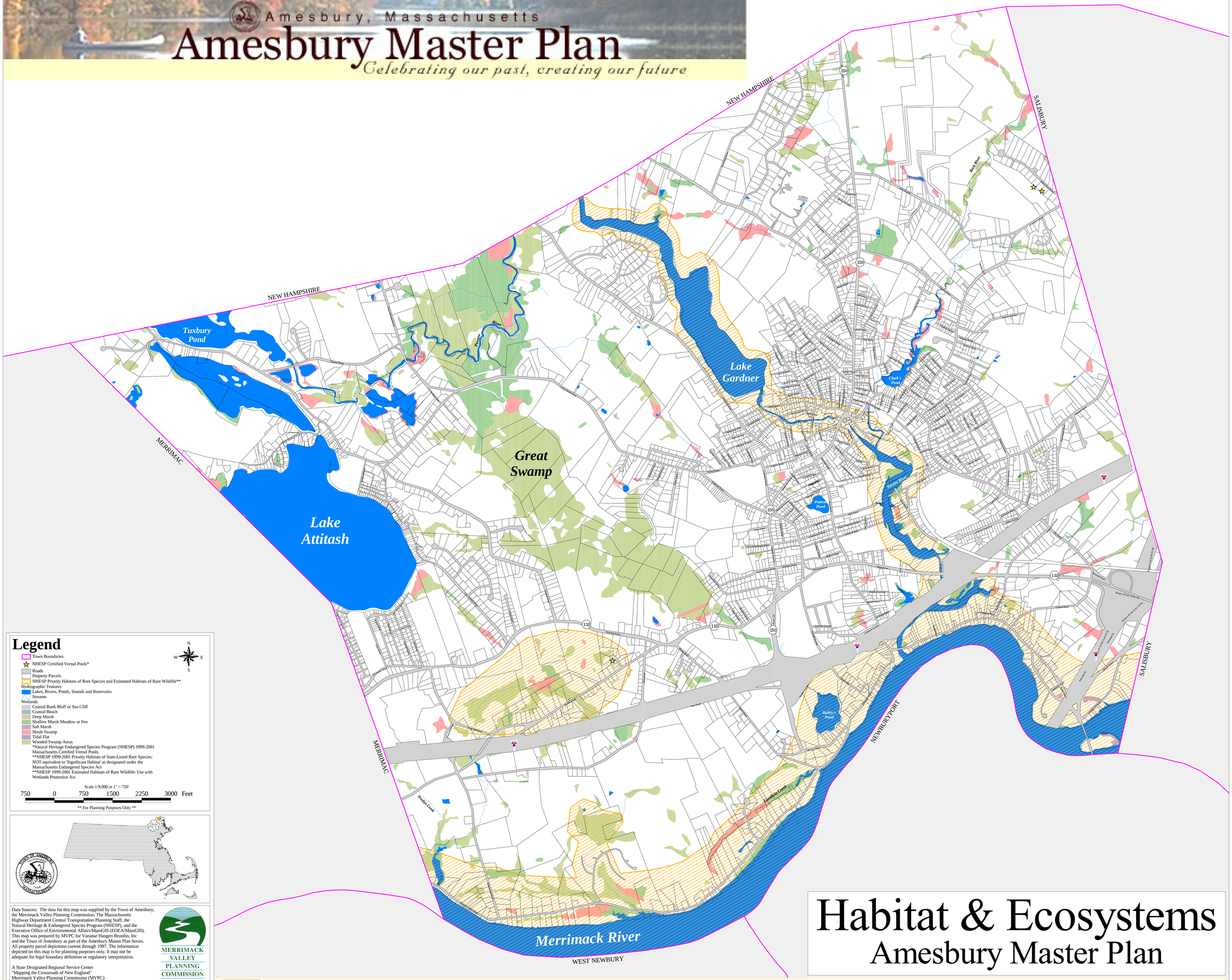
Vanasse Hangen Brustlin, Inc.

Water Resources
Amesbury Master Plan

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



Legend

- Town Boundaries
- NHESP Certified Vernal Pools*
- Roads
- Property Parcels
- NHESP Priority Habitats of Rare Species and Estimated Habitats of Rare Wildlife**

Hydrographic Features
- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

Wetlands
- Coastal Bank Bluff or Sea Cliff
- Coastal Beach
- Deep Marsh
- Shallow Marsh Meadow or Fen
- Salt Marsh
- Shrub Swamp
- Tidal Flat
- Wooded Swamp Areas

*Natural Heritage Endangered Species Program (NHESP) 1999-2001 Massachusetts Certified Vernal Pools.
**NHESP 1999-2001 Priority Habitats of State-Listed Rare Species: NOT equivalent to 'Significant Habitat' as designated under the Massachusetts Endangered Species Act
**NHESP 1999-2001 Estimated Habitats of Rare Wildlife: Use with Wetlands Protection Act

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, the Natural Heritage & Endangered Species Program (NHESP), and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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Habitat & Ecosystems

Amesbury Master Plan

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Wild Water International

Vanasse Hangen Brustlin, Inc.

■

Wildlife

Much of the information about wildlife in Amesbury comes from regional species lists and habitat descriptions. Large mammals found in the area include white tailed deer and the occasional transient moose or black bear. Small populations of red fox, grey fox, and bobcats are also indigenous to the region. Smaller mammals, such as, cottontail rabbits, raccoon, striped skunk, mink, porcupine, moles, shrews, bats, mice, opossum, squirrel, beaver, and weasel are commonly seen in the area. In New England, the agricultural grassland habitats and the white pine-hemlock-northern hardwood forest have the first and second greatest bird species diversity, respectively. A study in Woodsom Farm's grasslands habitat counted forty-one species in one June day. Camp Kent has been recording bird species since the spring of 2002. Ninety-three species had been identified by the publication of the *OSRP Update*.

■

Hills

There are six hills in Amesbury that are prominent characteristics in the landscape. Both Mundy and Lone Tree Hills are partially developed, but the remaining hills are largely undeveloped. Powow Hill is the highest point in Amesbury and much of this land is included in the publicly owned Powow River Conservation Area, providing excellent protection to Lake Gardner and flood control for Amesbury. Whittier Hill, Beech Hill, and Ring's Hill are also largely undeveloped and critical for flood protection and water quality.

■

Scenic Landscapes

Amesbury's development patterns consist of a densely developed core area, with spokes of residential development extending outward along major roadways. Between these spokes of residential development are substantial open space areas consisting of undeveloped and agricultural lands, highlighting the Town's scenic hills and valleys. It is these open space networks that provide the unique landscape that portrays Amesbury's quality of life.

Key scenic landscapes are located throughout Amesbury, both in the downtown and in the surrounding rural areas. The following areas are among the unique and scenic vistas in Amesbury:

- Whitehall Road, views of Woodsom Farm and Lake Gardner;
- Lion's Mouth Road, views of Woodsom Farm;
- Fern Avenue and Market Street, views of Cider Hill Farm and Back's Pond;

- Kimball Road, views of the Town Forest, Lake Attitash, and Tuxbury Pond;
- Pleasant Valley Road and Main Street, views of the Merrimack River;
- Main Street, views of the Point Shore neighborhood historic district;
- South Hampton Road, views of the Powwow River Conservation Area;
- Newton Road, views of the forested areas to the north and south; and
- Downtown Amesbury, the restored Upper Millyard around the falls.

Amesbury's efforts in open space preservation should include a comprehensive inventory of scenic landscapes.

■

Chapter 61A and Agricultural Preservation Restrictions

There are many active farms and large parcels of agricultural land in Amesbury. Concentrations of agricultural activity are located on Woodman Road, Fern Avenue, Friend Street, upper Market Street, South Hampton Road, and Middle Road.

Chapter 61A of Massachusetts General Law grants farm owners preferential local property tax treatment based on the Farmland Valuation Advisory Commission standards. The municipality receives the right to recover some tax benefits and a right of first refusal to purchase the property. Eligibility criteria include having five acres used for agricultural/horticultural production for at least two years. Amesbury has a fair amount of land protected in Chapter 61A Laws. Beech Hill, between Market Street and Fern Avenue, has a cluster of large parcels covered by Chapter 61A law.

The Agricultural Preservation Restriction (APR) program preserves land from development and promotes active agriculture through a permanent deed restriction. One property, Pender Farm, has been approved for the APR program, and other Amesbury properties have applied for the APR program.

Recreation

■

Playlots and Neighborhood Parks

Neighborhood parks and playlots provide protected recreational areas for children, locations for community gatherings, and sitting areas for reading a book or eating lunch. The high-density residential areas in Amesbury do not provide adequate outdoor playing space for small children. According to open space standards, Amesbury would benefit from another four acres of playlots downtown to provide protected sites for children to play. The standards also indicate that Amesbury needs

an additional 10 acres of neighborhood parks and playgrounds for children ages 5 to 16 years old.

Additional land for playlots and neighborhood parks can be found adjacent to schools and on vacant lots in the downtown area. Playground equipment can be obtained and constructed inexpensively with the use of jungle gyms, swings, and sand boxes.

■

Playfields

Amesbury has approximately 112 acres of playfields for active recreation. Young adults and adults use the fields for organized games and practices. Open space standards indicate that 112 acres should be sufficient for Amesbury (based on the year 2000 population), although as discussed in the Woodsom Farm Section, the Woodsom Farm Committee's recommendation to the Amesbury Municipal Council concluded that additional playfields will be necessary to meet the needs of the citizens in the near future. Four playfields (three rectangular and one diamond) are currently being considered at Woodsom Farm.

Additional fields on private parcels may become available to Amesbury's schools and athletic teams. The Harbor School, which is located near the Amesbury Middle School, is constructing a rectangular field and a baseball/softball diamond. Amesbury is pursuing a contract with the Harbor School to obtain use of the fields for recreational activities. Additional soccer fields have been constructed on a private parcel along Hunt Road adjacent to the TerraSphere Project. It is likely that Amesbury's citizens could contract access to these fields for organized athletics. The Town of Amesbury is current negotiating for use of these fields.

■

Recreation Programs

Summer recreation for youth includes the Preschool Program, the Youth Park Program, the Teen Program, the Summer Theater Arts Recreation (STAR) Program, and the Summer Environmental Program at Camp Kent. NFL Flag Football, Tennis, and Golf are also offered for Amesbury's youth. Lake Gardner Beach is open for swimming and recreation during the summer months with lifeguards on duty.

The After School Program is held at the Amesbury Elementary School and Cashman Elementary School during the school year. This programs offers assistance with homework, sports, computers, reading programs, arts and crafts, etc. The Youth Ecology Series, which is held at Camp Kent, is also a part of the After School Program. The Theater Arts Program is held at the Amesbury Playhouse Theater three times annually. This program teaches its students about a variety of theatrical subjects.

■

Handicapped Access

Amesbury has made strides in improving accessibility and usefulness for the elderly and handicapped. The Cashman School completed a fully handicap accessible playground in 2001. Facilities for people with mobility impairments are located at the Collins Street Park, the Middle School stadium facility, the skate park and tot-lot at the Town Park, parts of Woodsom Farm and the Powow River Conservation District, and most of the small parks.

A major effort is still needed to make Amesbury's parks more accessible to the handicapped and elderly residents. Handicapped accessibility needs to be improved at the Camp Kent Environmental Center, Woodsom Farm, and other recreational facilities. The High School's recreational facilities are not handicap accessible.

Open Space and Resource Protection Plan Update

The *OSRP Update* developed the following planning goals for the years 2002 through 2006:

- Preserve and protect public ground and surface water supply;
- Create educational connections between all citizens and environmental resources;
- Protect the unique landscape features such as hilltops and shorelines from development;
- Develop bike and hiking trails along our waterways and open space;
- Provide public access to town open space lands and waterways;
- Improve passive and active recreational opportunities on town land;
- Provide recreational opportunities for elderly and mobility-impaired residents;
- Identify and control non-point pollution sources along the Powow River watershed;
- Develop a formal policy on conservation protection measures; and
- Develop greenways linking Amesbury with regional open spaces.

■

Five Year Action Plan

The following Five Year Action Plan summarizes the priorities for Open Space and Recreation for the years 2002 through 2006:

- Update goals for the Open Space and Recreation Plan within the Town's Master Plan;
- Adopt a formal policy on the preservation of community open space;
- Develop a program of public awareness and education towards the needs and benefits of conservation & preservation of open space;
- Adopt an urban street tree plan for the R-8 District;
- Assess the extent of environmental contamination on all town owned property;
- Improve handicapped access to all Town recreation areas;
- Develop an urban recreational park on Powow Hill;
- Develop a Riverwalk & bikeway between downtown & Route 110;
- Develop additional multipurpose fields;
- Enhance Woodsom Farm for recreational& conservation needs;
- Assist in local initiatives to develop a permanent site for the Carriage Museum;
- Provide public access to lakes & ponds;
- Improve & maintain local areas of scenic beauty;
- Coordinate with regional communities to plan a bicycle route along the Merrimack River to Newburyport & Merrimac; and
- Determine the feasibility to develop a youth center.

Community Identified Assets and Liabilities

As part of the process to develop a Master Plan for the Town of Amesbury, Massachusetts, members of the Vanasse Hangen Brustlin, Inc. (VHB) consultant team sought input from Amesbury community members on their issues, concerns and visions for the City. The process of identifying Amesbury's strengths, weaknesses, opportunities and threats consisted of a series of focused interviews and public meetings to gain insight on elements that should be addressed in the Master Plan. These meetings included the following:

January 16 and 17, 2003	Interviews (over 100 people)
March 1, 2003	Public Open House on Assets and Liabilities (over 125 attendees)

March 22, 2003 Public Design workshop on Visioning (over 75 attendees)

The information compiled during the interviews and input received during the public meetings has been supplemented by the results of the 2002 Citizen Survey and with observations made by the consultant team during site visits. Additional input was received from the Master Plan Steering Committee, the seven Focus Groups for each of the Master Plan Elements and staff from the Office of Community and Economic Development.

The following sections provide a summary of what members of the Amesbury community have stated as being the Town's assets and liabilities. The statements reflect individual comments and viewpoints, and may or may not have factual basis.

■

Assets

- Amesbury is rich in its natural resources, with amenities that include Lake Attitash and Lake Gardener, several ponds, a public beach, the Merrimack and Powow Rivers, open space preserves, parks, farms and the Town Forest.

- The Powwow and Merrimack Rivers are valuable assets that contribute to the scenic qualities of Amesbury and its recreational lifestyle. There is a great potential for contiguous access to the watershed through enhanced pedestrian and bicycle connections and boating facilities.

- Amesbury has as a number of parks and open spaces that provide year round active and passive recreation activities. Residents value the many beautiful open spaces and vistas throughout the City.

- Amesbury has a rich and unique historical and architectural heritage that defines the community and should be better preserved and recognized. The many historic older buildings in the Downtown area are significant attributes to build upon for the City's revitalization strategies.

- Amesbury has active historic groups and unique museums to help improve the awareness of the community's rich history and resources. The Carriage Museum is viewed as an important aspect to signify the roots of Amesbury life when it was founded.

- The local artisan community could be an important resource to improve recognition of Amesbury's historic and cultural resources.

■

Liabilities

- There is a need to balance the amount of development with preservation of open space areas. Residential growth is threatening the rural character of Amesbury, and the Conservation Commission has been faced with issues of new development on environmentally sensitive areas. There are concerns about the potential for Chapter 40B development on larger properties and the impacts that it will have for lost open space and demand for City infrastructure and services.
- Preserving open space is a high priority for many in the community, and there are concerns about the possibility of selling open space lands to help pay for City services and improvements. There is a need to identify and prioritize areas for protection and to explore creative and proactive solutions (i.e. partnerships, obtaining conservation easements, exploring implementation of the Community Preservation Act) to acquire more open space areas.

- Amesbury residents would like to see more recreational facilities, including open space Downtown, playgrounds, soccer fields, skating rinks, performance space, a teen center, aquatics (indoor and outdoor), boat access to the lakes and rivers and bicycle and pedestrian trails. There is a need to identify creative solutions for funding to provide these amenities.

- There is a need for better connectivity between open space areas and between neighborhoods and the Village Center. Better linkages between these areas is needed for pedestrian and bicycle connections.

- As evidenced in the lack of consensus about the future of Woodsom Farm, there is an unresolved debate in the community regarding maintaining a balance between preservation of open space and providing additional recreational amenities.

- The increased use of open space means increased maintenance, resulting in increased costs. There are concerns that motorized vehicles are ruining trails, and that parks and open space areas are prone to vandalism and debris.

- There is a need for better awareness in the community about recreation and open space amenities in Amesbury. In addition to better marketing of these resources, promotion of amenities should include providing better access and parking. More public awareness is needed about the cost and benefits of open space in the City, including use of ecotourism as an economic development strategy.

- The Watershed Protection District needs better delineation and creates limitations on buildable properties; construction is permitted above but not below the district. There are problems with septic systems and associated recharge within the watershed protection area. Watershed area regulations may

need additional "teeth."

- Amesbury's cultural resources are presently underutilized. There is a desire to bring greater awareness to Amesbury residents and the surrounding communities about the importance of the historic and cultural significance of the City's heritage.

- The City's bylaws regarding preservation and alteration of historic buildings and properties are viewed as not being strong enough. There are concerns that not enough programs or incentives are available to promote awareness of the importance of Amesbury's historic sites. Additional funding mechanisms are needed to support and sustain cultural and natural resources in Amesbury.

There is a sentiment that there is no strong central resource for promoting or providing information about cultural activities and resources. There are many different groups involved in historic and cultural preservation, but not a lot of coordination among their activities.

Natural Resources Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Natural Resources Focus Group to develop recommendations to guide future resource protection initiatives in the Town of Amesbury over the next 20 years.

■

Natural Resources Vision

The Natural Resources Focus Group developed the following Vision Statement to guide their efforts to develop recommendations:

Preserve and Protect the Open Spaces and Natural Resources that Define Amesbury's Quality of Life.

Preservation and protection of open space and natural resources is a high priority for Amesbury residents. The unique geographic and natural features of Amesbury-- the river-fronts, wildlife areas, access to lakes and ponds, scenic hills, and farmlands—contributes significantly to its quality of life. We highly value the recreational and conservation amenities that are found in our community and we will strive to protect sensitive ecological and agricultural resource areas from development. We will provide high quality recreational and educational facilities that support access to and appreciation of natural resources.

■

Goals, Strategies and Actions

NR-1	**Protect existing natural features in all new development.**
NR-1.1	Develop zoning requirements that ensure new development will blend carefully with existing natural features.
	➢ Update town by-laws to ensure sustainable development practices with lesser impacts to the environment; give consideration to incentives for new development that is Leadership in Energy and Environmental Design (LEED) Certified to promote state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and environmental quality.
	➢ Develop requirements for developers to pay impact fees towards schools for new residential development.
	➢ Develop a tree and/or existing landscape preservation ordinance to protect mature trees, including fees for removal of mature trees during large-scale development, to encourage preservation of existing landscapes to the greatest extent possible.
	➢ Require developers to dedicate open space in exchange for developing on or near environmentally sensitive areas.
	➢ Ensure that new residential subdivisions include dedication of land, or a fee in lieu, for public parks and open space areas.
	➢ Encourage the use of native plant species with low water and fertilization requirements for commercial development and new home subdivision landscaping.
	➢ Consider requirements for testing soils characteristics to determine land use suitability.
	➢ Post Open Space/Greenways/Water Resources/ Wetlands/Endangered Species maps in public meeting areas for Town Council, Planning Board, Zoning Board of Appeals and the ConCom to review when evaluating land use proposals.
	➢ Develop informational materials to include as part of the Design Review process to inform developers about the importance of maintaining open space, environmentally sensitive areas and trails to maintain the desired quality of life in Amesbury.
	➢ Develop more stringent regulations for septic system development on small and 'marginal' lots.

NR-2	**Preserve and enhance open space and natural resources.**
NR-2.1	Explore new avenues to ensure that larger tracts of open space and other natural environments are preserved and maintained.
	➢ Update the Open Space and Recreation Plan, and adopt a formal policy on the preservation and maintenance of community open space.
	➢ Prioritize, improve, and maintain areas of greatest sensitivity/beauty.
	➢ Create an Amesbury Greenbelt and focus on preserving parcels to connect and encourage development of greenways.
	➢ Prioritize areas for Town acquisition and work with property owners to develop a first right of refusal for future land transactions.
	➢ Provide awareness and solicit community support for institution of the Community Preservation Act, including surveying other MA communities for successes, to provide resources for acquisition of key properties and for protection of properties with significant environmental or cultural resources.
	➢ Explore the feasibility of developing a local Land Trust, or a cooperative effort with regional affiliations, to actively pursue and monitor land conservation efforts.
	➢ Support a town-wide inventory of flora and fauna to determine most sensitive areas ecologically as well as to protect known wildlife corridors.
	➢ Develop a program of public awareness and education towards the needs and benefits of conservation and preservation of open space and explore feasibility of implementation.

NR-2	**Preserve and enhance open space and natural resources.**
	➢ Enhance Woodsom Farm for recreational and preservation purposes.
	➢ Preserve wildlife areas through Town land acquisitions or other appropriate land dedications, and include designated wildlife viewing areas on trail maps.
NR-2.2	Develop programs to enhance existing areas of natural resources and promote environmental protection.
	➢ Develop programs to work with and encourage school students to maintain trails and open space areas.
	➢ Create a position for a School Garden Representative to establish native plant gardens at the schools using native plants rescued from new development.
	➢ Adopt a formal policy on municipal pesticide reduction.
	➢ Adopt an urban street tree plan for the R-8 District.
	➢ Encourage use of environmentally sustainable building materials and supplies to be used in school construction and town offices.
	➢ Require school buses to use non-polluting fuels.

NR-3	**Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.**
NR-3.1	Promote activities that create an awareness of the benefits found in Amesbury's natural resources.
	➢ Develop methods to promote ecotourism based upon the valuable natural resources available in Town (kayak rentals, dory rides from Lowell's Boat Shop to downtown, carriage rides through town, kayaking up Powow River from Camp Kent/Lake Gardner, mountain biking through Woodsom, Town Forest, etc.).
	➢ Research and apply for grants to create an eco-circuit, either private or town-operated.
	➢ Create a brochure of trails, parks, waterways and recreational facilities and the natural resource amenities found at Camp Kent, including year round programs and activities, use of dories, youth and family programs and trails through the Powow Conservation Area.
	➢ Develop a visitor's center with kiosk and other information about natural resource and open space amenities in Town.
	➢ Develop innovative signage for all town open space trails, including those developed as part of cluster subdivisions.
NR-3.2	Develop actions to improve recreational opportunities.
	➢ Research funding mechanisms to reuse a mill building to create a Teen Center.
	➢ Develop an inventory of deficiencies and improve handicapped access to all town recreation areas.
	➢ Develop an urban recreational park on Powow Hill.
	➢ Identify areas to provide increased public access to rivers, lakes and ponds.
	➢ Determine the feasibility of developing a YMCA or a Town Pool.
	➢ Create transportation hub historical park in the Downtown/Lower Millyard.

Historic and Cultural Resources Element

Introduction

The primary source of information for assessment of historic and cultural resources is the 1999 *Preservation Plan for the Town of Amesbury*. Developed by the Amesbury Historical Commission with assistance from planning consultant Alfred Lima, the *Preservation Plan* was the first public effort in Amesbury to assess the community's goals and needs related to historic resources. The plan includes a summary of Amesbury's history and historic resources, details the community's past and present historic preservation initiatives, discusses major threats to Amesbury's historic resources, and identifies strategies and preservation tools to aid in protecting those resources. The Historical Commission also developed a five-year action plan to accomplish the goals and needs identified by the preservation planning process. The information presented in the 1999 *Preservation Plan* for the purposes of this Master Plan was updated through conversations with members of the Amesbury Historical Commission and various private organizations within the community with missions related to historic preservation.

Amesbury's Historic Resources

The community of Amesbury is located in a region of Massachusetts rich in colonial, maritime, and industrial history. In 1996, Congress designated Essex County as National Heritage Area 96, recognizing the significant role the region played in the early settlement, commercial development, and manufacturing economy of the nation. First settled in the 1640s, Amesbury was an active participant in the region's agricultural, maritime, and manufacturing activities. The community's historic resources reflect these regional contexts, as well as the development patterns of a successful New England manufacturing and agricultural community.[1]

Amesbury encompasses a rich collection of historic resources that predate and postdate European settlement. Before the first Europeans arrived in the area, Native Americans belonging to the Penacook tribe inhabited much of the land that is now Amesbury. Archaeological evidence of settlement sites within the community has been found at the mouth of the Powow River, the confluence of Presbys Creek and

1 Essex National Heritage Area, www.essexherigage.org.

the Merrimack River, Buttonwood Road, and sites near Lake Attitash. Many additional unidentified archaeological sites related to Native American inhabitation are also believed to exist within the community.

Much of the historic fabric visible in Amesbury today is the result of nearly 300 years of European settlement. Since the arrival of the first permanent settlers in the 1640s, the landscape has been transformed by agricultural activity, cottage industrial production, maritime commerce, shipbuilding, and water and steam-powered manufacturing. Amesbury has also been the home to several of our nation's most recognized writers, civic activists, and religious leaders.

Settlement patterns first established in the Colonial and early Federal periods persist in neighborhoods such as Point Shore, the Ferry District, and the Training Field area. The most significant grouping of historic resources associated with the early settlement of Amesbury is located in the Ferry District neighborhood. The 1652 Macy-Colby House and the ca. 1692 Theophilus Foot House are important seventeenth-century domestic structures in the region. The Point Shore neighborhood also retains an intact pre-industrial village setting with a strong stock of eighteenth-century housing along Main Street and Andrews Lane. The neighborhood also contains the 1785 Rocky Hill Meetinghouse on Rocky Hill Road, which is listed on the National Register of Historic Places. The Training Field neighborhood was the site of some of the earliest settlement in Amesbury and hosted a training field for local militia who fought in the French and Indian War, Revolutionary War, and War of 1812.

Agricultural activity has been present in Amesbury from the earliest periods of settlement, and persists among numerous working and inactive farms located in the Lion's Mouth Road area and other outlying portions of the town. Among the most significant agricultural resources in Amesbury is Woodsom Farm on Lion's Mouth Road. This 350-acre former dairy farm encompasses a significant collection of domestic and agricultural buildings, as well as an intact agricultural landscape. The ca. 1760 Pender Farm on Middle Road is another outstanding example of a working farm centered on a Georgian style farmhouse. Significant agricultural resources are also located on Buttonwood Road, Newton Road, Whitehall Road, South Hampton Road, and Market Street.

One of Amesbury's most important early industries was shipbuilding, which developed in the seventeenth century on the lower Powow River and later along the deep channel of the Merrimack River. The Point Shore and Ferry District neighborhoods are most closely associated with the shipbuilding trade in Amesbury. Lowell's Boat Shop (a National Historic Landmark) and the Andrews Boat Shop are two important resources in the Point Shore neighborhood related to Amesbury's boat and shipbuilding trade. The American Fishing Dory, a popular fishing and recreational boat form, was developed at Lowell's Boat Shop.

The falls on the Powow River attracted heavy mill development during the early eighteenth century as the Industrial Revolution began in New England. Amesbury developed strong textile and carriage manufacturing industries, and what is now the downtown area rapidly grew to become the commercial and civic core of the community. Between the 1830's and the early 1900's, Amesbury became the biggest carriage-building center in the United States. Car components came into Amesbury and trainloads of carriages were shipped out. Carriage making in Amesbury was highly lucrative prior to the depression.

According to the 1999 *Preservation Plan*, the downtown area contains, "the greatest concentration of economic and civic architecture in Amesbury, including manufacturing, retail, civic and religious buildings." The district's diverse resources include an intact development pattern typical of small New England manufacturing towns, featuring the large textile and carriage mill complexes in the Upper and Lower Millyards, and an early hollow frame dam. Market Square is a well-preserved example of a small downtown commercial district.

Most of the civic, commercial, and manufacturing resources in the downtown area are included in the Amesbury and Salisbury Mills Village National Historic District. The Point Shore neighborhood also contains significant manufacturing buildings along the edge of the Merrimack River on Merrimac Street historically associated with the Merrimac Hat Company.

Amesbury's role as a historic manufacturing town, along with it's revitalized downtown and scenic rural vistas have resulted in a growing number of visitors to the community. There is a wide array of venues from which these visitors can choose, including (but not limited to): the Bartlett Museum, the Macy-Colby House, the Rocky Hill Meeting House (a Society for the Preservation of New England Antiquities property), the Whittier Home, Lowell's Boat Shop (one of two properties owned and managed by the Newburyport Maritime Society), the Amesbury Carriage Museum, the Mary Baker Eddy House and the Amesbury Library Special Collections. Each of these museums has a different mission, role and story to tell, although many overlap artifacts and collections. Increasingly, such activities are seen as an important component in the future economic development of the community.

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Building Styles

Amesbury is a community of historic residential neighborhoods. The economic success the community enjoyed as a result of eighteenth and nineteenth-century industrial development produced an abundance of residential buildings rendered a wide variety of forms and styles. Amesbury's residential structures are grouped into distinct neighborhoods that evolved in association with different aspects of the town's developmental and industrial history. Neighborhoods in or near the downtown area, such as Highlands, Carriage Hill, and Po Hill have isolated Georgian and Federal style residences near the center. Notable among these are the

Georgian ca. 1780 George Currier House on Main Street, and 1811 "The Elms" on Friend Street, a well preserved example of the Federal style. The Greek Revival, Gothic Revival, and Italianate styles of the early to mid nineteenth century are also common in the downtown area, and have been applied to single-family and multi-family workers' housing built near the mills. The prosperity of the late nineteenth century in Amesbury produced a stunning variety of houses rendered in period styles such as Second Empire, Stick, Queen Anne, Shingle, and Romanesque Revival. Hillside Avenue and Greenleaf Street contain many high quality examples of these styles. Popular early twentieth-century styles such as Colonial Revival, Neoclassical, Tudor Revival, Mission, and Craftsman are also present. Outlying neighborhoods in Amesbury were historically a combination of residential, agricultural, and recreational uses.

Amesbury also retains resources associated with important writers and religious leaders of the nineteenth century. The 1811 John Greenleaf Whittier House on Friends Street was the home of John Greenleaf Whittier, one of the country's most recognized poets and abolitionists and is a National Historic Landmark. The Mary Baker Eddy House on Main Street was where Ms. Eddy wrote many of the founding teachings of the Christian Science faith.

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Neighborhoods

The 1999 *Preservation Plan* identifies several key themes and qualities embodied in the town's historic resources that were of paramount importance to preserving community character. The variety of historical experiences reflected in the diverse resources of Amesbury's neighborhoods, as well as their diversity of architectural styles, compact placement, and distinctive settings, were recognized as being important to the overall quality of life. These neighborhoods and resources are currently threatened by insensitive or inappropriate treatment by individual owners, and inappropriate streetscape treatment by municipal and/or state agencies. Residential outlying areas face similar threats, as well as threats related to loss of open space and agricultural resources.

The plan also acknowledged the central importance of the downtown business district, with its historic buildings, pedestrian scale, and river views. Like many downtown areas, Amesbury's commercial center is threatened by a low demand for older commercial space due to modern development patterns that encourage commercial expansion at the outskirts of communities.

The role Amesbury played in the regional shipbuilding industry, as evidenced in the Point Shore and Ferry District neighborhoods, is a major source of pride, and presents a prime opportunity for educational and tourism programs. While Lowell's Boat Shop has been well preserved and protected, threats to other surviving shipbuilding resources persist, as do threats of development on riverfront parcels historically used for the shipbuilding industry.

Preservation of open space has also been identified as an important issue among Amesbury residents, and the 1999 plan identified the town's remaining agricultural landscapes and historic scenic areas as needing further protection. Farms and agricultural landscapes in Amesbury are threatened by the reduced economic viability of farming in the region, the high maintenance costs and lack of use for agricultural buildings after farming ceases, and increased development of open space. The plan also expresses concern over the threats lack of identification and development projects pose to archaeological resources throughout the community.

Historic Preservation Efforts

Historic preservation efforts in Amesbury span a period of over forty years and have been undertaken by a combination of public and private entities. Strategies employed range from municipal and state regulatory controls to private development initiatives. At the municipal level, the Amesbury Historical Commission and the Office of Community and Economic Development (OCED) are most active in historic preservation efforts. Numerous private organizations and individual citizens in Amesbury have also undertaken important historic preservation projects.

Preservation-Related Bylaws, Regulations, and Planning Initiatives

Amesbury has passed two important bylaws that assist in preserving the community's historic resources and character. In 1990, Amesbury adopted a demolition delay bylaw, which prevents demolition of a structure determined by the Amesbury Historical Commission to be both historically significant and preferably preserved for a period of six months. The delay period provides an opportunity to work with property owners to develop alternatives to demolition. The town also adopted a design review bylaw in 1997 that led to the formation of a Design Review Committee. The Design Review Committee, which includes a member of the Amesbury Historical Commission, assists the Planning Board in reviewing the design elements of new industrial, commercial, and adaptive reuse projects.

Several zoning and land use regulations in Amesbury directly contribute to preserving historic buildings, sites, and open space. In 1985, the town adopted a Residential Cluster District zoning amendment that mandates 10-acre minimum lot sizes in designated areas unless development is clustered. The Amesbury zoning code also uses Office Park Development zoning districts to focus modern commercial development in designated areas. The Office Park Development District bounded by Elm Street, also known as the Golden Triangle, additionally includes an overlay district encouraging the reuse of historic commercial buildings nearby by allowing mixed residential and commercial uses in a single structure. In 2002, the town

instituted Neighborhood Conservation district zoning designed to encourage neighborhood-specific planning and protect sensitive cultural, environmental or historic resources. The first such district was established in the Brown Hill neighborhood in 2002.[2]

Amesbury has focused significant planning attention on preserving significant open space areas. In 1996, the Amesbury Open Space and Recreation Committee and the Office of Community and Economic Development drafted the *Amesbury Open Space Plan,* which included treatment of historic farmsteads and known Native American settlement sites. The plan was updated in 2002. The town has also taken advantage of state programs to preserve agricultural property and scenic roads. One hundred and five acres of the historic Pender Farm are protected under the Massachusetts Department of Food and Agriculture's Agricultural Preservation Restriction Program. An additional 1,522 acres of land in Amesbury are taxed at agricultural value under the Farmland Assessment Act (MGL Chapter 61A) to discourage incompatible development.[3] Pleasant Valley Road, Merrimack Street, and Main Street, from the Merrimack River to I-95, are designated as scenic under MGL Chapter 40, section 15C, which subjects any improvement work within the rights-of-way to a public hearing.

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Public Projects and Initiatives

The Town of Amesbury has been active in revitalization and protection efforts for historic resources through numerous individual projects and initiatives. Most of the projects have been initiated and funded by the Office of Community and Economic Development (OCED) and the Amesbury Historical Commission.

Identification of significant historic resources through cultural resource surveys and the National Register of Historic Places program forms the basis of historic preservation planning at the local, state, and national levels. In 1988 and 1989, the Amesbury Historical Commission conducted a two-phase cultural resource survey with the assistance of a Survey and Planning grant from the Massachusetts Historical Commission. The survey resulted in the submission of 600 properties into the Massachusetts Historical Commission's *Inventory of Historic and Archaeological Assets of the Commonwealth* and made recommendations for potential local historic districts, and properties and districts eligible for listing on the National Register of Historic Places. The Historic Resources Map prepared as part of this Master Plan process documents these locations, with a listing of the inventoried sites provided in the Appendix.

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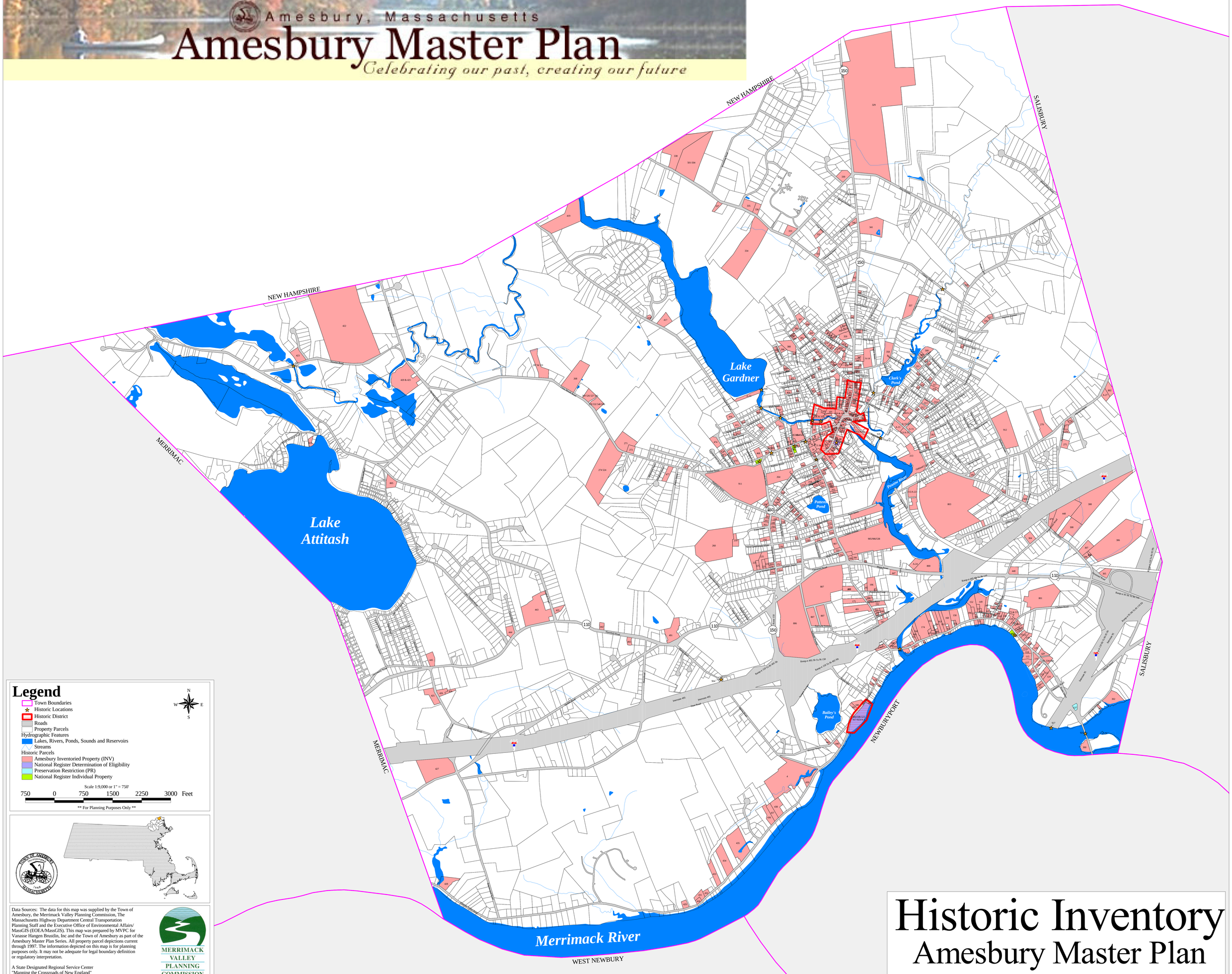
2 Amesbury Office of Community and Economic Development; *Programs, Projects, and Planning Guide 2002*; p. 32; http://www.ci.amesbury.ma.us/admin/clerk/Council_Action.htm.
3 Massachusetts Department of Food and Agriculture, http://www.state.ma.us/dfa/landuse/APR/index.htm.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



Legend

- Town Boundaries
- Historic Locations
- Historic District
- Roads
- Property Parcels

Hydrographic Features

- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

Historic Parcels

- Amesbury Inventoried Property (INV)
- National Register Determination of Eligibility
- Preservation Restriction (PR)
- National Register Individual Property

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff and the Executive Office of Environmental Affairs/ MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

A State Designated Regional Service Center
"Mapping the Crossroads of New England"
Merrimack Valley Planning Commission (MVPC)
160 Main Street, Haverhill MA, 01830

MERRIMACK VALLEY PLANNING COMMISSION

Printed April 15 2003 JJW/MDF
Revised Feb. 24 2004 MDF

J:\Arcview\Amesburyeo418.apr\Historic Inventory

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Historic Inventory

Amesbury Master Plan

Through the efforts of the Amesbury Historical Commission and individuals, four individual properties and one district in Amesbury are currently listed on the National Register of Historic Places. Amesbury is also the home to two National Historic Landmarks: the 1836 John Greenleaf Whittier House and the 1793 Lowell's Boat Shop.[4]

Amesbury's historic Upper and Lower Millyards have been focal points for preservation and revitalization efforts for over twenty years. The first project aimed at redeveloping the mill buildings began in 1977. Known as the Amesbury Millyard Project, the initiative included a residential and commercial façade rehabilitation program in the downtown that was a trigger for the establishment of the Amesbury and Salisbury Mills Village National Register Historic District. Other efforts to reuse downtown mill buildings include a 1979 effort by the OCED to rehabilitate the eight buildings in the National Register-listed Upper Millyard. Four of the buildings were rehabilitated in the 1980s, but economic conditions halted further private development after that time. In 1998, Amesbury commissioned a feasibility study for reusing the remaining four buildings in the Upper Millyard. Buildings in the Lower Millyard are currently in use as mixed industrial and commercial space. In 1998 and 2001, feasibility studies were prepared focusing on maximizing the use of the remaining buildings in the Lower Millyard. The 2001 study proposed developing a transportation center in the Millyard, and that effort is now well underway. Funded by the Merrimack Valley Regional Transportation Authority, the transportation center is currently in the design phase and is slated for completion in 2005. The new facility will also provide space for the Amesbury Council on Aging.

Significant attention has also been focused on revitalizing the downtown area in Amesbury. In 1998, Amesbury undertook a $4 million traffic, utilities, and streetscape enhancement project for the downtown area, funded by the Town and the Massachusetts Highway Department. An additional $1.2 million transportation enhancement project to create a Powow Riverwalk and Bikeway in the downtown area is also underway. Phase II of the project is complete and Phase I will be completed in 2005. The OCED and the Alliance for Amesbury operates façade restoration programs in the downtown district, offering deferred payment loans for improvements. Preservation projects are given first priority under this program, and loans can be recaptured if the owner changes the historic character of the building in later years. The OCED also worked with the Design Review Committee to draft a set of Design Guidelines for the downtown area in order to ensure compatible new development and rehabilitation projects.

Individual neighborhoods in Amesbury have also received attention from the OCED. Between 1996 and 1998, the OCED used Community Development Block Grant funds to upgrade utilities infrastructure, enhance a public park, plant and maintain

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4 Massachusetts Historical Commission, *State Register of Historic Places 2002*, pp. 3-4; National Park Service, National Register Information System, http://www.nr.nps.gov/.

street trees, and improve the safety and visual impact of houses in the Congress Street and Orchard Street neighborhoods.

The Amesbury Historical Commission and the OCED are involved in a number of preservation efforts focusing on individual buildings. The OCED's housing program has funded a variety of projects that include the rehabilitation of older residential and industrial buildings, and both agencies are involved in an advisory role in the adaptive reuse of the Merrimack Hat Factory complex by a private developer. The Historical Commission was central in a 1999 effort to restore the 1935 Smith's Chain Bridge Filling Station and convert it into a visitors' center with funding from the Massachusetts Historical Commission's Massachusetts Preservation Projects Fund.

One of the most popular preservation projects the town has undertaken was the 1989 purchase of 379 acres of agricultural land associated with the historic Woodsom Farm from private ownership. The land was purchased for municipal use and is protected as common open space associated with a nearby cluster development. The farm is currently used for passive recreation, though a 1999 report from the Woodsom Farm Committee(s) made recommendations for future development of multiuse playing fields and baseball and softball diamonds.

Amesbury has also taken advantage of the funding and tourism development resources available through the Essex National Heritage Area, providing signage for the Powow Conservation area as one example.

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Private Projects and Initiatives

Private organizations and individuals have initiated a number of preservation programs and projects in Amesbury. There are three private organizations in the community with missions related to historic preservation.

- Founded in 1968, the Bartlett Museum, Inc. operates a museum of local Native American artifacts and archival collections related to life in Amesbury, and maintains a former school building and the Point Shore railroad station, now located on museum grounds.

- The Amesbury Improvement Association is a nonprofit organization founded in 1986 to promote the welfare of the community of Amesbury. The Association manages several historic sites in town and funds improvements to public spaces and historic buildings.

- The Amesbury Heritage Fund, Inc. was formed in 1998 to "promote, preserve, and protect Amesbury's cultural vitality and rich natural and architectural heritage."

- The Fund seeks to encourage restoration of significant cultural and historic resources in Amesbury and supports endangered historic resources through fundraising, education, and advocacy.

- The Amesbury Hat Museum was formed in 2002. The purpose of the organization is to make students, townspeople, and others more aware of the importance of the Merrimac Hat Factory to the history of the Town; to collect, preserve and display documents, artifacts and products from the Hat Factory for the edification and enjoyment of the public.

Other historic buildings and sites open to the public in Amesbury include:

- **Lowell's Boat Shop**, 459 Main Street. Founded by Simeon Lowell in 1793, the boat shop designed and produced the Gloucester Dories and other small craft. Operated by the Newburyport Maritime Society and the Lowell's Boat Shop Trust, this National Historic Landmark property is a "working museum" where visitors can see boats under construction.

- **Macy-Colby House**, 253 Main Street. Built c. 1654 by Thomas Macy, the Macy-Colby House is one of Amesbury's oldest homes. It is owned by the Bartlett Cemetery Association and cared for by the local Josiah Bartlett Chapter of the Daughters of the American Revolution.

- **Mary Baker Eddy House**, 277 Main Street. Mrs. Eddy, the founder and discoverer of Christian Science, was a guest of Sarah Bagley in this home during 1868 and briefly during 1870. She penned some of her earliest writings on Christian Science while staying in this house. The house is operated by the Longyear Museum in Chestnut Hill, MA.

- **John Greenleaf Whittier Home**, 86 Friend Street. This National Historic Landmark property was the home of poet and abolitionist, John Greenleaf Whittier. The museum has been operated by the Whittier Home Association since 1918.

- **Rocky Hill Meeting House**, Old Portsmouth Road. This outstanding example of a traditional New England meeting house, featuring a unique and unaltered 18th-century interior, is owned by the Society for the Preservation of New England Antiquities.

- **Amesbury Carriage Museum**, Water Street. The Carriage Museum owns many carriages built in Amesbury during its heyday as one of the world's most important carriage-making centers. Some of the carriages are on display in various public buildings around town. Working with the Alliance for Amesbury, they will be located in the Lower Millyard.

- **Salisbury Point Railroad Society**, 270 Main Street. The Society has a collection of photos, documents and memorabilia from various local railroads. The collection is housed in a vintage rail station that once stood on the Amesbury spur of the B&M rail line.

The citizens of Amesbury were instrumental in the preservation of the 1793 Lowell's Boat Shop, one of the community's two National Historic Landmarks. When the boat shop closed in the early 1990s after more than two centuries of continuous operation, Amesbury residents succeeded in lobbying the Trust for Public Land to purchase the property until a buyer who would keep the shop in operation could be found. A partnership between the Trust, the National Park Service, and the Massachusetts Historical Commission resulted in the 1994 purchase of the building by the Newburyport Maritime Society. The Society continues to build boats on the premises and manages the property in partnership with the Lowell's Boat Shop Trust, a nonprofit organization dedicated to preserving the property. In 1996, Lowell's Boat Shop received a grant from the Massachusetts Historical Commission's Massachusetts Preservation Projects Fund for extensive structural rehabilitation.

Private developers have undertaken several adaptive reuse projects in Amesbury, including reuse of the mill buildings in the Upper and Lower Millyards, the mixed commercial and residential development at the former Merrimack Hat Company complex, and rehabilitation of two factory buildings on Oak Street for rental housing.

Cultural Activities

The Woodsom Farm Festival is held annually in September. The one-day event hosts hot air balloon rides, a children's parade, a petting farm, hayrides, costume contests, food, music, and a number of other activities. The business expo tent showcases products and services of local businesses. Admission to the festival is free and families are encouraged to bring blankets and chairs and to spend the day. Local businesses and citizen groups sponsor the event with monetary donations and donations of goods and services.

Amesbury Days are a town-wide celebration held annually in late June/early July. The activities include historical exhibits, music, arts and crafts, shopping, sports, food and dance. Past years have incorporated a summer theater series and a variety show atmosphere on the main stage at the downtown gazebo.

There is a rising demand for artist housing in Amesbury. Numerous housing initiatives are designed to provide affordable live/work space for the local artisan community. The redevelopment in the Upper Millyard included 46 new units for artists. New live/work units for artists were also developed on Cedar Street. Affordable live/work space for artists is key to maintaining Amesbury's creative culture.

Preservation Goals and Needs

The 1999 *Preservation Plan for the Town of Amesbury* identified a number of threats to historic resources, including a lack of public and owner awareness, inadequate information to identify sites and buildings as significant, lack of commercial and agricultural viability, urban sprawl, infill development, and inappropriate alterations. The *Preservation Plan* identified the following eight goals related to improving preservation in Amesbury as a result of the threats analysis.

1. Complete and update the town's cultural resource survey, and initiate a plan to inventory archaeological sites and historic landscapes.
2. Nominate properties recommended in the preservation plan as eligible for the National Register of Historic Places
3. Preserve the historic resources of the downtown, including drafting a plan to redevelop the Upper Millyard, creating a unified urban design plan for the downtown area, initiating a Main Street-type program, and establishing a central site for interpreting and promoting the town's history in the area.
4. Preserve the historic and architectural integrity of Amesbury's neighborhoods through increasing awareness of historic value among property owners, engaging neighborhood associations in promoting preservation, providing resources to aid owners in sensitive rehabilitation treatments, increasing efforts to conserve and improve streetscapes, improving the maintenance of public spaces and buildings, and increasing neighborhood-level planning.
5. Preserve Amesbury's historic landscapes, including agricultural properties, archaeological sites, and river landscapes, through increased outreach to property owners; inventorying historic farm buildings, archaeological sites, and important riverfront parcels; allowing accessory uses in barns; amending zoning bylaws and subdivision regulations to better protect archaeological sites; and establishing a local land trust or greenbelt.
6. Amend or improve regulations such as the Demolition Delay ordinance, zoning and subdivision regulations, design review guidelines, and sign ordinances to assist in achieving historic preservation goals.
7. Increase the public's appreciation of the value of historic preservation through promoting the preservation plan and developing delivery systems for information regarding Amesbury's historic resources.
8. Develop the organizational capacity to achieve historic preservation goals through strengthening private historic preservation advocacy efforts, and creating needed preservation organizations such as a historical society, local land trust, and revolving loan fund. The plan also recommended having an annual "Amesbury Coordination Day" for preservation organizations to set common goals.

Progress Since the 1999 Preservation Plan

The Historical Commission developed a five-year action plan as part of the preservation planning process designed to guide the town in accomplishing the goals set out in the *Preservation Plan*. Each goal was enumerated with various objectives assigned that were each assigned a completion date. Based on the ambitious schedule set by the plan, most of the survey work entailed in Goal 1 and the National Register nominations identified in Goal 2 were to be completed by 2003. Due to drastic budget reductions at the state level, the funding through the Massachusetts Historical Commission has not been available to accomplish these goals. The downtown revitalization tasks detailed under Goal 3 have enjoyed more success. A plan has been drafted for the redevelopment of the Upper Millyard, and a developer has been chosen for project. The request for proposals for the redevelopment included stipulations for creating a central site to promote and interpret Amesbury's history within the complex. Amesbury has not yet created an urban design plan for the downtown area, and there are currently no plans to develop a Main Street-type program for the business district.

The goal of preserving historic and architectural integrity in Amesbury's neighborhoods was helped in 2002 with the passage of an amendment to the zoning ordinance allowing Neighborhood Conservation District zoning. Other objectives under Goal 4 have not made significant progress. Though much progress has been made in preserving open space through Amesbury's *Open Space and Recreation Plan*, little progress has been made on the initiatives focused on historic landscapes detailed under Goal 5. Progress on the objectives for Goal 6 has not yet been quantified. Similarly slow progress has been made with the objectives in Goal 7 relating to increasing public appreciation for historic preservation.

The difficulty in achieving many of the goals set out in the preservation plan is due in large part to a lack of strong private preservation advocacy activity within the community, and the lack of coordination among sympathetic groups. The *Preservation Plan* recognized this weakness in 1999 when it set the eighth goal of the plan: develop the organizational capacity to achieve historic preservation goals through group coordination, the establishment of a historical society, and other groups to advocate for the cause of historic preservation. This goal was met in part in 2001 with the formation of Amesbury Treasures, an umbrella group that coordinates the activities and events of eight local cultural sites: the Bartlett Museum, the Macy-Colby House, the Rocky Hill Meeting House, the John Greenleaf Whittier Birthplace, Lowell's Boat Shop, the Amesbury Carriage Museum, the Mary Baker Eddy House and the Amesbury Library Special Collections. There is still a strong need in Amesbury for a similar model of cooperation among educational and advocacy groups in order to implement the remaining planning goals identified in the 1999 *Preservation Plan for the Town of Amesbury*.

Historic and Cultural Resources Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Historic and Cultural Resources Focus Group to develop recommendations to guide future preservation initiatives in the Town of Amesbury over the next 20 years.

■

Historic Resources Vision

Reinforce the Importance and Integrity of Historic Resources

Amesbury is a community that celebrates the traditions, architecture, and history of its inhabitants and geography, past, present and future. Amesbury will revitalize and re-utilize its wealth of historic architecture and preserve historic buildings when feasible. We will emphasize the authenticity and historic integrity of the downtown, especially building upon the industrial mill heritage. In so doing we will honor the spirit, pride and determination of our community's origin, while we reinforce the significance of preserving the vitality of Amesbury's historic Village Center. Amesbury will incorporate local history in the educational curriculum to help foster community pride and understanding of the town's heritage.

■

Cultural Resources Vision

Celebrate and Enhance the Cultural Heritage of Amesbury

We want the citizens and town government of Amesbury to recognize and appreciate the depth and breadth of our cultural heritage, to encourage and foster the community's development and support of a diversity of cultural programs, and to provide a social and economic climate that nurtures creativity in all its forms. Amesbury's cultural heritage should be a catalyst for economic development. We will work to collaboratively promote our community's cultural resources, including coordination with local and regional initiatives. The community should strive to provide cultural and educational facilities that support all citizens, with a particular focus on our youth.

■

Goals Strategies and Actions

HCR-1	**Provide a coordinated approach to protecting and promoting cultural and historic resources.**
HCR-1.1	Minimize duplication of efforts through improved communication and coordination and maximize cooperation on important preservation initiatives.
	➢ Retain the services of a public relations specialist, funded through grants, to collect information from local groups involved in preservation and arts/cultural initiatives.
	➢ Create informational materials in a cohesive and appealing format, such as brochures, web sites or periodicals, to help create informational programs that promote the various historic and cultural preservation initiatives.
	➢ Form a town historic or cultural society to oversee historic preservation initiatives and protect historic sites and buildings.
	➢ Develop an annual "coordination day" for the various groups and organizations involved with aspects of historic and cultural resources at the local and regional level.
HCR-1.2	Preserve open space and prevent the unnecessary demolition of historic properties.
	➢ Reinvigorate the Amesbury Heritage Fund with new members, a focused mission statement, and fundraising plan.

HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**
HCR-2.1	Actively pursue initiatives to document and protect historic resources.
	➢ Conduct a survey and identify planning needs related to historic preservation.
	➢ Complete survey of Amesbury's historic resources for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth.
	➢ Identify important archaeological sites for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth and take appropriate measures to ensure their protection.
	➢ Prepare and submit new district and individual nominations to the National Register of Historic Places.
HCR-2.2	Preserve the historic resources of downtown as part of larger revitalization effort.
	➢ Officially endorse the Town ongoing initiatives by developing a Main Street program similar to the model put forth by the National Trust for Historic Preservation.
	➢ Develop a central site for historical interpretation.
	➢ Develop artist/artisans center.
HCR-2.3	Preserve the historic and architectural integrity of Amesbury's neighborhoods.
	➢ Increase owner awareness of the values of maintaining historic properties, including promotional efforts such as the creation of an "historic house plaque" program.
	➢ Gather additional information and resources on techniques for rehabilitating and preserving historic properties and provide it to property owners.
HCR-2.4	Preserve Amesbury's historic landscapes.
	➢ Identify historic agricultural landscapes and work with the Town or property owners to identify techniques to preserve these areas.
	➢ Work with property owners to preserve historic barns and outbuildings through maintenance, rehabilitation, and reuse.
	➢ Protect historic river landscapes through appropriate waterfront protection measures.
	➢ Enhance historic parks and recreational areas with additional features such as signage, sculptures or other elements that provide awareness and interpretation of historical significance.

HCR-3	**Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.**
HCR-3.1	Preserve the identity of our community and prevent the town from turning into a bedroom commuter suburb.
	➢ Encourage the establishment of neighborhood associations, based upon the Neighborhood Map, and create a "congress" of neighborhoods where representatives from each can meet, talk about common issues, feel more vested in both the successes and the concerns emerging in individual neighborhoods, and engage in activities that will encourage mingling, etc.
	➢ Develop an annual forum for citizens to learn how local government works and how they can become more involved in a proactive and productive manner.
	➢ Build, renovate or appropriate space in town to hold regular get-togethers where residents can meet and mingle socially (i.e., a community center, Town Hall, a classroom in one of the schools, etc.).
	➢ Develop an infomercial about "the Amesbury story" (perhaps in collaboration with Adelphia) that can be made available to newcomers. Work with realtors to provide the information to new residents.
	➢ Create a "newcomers' club" or some such group that can tap the energy of new members of the community while they are still idealistic and enthusiastic.
	➢ Develop a non-political community bulletin board or other internet-based communications device for residents to exchange information.
	➢ Give the annual block party more of a purpose or focus, perhaps by encouraging a multi-ethnic food (or music) festival that celebrates the culinary/musical heritage of Amesbury's diverse population.
	➢ Support efforts to establish an Amesbury Heritage Center/Museum in the Upper Millyard.
	➢ Hold an annual festival (independently, or incorporated into something else such as Amesbury Days or Woodsom Farm Festival) that celebrates the "heritage arts and crafts," especially those that played a role in Amesbury's history.
HCR-3.2	Promote local arts and cultural resources to reinforce the importance of personal expression and enrichment.
	➢ Encourage the creation of an Amesbury Art Association dedicated to mounting events, exhibits, and activities that promote greater cultural awareness and enrichment for the community.
	➢ Encourage the public schools to adopt an arts-based curriculum to broaden its extracurricular arts programs to enhance critical thinking skills and provide opportunities for enrichment. ➢
	➢ Encourage better interaction between AHS and Whittier (perhaps through partial "choicing in" for specific subjects, such as fashion design, culinary arts, computer technology, and high-tech "trades" etc.
	➢ Revise the high school curriculum to include a "track" for arts/humanities oriented students, rather than the current generic system of "honors," "college prep," etc.
	➢ Encourage the use of our public school facilities for life-long learning opportunities for all residents, especially for courses for creative expression and personal enrichment (dance, pottery, painting, fiber arts, languages, etc)
	➢ Expand/change the role of "Youth Director" to that of "Community Director, to facilitate the above effort.
	➢ Create a corps of artist volunteers to work in the schools to ensure that school artistic efforts are implemented, regardless of budget cuts or economic flux.

Housing Element

Introduction

Housing is the most prevalent land use in Amesbury, and its cost and availability are critical components in the range of elements that together define the character of the community. As indicated by the data that follow, Amesbury is a diverse collection of households, with a range of incomes and educational levels. While the community's housing stock today serves the needs of most of its citizens, market changes are making it difficult for certain segments of the community to afford housing costs, therefore a focus on affordable housing is a keynote of the Master Plan process.

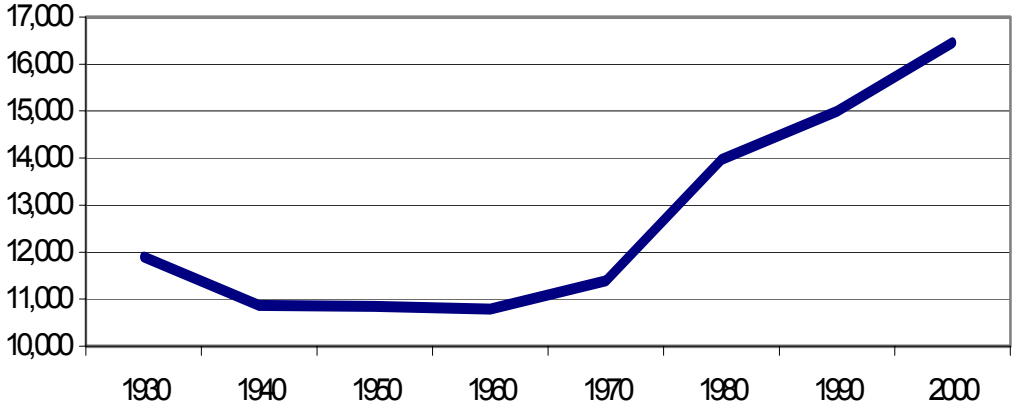
The following sections provide a brief summary of population and household changes that are occurring in Amesbury, followed by a description of the existing inventory of housing choices – from small apartments to huge estates – and how market forces are affecting the mix. A detailed look at Amesbury's affordable housing stock is also included in this baseline analysis.

Population

As shown in Figure H-1, Amesbury's population remained relatively stable for nearly four decades before beginning to grow rapidly in the 1970's. That growth has continued through the present, reaching an estimated 16,450 in 2000, an increase of 9.7 percent since 1990, or an average of approximately one percent per year. Current projections indicate a slight slowing in the growth rate to approximately 0.4 percent per year through 2006.[1]

1 Population forecasts provided by Claritas, Inc. a private-sector demographic and economic forecasting organization.

Figure H-1
Amesbury's Population: 1930 to 2000



Source: MVPC Regional Profiles

Amesbury's population growth reflects the strong regional growth trends over the long economic boom of the 1990's, as well as the expansion of housing into more affordable, suburban locations throughout the Boston Metropolitan Area. For comparison, the population of the Merrimac Valley region grew at a slightly faster pace than Amesbury between 1990 and 2000 (10.5 percent), while the State of Massachusetts as a whole grew by only 5.5 percent. Between 1980 and 1990, Amesbury's population grew by 1,026, or 7.3 percent.

As shown in Table H-1, Amesbury's population grew by 1,586 persons between 1990 and 2001. The 35-54 year old age cohort, along with their children, accounted for most of this growth. The population also is aging, with the number of people 55 and older increasing by 336, or 11.4 percent, over this time frame. These trends are expected to continue over the next five years, with strong growth in the 55-64 and 18-24 year old age groups. This will have a major impact on the community in terms of housing demand and spending on goods and services.

The median age in Amesbury grew from 32.5 in 1990 to 36.2 in 2001, and is anticipated to increase to 37.1 by 2006. The population is evenly distributed between males (48.4 percent) and females (51.5 percent) with little change in the distribution expected.

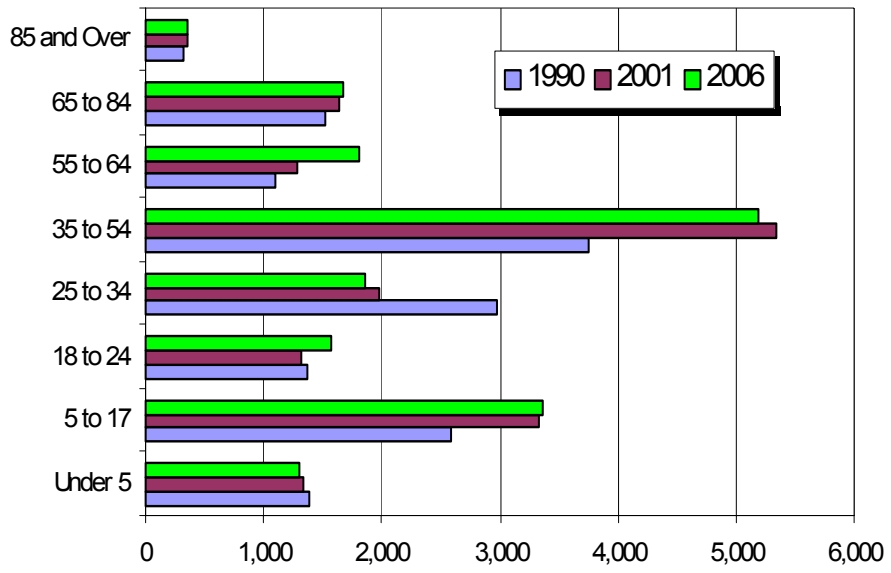
Table H-1
Distribution of Population by Age: 1990 to 2026

Age Cohort	1990	2001	# Change	% Change	2006	# Change	% Change
Under 5	1,379	1,338	-41	-3.0%	1,309	-29	-2.2%
5 to 17	2,591	3,326	735	28.4%	3,362	36	1.1%
18 to 24	1,366	1,316	-50	-3.7%	1,568	252	19.1%
25 to 34	2,967	1,983	-984	-33.2%	1,856	-127	-6.4%
35 to 54	3,751	5,341	1,590	42.4%	5,182	-159	-3.0%
55 to 64	1,107	1,292	185	16.7%	1,807	515	39.9%
65 to 84	1,523	1,640	117	7.7%	1,678	38	2.3%
85 and Over	313	347	34	10.9%	354	7	2.0%
Total	14,997	16,583	1,586	10.6%	17,116	533	3.2%

Amesbury's population is relatively homogeneous. According to the 2000 Census, the community was 98.2 percent white, one-percent African-American, 0.8 percent Asian and 0.8 percent American Indian. Only 0.9 percent of the population was considered Hispanic or Latino.

Figure H-2 presents another perspective of Amesbury's population growth by age group cohort and the change between 1990 and 2001. The graphic clearly indicates the relative proportion of each socially similar group and the change that occurred. Of the 2000 total population, 16,094 (97.8 percent) lived in households and 356 (2.2 percent) resided in group quarters.

Figure H-2
Population by Age Cohort



Source: Claritas, Inc.

Households

According to the 2000 Census, Amesbury had 6,380 households, an increase of 858 or 15.5 percent over the decade, as shown in Table H-2. Household growth exceeded population growth due to the continued shrinkage in average household size, from 2.64 in 1990 to 2.52 in 2000. During the previous decade, the number of households grew by 487, or 9.7 percent. Among the community's households, 4,228, or 66.3 percent, were considered "families", 3,267 (51.2 percent) were married couple families, 2,324 (36.4 percent) included children under age 18, and 1,320 (20.7 percent) had individuals over 65 years of age. A total of 2,152 non-family households were recorded by the census, including 1,713 householders living alone. Among family households, 723 were headed by females with no husband present and of these, 448 included children under 18 years of age.

Table H-2
Household Changes by Type

	1990		2000		Change	
Family Households	3,938	71.3%	4,228	66.3%	290	7.4%
Married Couple Family	3,063	55.5%	3,267	51.2%	204	6.7%
Households with <18	2,211	40.0%	2,324	36.4%	113	5.1%
Households with >64	1,184	21.4%	1,320	20.7%	136	11.5%
Nonfamily households	1,584	28.7%	2,152	33.7%	568	35.9%
Householder living alone	1,260	22.8%	1,713	26.8%	453	36.0%
and over 65	511	9.3%	568	8.9%	57	11.2%
Total Households	**5,522**	**100.0%**	**6,380**	**100.0%**	**858**	**15.5%**

Source: U.S. Census

Projections

■

Population

The 2025 population of Amesbury is projected to be approximately 21,400, representing an increase of about 5,000 (30 percent) over the 2000 Census estimate. A majority of the population increase is projected to take place between 2000 and 2010, with population growth stabilizing between 2010 and 2025. These projections by the Metropolitan Area Planning Council (MAPC), published in March 2003, are based on the Cohort-Migration-Survival method by establishing consistency between past decade-by-decade population and age group fluctuations, determining levels of natural increase and net migration, and then extrapolating those relationships into the future. Table H-3 provides an estimate of Amesbury's population projections.

Table H-3
Population Projections: 2000 to 2025

	2000	2005	2010	2015	2020	2025	# Change 00-25	% Change 00-25
Amesbury	16,450	20,328	21,161	21,518	21,320	21,426	4,976	30.2%

Source: Metropolitan Area Planning Council.

The Massachusetts Institute for Social and Economic Research (MISER) forecasts population changes for each community in the Commonwealth. Although last done in late 1999, before the publication of the 2000 Census figures, these estimates provide a glimpse of the relative growth in Amesbury and the surrounding communities. For the 20 year period spanning 1990 to 2010, Amesbury was ranked 15th among the 34 Essex County communities in terms of population growth, expecting to grow by 3,690 persons or 17.8 percent. For the current decade (2000 to 2010) Amesbury was forecast to rank 17th in the County, adding 1,170 persons or 7.1 percent. Overall Essex County was forecast to grow by only 2.9 percent over this time frame. Compared to its surrounding communities, Amesbury is expected to grow more slowly than most, as shown in Table H-4.

Table H-4
Population Projections: 2000 to 2025

	10yr%	County Rank 10yr%	#
Boxford	16.87%	3	1,392
Newbury	13.19%	6	861
Georgetown	12.25%	7	951
West Newbury	11.22%	8	464
Merrimac	10.88%	9	646
Rowley	8.92%	13	474
Salisbury	7.85%	15	565
Amesbury	**7.09%**	**17**	**1,170**
Groveland	0.28%	27	16
Newburyport	0.17%	29	29

Source: MISER & RKG

Recently released (December 2003) revisions by MISER indicate a somewhat slower growth for Amesbury, with their 2010 Medium forecast coming in at 17,292 (an increase of 5.1% over the 2000 Census), growing to 18,315 by 2020. MISER's Low and High forecasts for 2020 range from 17,405 to 19,258, well below MAPC's projections.

■

Households

As shown in Table H-5, by 2025 the number of households in Amesbury is projected to be approximately 9,300, representing an increase of about 3,000 (47 percent) since 2000. Household growth is expected to continue to outpace population growth between 2000 and 2025 as average household size shrinks due to more and more elderly and single-parent households. The household projection is calculated by dividing total forecasted population by the forecasted persons per household based on historic population and household trends. These projections do not take into account potential constraints due to local land availability/suitability, regulatory issues such as the existing cap on building permits, or long-term economic fluctuations. In addition, this estimate of new households is substantially higher than the average growth experienced in recent years (1990 to 2000) where household growth averaged less than 90 per year.

Table H-5
Household Projections: 2000 to 2025

	2000	2005	2010	2015	2020	2025	# Change 00-25	% Change 00-25
Amesbury	6,570	8,092	8,626	8,978	9,101	9,359	2,989	46.9%

Source: Metropolitan Area Planning Council.

Applying the Census 2000 average household size in Amesbury of 2.52 persons to the MISER population forecast above results in an estimated 464 new households to be added between 2000 and 2010, for a total of 6,844 households, which is significantly less than the MAPC estimates.

Housing

Household growth is the primary driver of housing demand in a community. In 2000, a total of 6,623 housing units were counted in Amesbury. Households occupied 6,570 units (96.3 percent) leaving 243 vacant units (3.7 percent). Only 53 units were considered seasonal (partial year occupancy). Between 1980 and 1990, the number of housing units increased by 522, or 9.5 percent. During the following decade, the number increased by 627, or 10.5 percent. The vacancy rate remained nearly constant at approximately eight percent in 1980 and 1990, decreasing substantially by 2000 as housing demand increased.

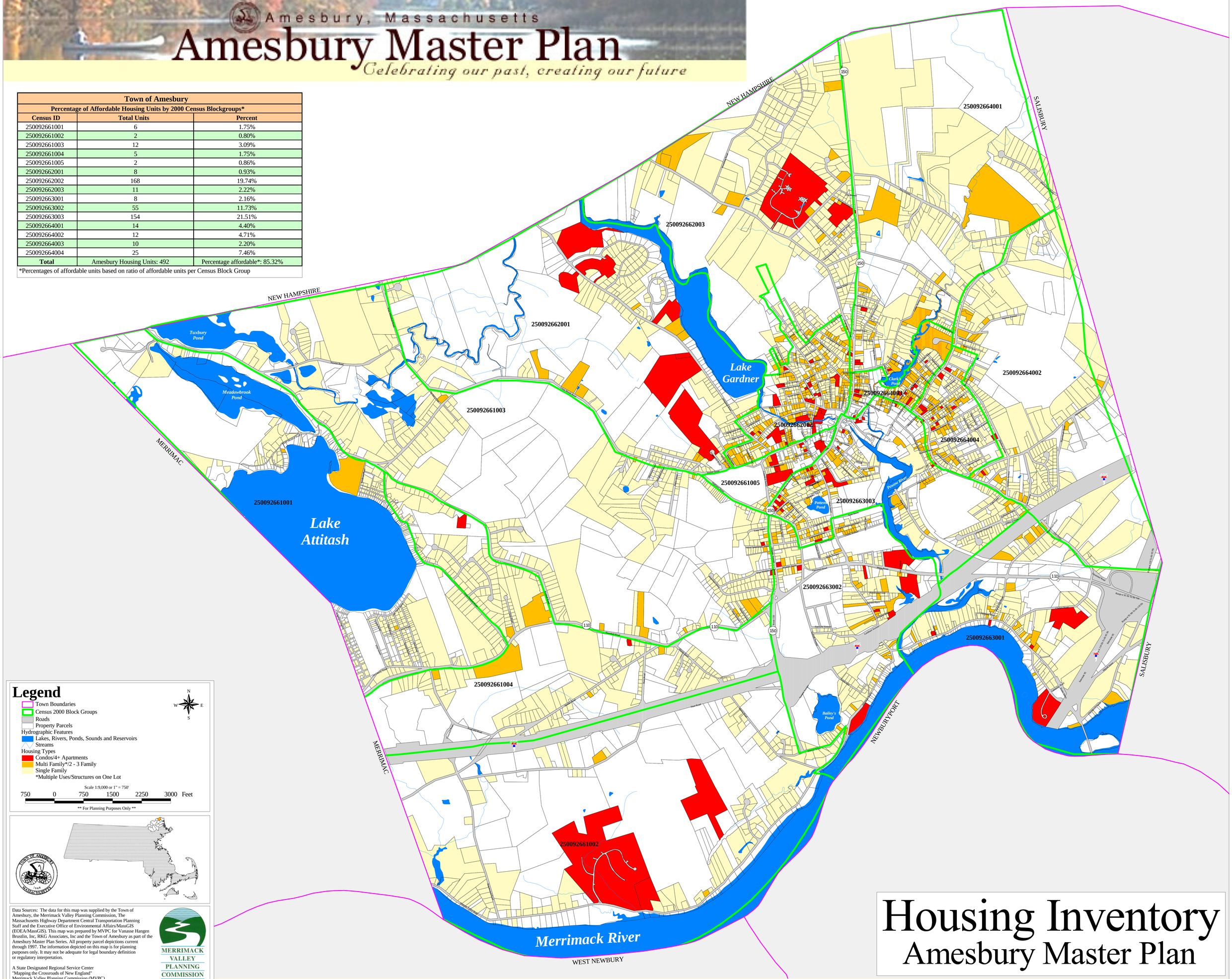
Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future

Town of Amesbury		
Percentage of Affordable Housing Units by 2000 Census Blockgroups*		
Census ID	**Total Units**	**Percent**
250092661001	6	1.75%
250092661002	2	0.80%
250092661003	12	3.09%
250092661004	5	1.75%
250092661005	2	0.86%
250092662001	8	0.93%
250092662002	168	19.74%
250092662003	11	2.22%
250092663001	8	2.16%
250092663002	55	11.73%
250092663003	154	21.51%
250092664001	14	4.40%
250092664002	12	4.71%
250092664003	10	2.20%
250092664004	25	7.46%
Total	Amesbury Housing Units: 492	Percentage affordable*: 85.32%

*Percentages of affordable units based on ratio of affordable units per Census Block Group



Legend

- Town Boundaries
- Census 2000 Block Groups
- Roads
- Property Parcels

Hydrographic Features

- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

Housing Types

- Condos/4+ Apartments
- Multi Family*/2 - 3 Family
- Single Family

*Multiple Uses/Structures on One Lot

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc, RKG Associates, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

A State Designated Regional Service Center
"Mapping the Crossroads of New England"
Merrimack Valley Planning Commission (MVPC)
160 Main Street, Haverhill MA, 01830

MERRIMACK VALLEY PLANNING COMMISSION

April 15 2003 JJW/MDF
Revised April 16 2004 MDF

J:\Areview\Amesburyeo418.apr\Housing Inventory

Housing Inventory
Amesbury Master Plan

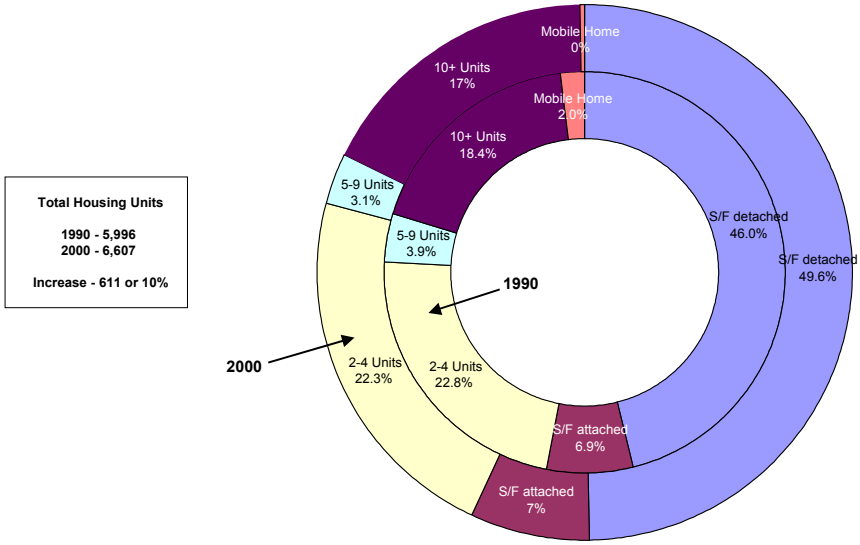
RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Amesbury's housing stock is varied, consisting of a mix of single family and multi-family units. Figure H-3 shows the breakdown of housing units by type of structure for 1990 and 2000, and indicates the relative share of each[2]. The biggest changes in the housing stock occurred in single-family detached houses, which increased by 515 units from 46 percent of the total to nearly 50 percent, the conversion of apartments to condominium ownership and a decrease in mobile homes from 118 in 1990 to 20 in 2000.

Figure H-3
Housing Units by Type of Structure: 1990 to 2000



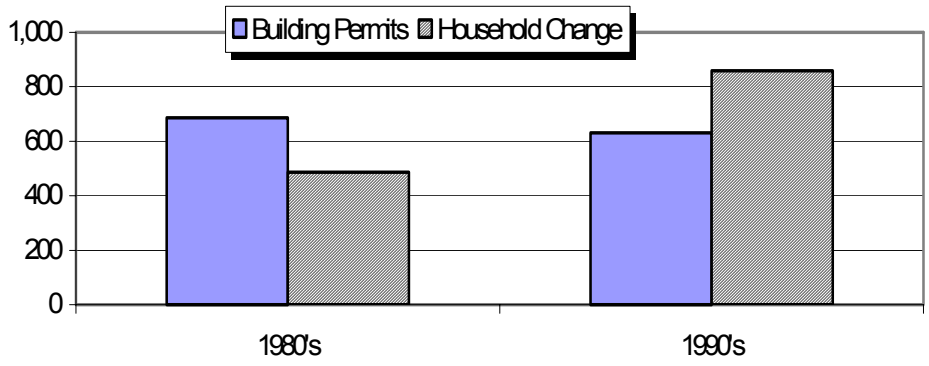
Source: U.S. Census (SF-3 data)

The median number of rooms per housing unit was 5.6 in 2000, with 85.8 percent of the units having four or more rooms; 51.9 percent have six or more rooms. The age of the housing stock is also varied, with over half of Amesbury's units (51.8 percent) built prior to 1960, and 12.1 percent built within the past decade.

According to data compiled by the Merrimack Valley Planning Commission, 686 building permits for dwelling units were issued between 1981 and 1990 and 631 were issued between 1991 and 2000. This measure of housing activity when compared with household change, shown in Figure H-4, clearly indicates the "overbuilding" that occurred in the 1980's and the subsequent catching up that occurred over the past 10 years.

2 Note that the total number of housing units is 6,607, or 23 less than reported earlier. This is a result of differences between the Census source tables (estimates versus actual counts) used in the analysis.

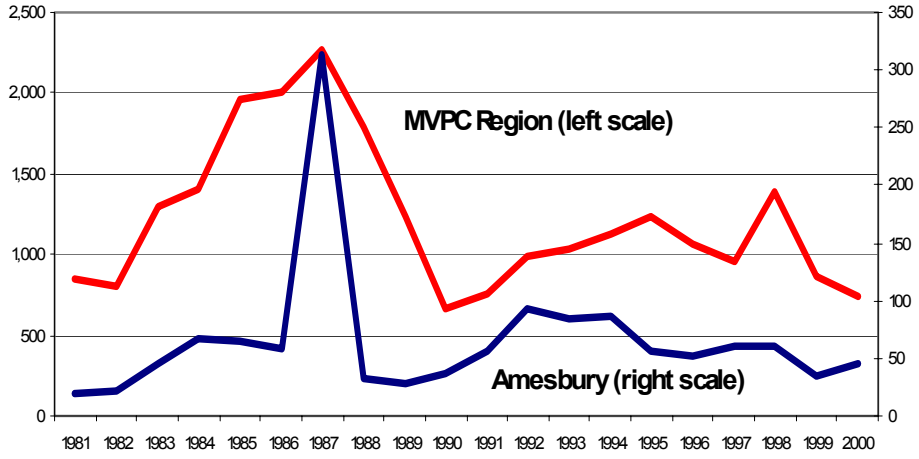
Figure H-4
Housing Growth: 1980's and 1990's



Source: Merrimack Valley Planning Commission data and U.S. Census

On a regional basis, Amesbury's new housing growth has remained relatively stable compared to other communities in the Merrimack Valley. Between 1981 and 2000, a total of 1,317 residential building permits were issued in Amesbury (an average of nearly 66 per year), compared to 24,467 issued in the Merrimack Valley Planning Commission region. Amesbury's building activity ranged from under two-percent of the regional total, to just over nine-percent, with the exception of 1987, when 313 permits were issued in Amesbury, accounting for nearly 14 percent of the regional total. Figure H-5 tracks the building permit relationship between Amesbury and the region over the past two decades.

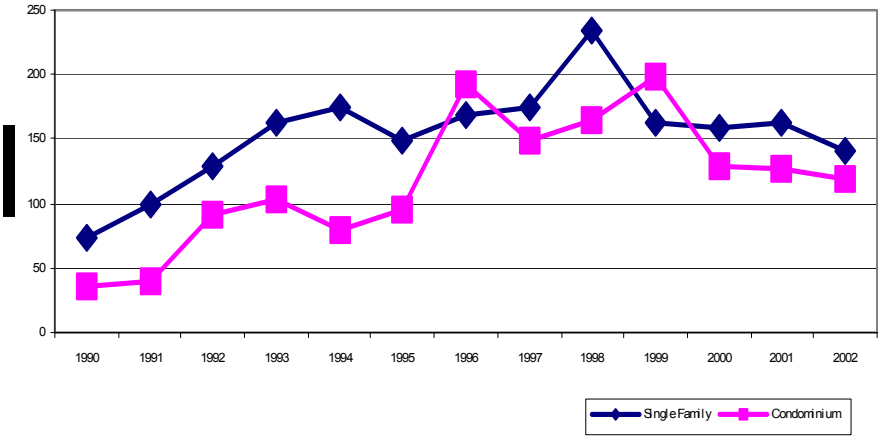
Figure H-5
Dwelling Units Permitted: 1980 to 2000



Source: RKG Associates, Inc.

Market trends in residential home sales also reveal an interesting pattern. As shown in Figure H-6, sales of single-family and condominium homes grew strongly between 1990 and 1998. However, over the past few years, sales have slowed somewhat, perhaps reflecting the slow-down in the regional economy.

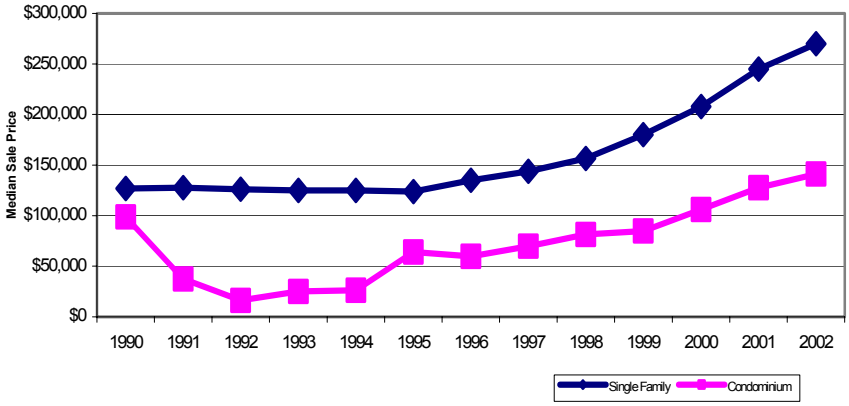
Figure H-6
Number of Single-family and Condominium Sales: 1990 to 2002



* Note: 2002 sales through October
Source: The Warren Group Information Services

Price trends, however, showed strong upward growth from 1995 to 2002, as shown in Figure H-7. According to more recent data from the local Multiple Listing Service in 2003, the average price of a single-family home sold in Amesbury was $333,675 while the average condominium sold for $187,737. The average time on market was 62 days for single-family houses and 49 days for condominiums.

Figure H-7
Median Sale Price Trends: 1990 to 2002



* Note: 2002 values through October
Source: The Warren Group Information Services

Housing Inventory

According to the 2000 Census data, in 1999 Amesbury had a total of 6,607 housing units, 3,276 of which (or 49.6 percent) were considered as detached, single units. Another 481 (7.3 percent) were attached single units, either townhouses or condominiums. The rest of the Town's housing stock was in buildings containing multiple units ranging from duplexes to large complexes with 50 or more units, as shown in the Table H-6.

Table H-6
Change in Housing Units by Type: 1990 to 2000

Type of Housing	2000	%	1990	%	# Change
S/F detached	3,276	49.6%	2,761	46.0%	515
S/F attached	481	7.3%	413	6.9%	68
2-4 Units	1,471	22.3%	1,367	22.8%	104
5-9 Units	205	3.1%	234	3.9%	(29)
10+ Units	1,154	17.5%	1,103	18.4%	51
Mobile Home	20	0.3%	118	2.0%	(98)
Total Housing Units	6,607	100.0%	5,996	100.0%	611

Source: U.S. Census (SF-3)

Approximately 60 percent of the current (2000) housing stock is owner-occupied, according to 2000 U.S. Census estimates. This ratio (owner-occupied to renter) has grown dramatically sine 1990, when the number of rental units nearly equaled the number of owner-occupied units. Since 1997, approximately 185 multi-family housing units were converted from rental properties to condominium ownership, which could be a factor contributing to the increase in home ownership. This trend is expected to continue as new single-family units (which are generally owner-occupied) continue to be added to the housing stock.

The information presented in Table H-7 is based on an analysis of Amesbury's Assessor's 2002 data base of properties (LA-4 Report) and includes all parcels classified under *Residential*. In addition, there are 211 commercial parcels with a total assessed value of nearly $93 million, 98 industrial parcels assessed for $76 million, 55 properties classified as agricultural, and 373 exempt parcels.

Table H-7
Residential Property by Assessment Class

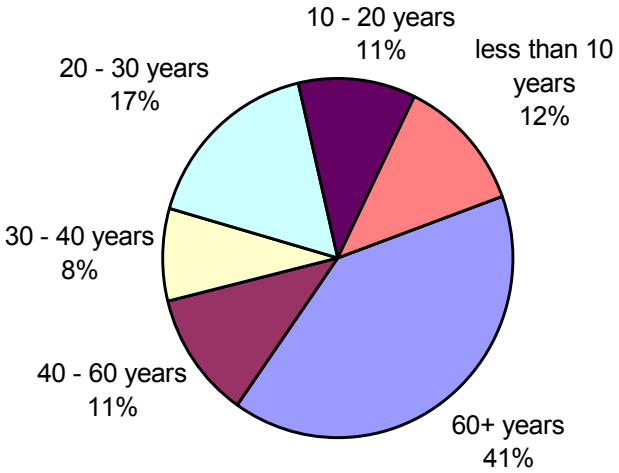
Property Type	Description	Parcel Count	Assessed Value	Average per Parcel
101	Single Family	3,157	$753,298,100	$238,612
102	Condominium	1,040	$148,613,000	$142,897
103	Mobile Home	25	$2,742,800	$109,712
104	2 Family	436	$106,857,100	$245,085
105	3 Family	70	$18,193,600	$259,909
106	Out Bldgs	29	$2,112,300	$72,838
108	Assisted Living	2	$2,128,200	$1,064,100
109	Multi-Houses	24	$7,746,100	$322,754
111	4-8 Units	59	$17,036,100	$288,747
112-125	Over 8 Units	11	$29,936,600	$2,721,509
130	Vacant Land - Dev.	138	$16,756,400	$121,423
131	Vacant - Pot. Dev.	106	$7,190,000	$67,830
132	Unbuildable	111	$2,246,200	$20,236
010-044	Mixed Use	154	$34,377,600	$223,231
	Total Residential	5,362	$1,149,234,100	$214,329

Source: Amesbury Assessor – FY02 LA4 Report

The mixed-use parcels (Code 010-044) listed in Table H-7 include those with more than one use, and include an additional $26 million in commercial and industrial assessed value. Amesbury's total assessed value in Fiscal Year 2002 is just over $1.5 billion.

Typical of New England mill communities, Amesbury's housing stock is a mix of old and new, with nearly 60 percent of the units built prior to 1970 and over 40 percent built prior to 1940, as shown in more detail in Figure H-8.

Figure H-8
Age of Housing Units



Source: 2000 Census

The larger apartment complexes in Amesbury include:

- 112 units at 100 Whitehall Road
- 156 units at 55 Congress Street
- 28 units at 64 Whitehall Road
- 36 units at 106 Friend Street
- 111 units at 164 Whitehall Road
- 32 units at 47 Pleasant Valley Road
- 16 units at 125 Main Street
- 14 units at 104 Main Street
- 14 units at 100 Highland Avenue

Many apartments that were built in the 1970's through the 1990's have been converted to condominiums including 74 units at 1 Brown Avenue, and 75 units at 45 Macy Street. Although most units are owner-occupied, some may continue to serve as rental units (if allowed under the homeowner's association rules).

Zoning and Land Use

Amesbury's zoning ordinance includes five residentially-focused zoning districts (R8, R20, R40, R80 and RC) which specify minimum lots sizes, allowed uses and regulatory issues. Housing is also allowed in the PUD (Planned Unit Development) zone under certain conditions as well as in the CBD (Central Business District), which includes a substantial number of residential units on upper floors of buildings

with ground level retail. Each of these zoning districts define the density and intensity of uses that are permitted.

Market Conditions

The residential housing market over the past few years in Amesbury, eastern Massachusetts and southern New Hampshire has significantly increased in terms of sales volumes and the rate of price increases. The rental housing market has also performed in a similar fashion, with demand outstripping supply in many areas, resulting in large increases in rents for nearly all types of properties.

Table H-8
Residential Sales Activity: 1990 to 2002

	Number of Sales		Median Price	
Year	Single Family	Condominium	Single Family	Condominium
1990	74	36	$127,000	$98,600
1991	99	40	$127,500	$37,276
1992	129	91	$126,000	$16,300
1993	163	103	$125,000	$25,000
1994	175	80	$125,000	$26,350
1995	148	95	$123,950	$64,000
1996	168	193	$135,000	$59,900
1997	175	148	$143,900	$69,900
1998	234	164	$156,500	$81,450
1999	162	198	$180,000	$84,900
2000	159	129	$208,000	$106,000
2001	163	126	$244,900	$127,750
2002*	141	119	$269,900	$141,000

*Note: January through October
Source: The Warren Group Information Services

Table H-8 lists the number of residential property sales and the median price in Amesbury since 1990. According to the Assessor, approximately 127 residential properties (including 109 single family, 15 two-family, 1 three-family and 1 vacant parcel) transferred ownership in Amesbury between January and September 2002, at an average sales price of $277,533 and mean sale price of $233,533. The average assessed value of these properties was 89 percent of the sales price while the mean assessed value was at 83 percent.

Compared to surrounding communities, particularly those to the south towards Boston, Amesbury's housing is considered to be relatively "affordable." From January through November 2002, the median single family and condominium sales values for various nearby communities are shown in Table H-9. The 114 percent increase in the median sales price in Amesbury over the past 10 years is matched or exceeded by similar large gains in Salisbury (84 percent), Newburyport (156 percent) and Merrimac (128 percent).

Table H-9
Median Sale Prices: 2002 (Jan-Nov)

	Single Family	Condominium
Lawrence	$ 179,900	$ 97,000
Salisbury	$ 218,100	$ 219,000
Methuen	$ 234,000	$ 168,450
Haverhill	$ 245,000	$ 170,500
Amesbury	**$ 272,500**	**$ 143,000**
Merrimac	$ 280,000	$ 205,000
Rowley	$ 310,000	$ 195,000
Groveland	$ 312,000	$ 267,800
Georgetown	$ 327,000	$ 291,600
Ipswich	$ 342,250	$ 219,000
Newburyport	$ 345,000	$ 259,900
North Andover	$ 406,750	$ 157,400
West Newbury	$ 411,225	N/A
Andover	$ 437,500	$ 165,450
Topsfield	$ 490,000	N/A
Boxford	$ 545,000	$ 240,000

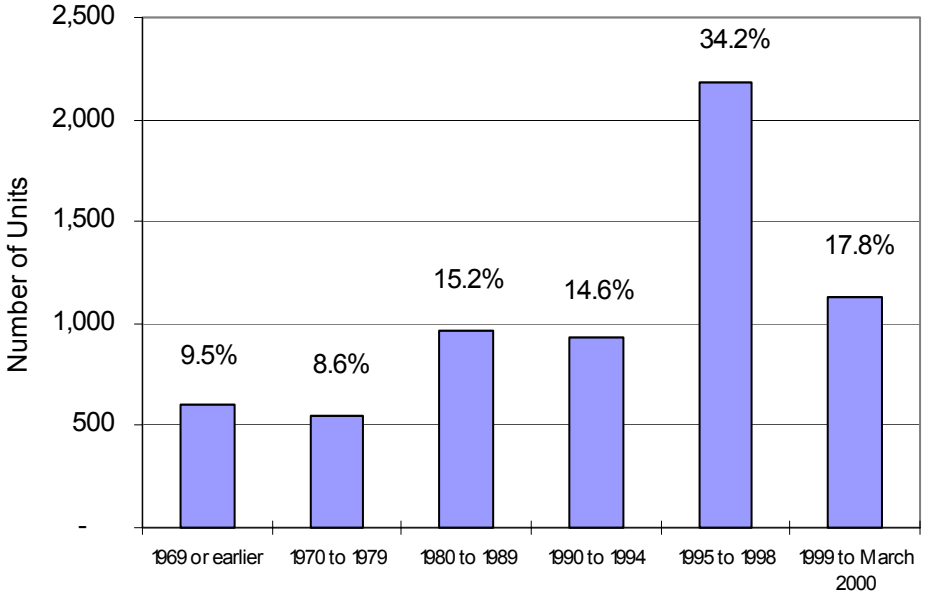
Source: Warren Information Services

Recent data published by the Multiple Listing Service that covers Amesbury, indicates that over a 180 day period ending February 12, 2003 a total of 82 single-family homes had been sold at an average price of $333,675. These units had been on the market for an average of 62 days. In addition, 59 condominiums or cooperative units sold at an average price of $187,737 (49 days on market) along with 22 multi-family properties at $303,900 and 6 land parcels at $84,000. At the time of the report, there were 50 active single family listings with an average asking price of $405,412 with homes ranging from $199,900 to $899,000. Similarly, there were 35 condominiums at an average listing price of $232,148, ranging from $75,900 to $750,000.

Real estate brokers explain that much of the demand for housing in Amesbury is coming from people from communities closer to Boston, such as Danvers and Peabody, who are seeking a less urban environment that is still well located relative to transportation and amenities. It was reported that many potential buyers look at Newburyport first and then consider Amesbury due to the generally lower price levels for most types of real estate. Similarly, many residents are attracted to Amesbury for it's unique compact downtown, historic "charm" combined with the nearby sense of "country living" due to the amount of open space and water bodies.

Additional Census information, as shown in Figure H-9 below, reveals that many of Amesbury's residents are relative "newcomers," with a majority (52 percent) having moved into their current residence since 1995. Less than 10 percent of Amesbury's residents have lived in their home for more than 30 years.

Figure H-9
Year Households Moved Into Unit



Source: 2000 Census and RKG

Compared to the state and region, Amesbury has a substantially "younger" residential population (in terms of longevity). As indicated in Table H-10 below, Amesbury has a relatively high portion of "new" residents than the larger region, with 67 percent of its residents having moved in during the past decade, compared to approximately 60 percent for County and State.

Table H-10
Percentage of Householders by Year Moved In

	Amesbury	Mass	Essex
1969 or earlier	9.5%	13.4%	13.8%
1970 to 1979	8.6%	10.5%	9.9%
1980 to 1989	15.2%	16.1%	15.9%
1990 to 1994	14.6%	15.6%	15.6%
1995 to 1998	34.2%	28.0%	29.3%
1999 to March 2000	17.8%	16.4%	15.5%
	100.0%	100.0%	100.0%

Source: 2000 Census and RKG

The rental housing market in Amesbury is anecdotally reported to be very tight, with low vacancy rates and increasing rent levels. Current asking rents vary widely, depending on unit size and quality, but generally range from $750 per month for one-bedroom units to $1,500 or more for two- and three-bedroom apartments. The 2000 Census reported that the median rent paid in 1999 was $680, with 47 percent of those reporting paying between $500 and $750 per month and 30 percent paying more than $750 a month. Current statistics on the number and type of rental units available, or on average turnover rates, are not available at the local level.

According to the 2000 Census, 2,182 (approximately 34.2 percent) of Amesbury's 6,380 non-vacant housing units were renter-occupied. This was a decrease of 160 units from 1990, when 2,342 units were renter-occupied (42.2 percent of the total). Owner-occupied housing jumped from 57.6 percent of units (3,180) to 65.8 percent (4,198) during the decade. Anecdotal evidence suggests that this trend is continuing and is possibly accelerating due to the current low mortgage interest rates.

Of the rental units in 2000, 46 percent (1,003) were occupied by families (two or more related people) while 54 percent (1,179) were non-family households. Of these, nearly 80 percent (937) were people living alone, nearly evenly divided between male and females. In comparison, 80 percent (776) of Amesbury's homeowners were living alone, with 60 percent of them female. This data points out the need for wide variety of housing options, including smaller rental units for one-person households.

Affordable Housing

The Office of Community and Economic Development (OCED) coordinates and manages the provision of subsidized affordable housing units in Amesbury. Several state and federal funding programs are utilized in this process, which also include a range of services to homeowners and developers.

Median family income is used by the state and federal governments as the baseline for the determination of housing affordability, with incomes determined on a regional basis. Amesbury included in the greater Boston Metropolitan Area. The 1999 median family income in the Boston Metropolitan area was $68,772, nearly $6,000 or approximately nine-percent greater than in Amesbury. Under guidelines set up by the federal Department of Housing and Urban Development (HUD), families with incomes at 30 percent or less than the regional median are considered *very low income,* those below 50 percent are considered *low income,* while those below 80% of median are considered *moderate income*. HUD adjusts the median family income each year for inflation and family size. For the current year (2003), the regional median family income is $80,800, with the following eligibility limits:

Very Low Income:	$24,250
Low Income:	$40,400
Moderate Income:	$62,650

The affordability of housing in Amesbury is a major focus of the Master Plan. As shown in Table H-11, data from the 2000 Census indicates the relative affordability of home ownership and rental units based on household income.

In general, the federal and state governments recommend that total housing costs, including utilities and taxes, should be no more than 30 percent of household gross income. This is adjusted based on family size and an annual list of affordability criteria is published by the state (see box below). In 1999, 25.8 percent of homeowners and 37.1 percent of renters in Amesbury, or a total of 1,646 households, did not meet this criteria. These figures are only slightly higher than those for Essex County.

Table H-11
Housing Costs Relative to Household Incomes

	Owners		Renters	
	#	%	#	%
Amesbury				
Less than 15%	804	24.7%	447	20.5%
15.0% to 19.9%	583	17.9%	327	15.0%
20% to 24.9%	545	16.8%	315	14.5%
25% to 29.9%	457	14.1%	175	8.0%
30% to 34.9%	280	8.6%	139	6.4%
35% or More	559	17.2%	668	30.7%
Not Computed	23	0.7%	107	4.9%
Total	3,251	100.0%	2,178	100.0%
Essex County				
Less than 15%	45,211	32.3%	17,912	17.9%
15.0% to 19.9%	24,839	17.8%	14,147	14.1%
20% to 24.9%	21,078	15.1%	13,050	13.0%
25% to 29.9%	15,129	10.8%	12,551	12.5%
30% to 34.9%	9,072	6.5%	7,582	7.6%
35% or More	23,763	17.0%	28,723	28.7%
Not Computed	839	0.6%	6,218	6.2%
Total	139,931	100.0%	100,183	100.0%

Source: U.S. Census Bureau

Amesbury currently has an inventory of 499 affordable housing units, or 7.6 percent of its total 2002 housing inventory, that qualify under The Commonwealth of Massachusetts Chapter 40B regulations.[3] Under 40B, Amesbury needs to increase it's qualified affordable housing stock to 10 percent, or 657 units, therefore requiring that an additional 158 units need to be added to the inventory that are protected in perpetuity. Although there are some housing units available on the market which meet the technical definition of "affordable", they are not included in the "official" inventory because they lack deed restrictions or other accepted long-term protection mechanisms. For example, the Multiple Listing Service listed earlier in Table H-9 includes five condominiums on the market priced below $100,000 and an additional seven priced less than $150,000. Only three single-family units were listed for less than $250,000, however.

The current inventory of subsidized housing in Amesbury consists of a variety of unit types utilizing different assistance programs, mostly located in single and multi-family properties geographically dispersed throughout the community. The Town provides a range of services to promote and maintain affordable housing for low and moderate income families, including direct rent subsidies (Section 8 vouchers), loans and grants to qualified home buyers, as well as loans and grants to developers to include affordable units in their projects. Funding for these programs is made available from the state and

3 The state only recognizes those units that have a recorded deed restriction that limits the occupancy of the unit to individuals or families that meet certain federal affordability criteria (in general occupancy costs are limited to 30% of income).

federal governments. The Amesbury Housing Authority, a separate entity, also provides affordable housing through several properties that it owns and manages.

Included among the 499 approved units are 358 units that are deeded in perpetuity to adhere to affordability limits, along with 119 units on which restrictions are set to expire at staggered times over the next 20 years. If the owners of these units do not elect to maintain their affordable status, even more units will be needed to reach the 10 percent affordable goal set by 40B.

> Low or moderate income housing means any units of housing subsidized by federal and/or state government and/or local housing authority under any program to assist the construction or substantial rehabilitation of low or moderate income housing, as defined in the applicable federal or state statute or regulation, whether built or operated by any public agency or non-profit or Limited Dividend Organization. Low or moderate-income housing shall include housing subsidized by the federal, state, or local government to provide long-term housing for individuals who are mentally ill or mentally retarded, including all group home units in each community as reported annually to the Department by the department of mental health and department of mental retardation. No unit of housing under the federal leased housing program or a state rental assistance program or any housing allowance program shall be considered to be low and/or moderate income housing unless such unit is constructed or substantially rehabilitated under a state or federal housing subsidy program in addition to the subsidy provided through leased housing, state rental assistance, or housing allowance program. Low or moderate income housing shall also include the following:
> (a) any community housing, as defined in chapter 44B, created by a city or town pursuant to and following its approval, in the manner required by M.G.L. c.44, § 3 through 7; of chapter 44B; but only community housing units occupied by persons whose income is 80 % or less of the area median income, as defined by the United States Department of Housing and Urban Development, shall be so included. Each city or town shall certify annually to the Department the number of community housing units within its borders that meet these criteria in order for these units to be counted toward the city or town's low and moderate income housing stock;
> (b) any accessory apartment which is approved pursuant to a city or town's ordinance or bylaw and occupied by persons whose income is 80 % or less of the area median income, as defined by the United States Department of Housing and Urban Development. Each city or town shall secure the Department's approval of these accessory apartment units pursuant to 760 CMR 45.02 and 45.03 in order for these units to be counted toward the city or town's low and moderate income housing stock and shall certify annually to the Department the number of such accessory apartments within its borders; and
> (c) housing units created under a local program which qualify as local initiative units pursuant to 760 CMR 45.02 and 45.03. The procedures in 760 CMR 31.04 further define low or moderate income housing for purposes of determining whether the city or town has met any of its statutory minima.

Some of the larger affordable housing initiatives in Amesbury include:

- Macy Terrace (27 units)
- Heritage Towers (102 units)
- Powow Villa (60 units)
- Heritage Vale (43 units)
- Market/Macy St. Apartments (23 units)
- Elms Residence (29 units)
- Whittier School Apartments (14 units)
- Turning Point (20 units)
- Housing Support, Inc. (7 units)

The other 174 units are provided in scattered sites throughout the community in properties ranging from two to three units to twenty-one units.

New private development has created 70 new units of housing downtown between 2001-2004. Of these 70 units, 53 are owner-occupied condominiums and 17 are rental apartments. Ten of the 53 condominiums are affordable in perpetuity and 13 of the 17 rentals are affordable for 15 to 20 year variable terms. These new units contribute approximately 1.1 percent to the Town's total of 6,570 residential units.[4] The Upper Millyard Revitalization Project is a $6.5 million dollar program to renew three historic mill buildings into 46 artisan live/ work condominiums and a heritage/ historic museum space. Other housing development in the area includes a $1.3 million dollar development at 104-114 Main Street. Working with a private developer, the historic Rand-Adams Block was reconstructed after a fire destroyed the 13,000 square foot, three-story building in 2001. The building offers eight rental units, of which five are affordable, and four commercial spaces. At 26-28 and 32 Elm Street, a former train depot and hotel where a local business was housed for over 50 years, a $1.2 million dollar transformation created five affordable units and three new commercial spaces. 17 Main Street is the historic Counting House for the Amesbury and Salisbury Mills Park and is being transformed into four rental units, of which three are affordable, and three commercial spaces. The project is estimated to cost $1.3 million dollars. All of these projects received one or more state grants through the Town ranging from $500,000 to $750,000 to offset construction and design costs.

The North Shore HOME Consortium, of which Amesbury is a member community, serves as an information source and conduit for several federal and/or state funding programs aimed at the creation of affordable housing throughout the region. The Consortium produces an annual housing report and regularly tracks several affordability indicators for its member communities. The Merrimac Regional Planning Commission also tracks and reports data on housing conditions for its member communities.

Planned Developments

There are several major projects that are planned or underway in Amesbury that that include significant housing components. They include the following:

- A private developer has proposed a large, 268 unit condominium housing project on Kimball Road and is seeking rapid approval under the state's 40B regulations. Because of its 40B status, at least 25 percent of the project, or 67 units, must be affordable (which will be added to the 40B inventory). The project is presently before the Zoning Board of Adjustment.

4 Census, 2000.

- The Route 150/I-495 Gateway area, also known as the "Terrasphere" project after the consulting firm that completed the recent Master Plan for it's redevelopment, includes a mix of light industrial, commercial and residential uses on the approximately 455 acres included in the plan. The housing that was envisioned includes up to 200 condominium units on 22 acres surrounding the north and west sides of Bailey's Pond, along with up to 175 rental apartments on 10 acres along Route 150 Extension (the site of a former truck stop). This could also accommodate a retirement or assisted living community. The developer selected for the project (Fafard Company) is currently going through a due diligence phase and hopes to begin construction of the housing soon.

- The redevelopment of historic mill buildings in the Upper Millyard will result in new housing units aimed at artists for live/work space. Several units will be available for low and moderate income families. Approximately 46 condominiums are under development.

- There are at least two downtown projects that will result in new apartment units, including several affordable units in conjunction with funding from the Office of Community and Economic Development. Local developers are replacing a building on Main Street with commercial uses on the first floor and apartments on the upper levels, with four affordable units available to low and moderate income tenants for a fifteen year period. Another building is under development on Elm Street which will include five affordable units for twenty years.

The Office of Community and Economic Development serves as the "quarterback" for leveraging public and private funding to develop affordable housing. A variety of tools are available through this office including low-interest loans, grants and infrastructure improvements to assist owners and developers build new units or rehab existing properties.

Community Identified Assets and Liabilities

As part of the process to develop a Master Plan for the Town of Amesbury, Massachusetts, members of the Vanasse Hangen Brustlin, Inc. (VHB) consultant team sought input from Amesbury community members on their issues, concerns and visions for the City. The process of identifying Amesbury's strengths, weaknesses, opportunities and threats consisted of a series of focused interviews and public meetings to gain insight on elements that should be addressed in the Master Plan. These meetings included the following:

January 16 and 17, 2003	Interviews (over 100 people)
March 1, 2003	Public Open House on Assets and Liabilities (over 125 attendees)
March 22, 2003	Public Design workshop on Visioning (over 75 attendees)

The information compiled during the interviews and input received during the public meetings has been supplemented by the results of the 2002 Citizen Survey and with observations made by the consultant team during site visits. Additional input was received from the Master Plan Steering Committee, the seven Focus Groups for each of the Master Plan Elements and staff from the Office of Community and Economic Development.

The following sections provide a summary of what members of the Amesbury community have stated as being the Town's assets and liabilities. The statements reflect individual comments and viewpoints, and may or may not have factual basis.

■

Assets

- There is currently a great diversity within Amesbury's housing stock, with a broad range in home prices and rents suitable for a variety of income and age groups.
- Redevelopment of mill buildings in the Downtown area provides opportunities for more of a mix of housing alternatives, including market rate and affordable rental units and condominiums in a mixed-use setting.
- There are a number of resources available for affordable housing projects and programs. Studies are being conducted on a regional level for affordable housing needs and programs; funding for affordable housing may become available as a result. Habitat for Humanity is interested in coordinating a project in Amesbury, and there is an interest in forming a Community Development Corporation to provide affordable housing services.
- Amesbury's unique and established neighborhoods provide opportunities to build upon housing resources through focused and appropriate infill development.
- The Route 150 Gateway area (Bailey's Pond) offers an opportunity to provide a range of new housing options.
- "Cluster" zoning for housing units in new developments provides more affordable housing prices due to lower infrastructure costs. Clustering also preserves open space.

■

Liabilities

- There is beginning to be a lack of affordable housing for city workers, trades people, artists and senior citizens in Amesbury. This trend will become even more significant as Amesbury continues to become attractive to commuters or if gentrification takes over.

- Amesbury's median household income is $51,900 suggesting that monthly housing costs should not exceed $1,300. However, new homes are selling for $300,000 to $600,000 and condominiums are selling for $150,000 or more.
- Several larger properties in Amesbury are threatened because of Chapter 40B housing developments. Because of the way the program is applied, the City needs to have a proactive plan to control growth and provide more affordable housing opportunities to fulfill the state's affordable housing requirement.
- Recent housing developments have been more "suburban" in character, which is not consistent with the character of Amesbury's neighborhoods. Better design standards are needed to preserve Amesbury's historic village character.
- Residential growth is exceeding commercial growth in Amesbury, which is resulting in higher housing values and increased property taxes. There is a need for economic development to expand the tax base and reduce property taxes.
- There has been a significant increase in the amount of rental units being converted to condominiums, which is limiting the amount of housing options.
- A lack of or inadequate infrastructure in some areas of the City limits where new housing could be developed, and is placing additional demands on the need for City utility improvements.
- A number of older homes and buildings that provide affordable housing are in disrepair. Restrictive building codes also restrict creative reuse of buildings for housing opportunities and can inflate construction costs. Incentives are needed to encourage rehabilitation of these properties.
- Affordable housing often comes with social stigmas and stereotypes that can inhibit development of new housing projects. There is a need to demystify this image and provide education and publicity about who qualifies for affordable housing and what the state requirements are for meeting affordable housing programs.

Housing Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Housing Focus Group to develop recommendations to guide future housing development patterns in the Town of Amesbury over the next 20 years. The recommendations are summarized on the Housing Action Map.

■

Housing Vision

The Housing Focus Group developed the following Vision to guide their efforts to develop recommendations:

Ensure a Variety of Housing Options for an Economically Diverse Population

Amesbury has a great diversity in its housing stock, with a broad range in home prices and rents suitable for a variety of income levels, age groups and needs. Our community will continue to offer housing opportunities that meet the needs of Amesbury residents of all ages and income levels, as well as meeting the Commonwealth's guidelines to provide *at least* ten percent of our housing stock at affordable levels. As we strive to provide a range of housing choices, we will aim to do so in a manner that is consistent with smart growth principles, promoting housing opportunities within the downtown area thus preserving the open space and natural resources and Amesbury's historic homes and neighborhoods.

■

Goals, Strategies and Actions

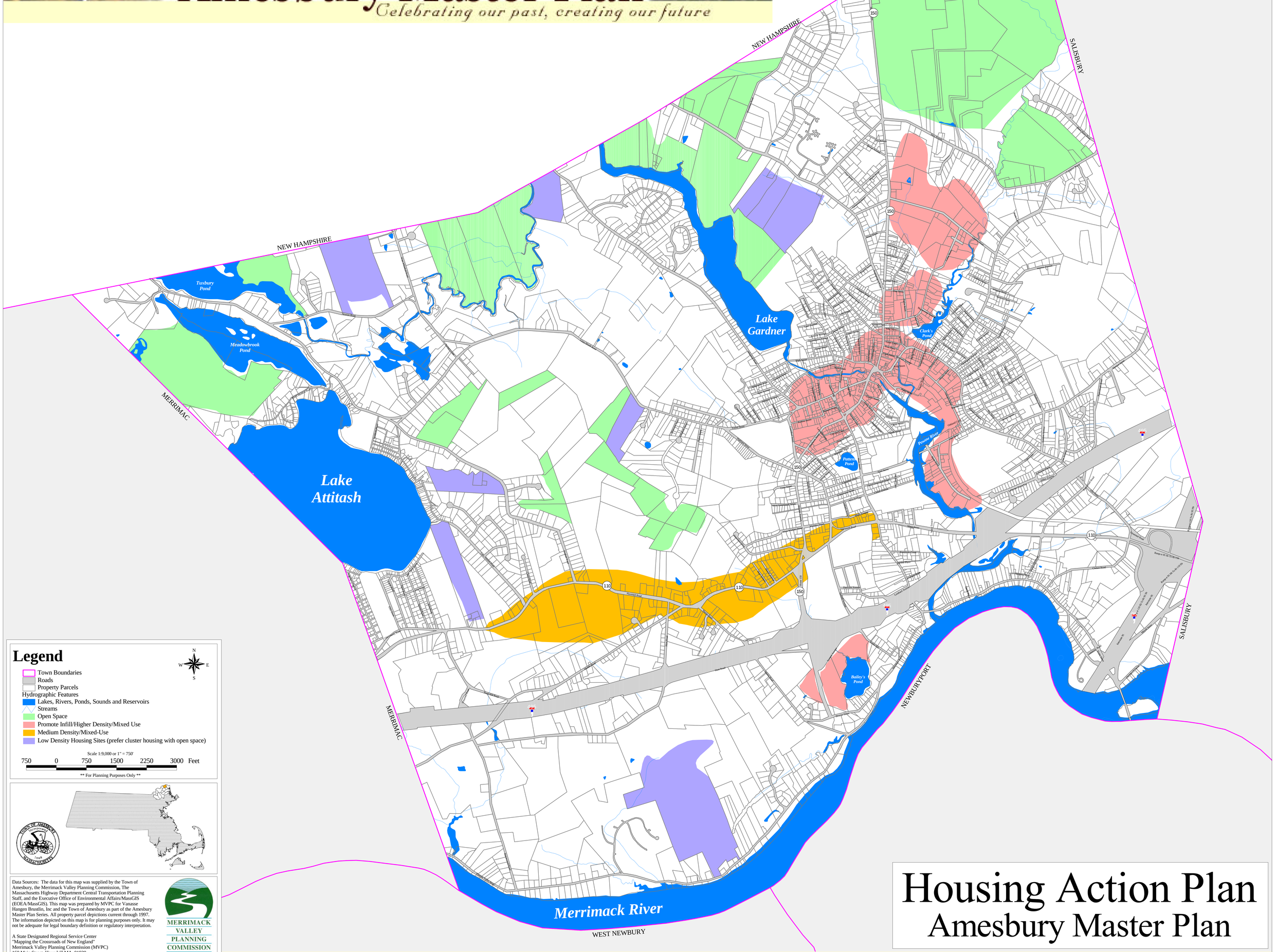
H-1	**Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.**
H-1.1	Meet the Chapter 40B ten percent affordable housing criteria (150 to 200 additional certified units) by 2009.
	➢ Explore methods to provide incentives in the form of tax relief, grants, low interest loans and/or technical assistance for property owners willing to create new qualified affordable units within their existing single family residences
	➢ Explore means (such as offering density bonuses to developers) of supporting higher density cluster developments which include a substantial affordable housing component.
	➢ Pass and support an inclusionary housing requirement for zoning bylaws which require 25% of housing units within all developments be dedicated as affordable housing.
H-1.2	Maintain 10 percent of Amesbury's housing stock as affordable units in perpetuity.
	➢ Study the feasibility of developing Town policies which encourage cooperative arrangements with the development community aimed at creating 40B projects in suitable locations ("friendly 40Bs").
	➢ Explore methods to provide incentives for private property owners to provide affordable housing ("informal 40Bs").
	➢ Market the Town's goal to satisfy 40B requirements, so that the Town can play a direct role to ensure that affordable housing is provided in suitable locations, and that 40B developments are transparent to any neighborhood where developed.
	➢ Solicit community support for institution of the Community Preservation Act to provide resources for development and maintenance of new affordable housing units and programs.
	➢ Study the feasibility of modifying the Town's tax title taking structure to allow the Town the ability to dedicate those properties to permanent affordable housing.

H-1.3	Address the needs of a significant number of households who are potentially at risk in their ability to afford quality housing in Amesbury.
	➢ Identify and encourage the reuse of underutilized buildings and land parcels, especially along the Route 110 corridor, for the purpose of creating additional housing, for both affordable as well as market rate units.
	➢ Explore possible incentives for property owners and developers to reuse and redevelop underutilized properties.
	➢ Study which demographic groups are most in need of housing and/or housing assistance, for example, the elderly, first time home buyers, very low and low income residents, single parent families, and the disabled.

H-2	**Promote a mixed-use environment in the downtown area to ensure a vibrant community during the day, evening and on weekends.**
H-2.1	Encourage and foster "mixed use" zoning in the downtown area encompassing both commercial and residential components. *See also Land Use Goal 2.*
	➢ Study the feasibility of additional mixed-use developments in and around the downtown and other selected areas such as along Macy Street/Route 110.
	➢ Examine increasing allowable density of development to assure economic viability for mixed-use projects.
	➢ Explore redeveloping older, low-density properties with higher-density uses that maintain and enhance the "look and feel" of the downtown area.
	➢ Study which commercial and residential establishments will succeed together.

H-3	**Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.**
H-3.1	Ensure a wide range of housing types to provide different housing options for a diverse mix of lifestyles and household incomes.
	➢ Identify appropriate areas to increase the number of rental units that meet the current and future needs of Amesbury residents, including non-family households, singles and the elderly.
	➢ Stabilize the cost of taxes and maintenance in order to better maintain the inventory of affordable units.
	➢ Study the prospect of creating planned neighborhood developments that incorporate a range of housing types such as rental units, multi-family homes, single-family homes and condominiums available for a variety of income levels.
	➢ Investigate options to discourage the number of rental units that are converted into condominium ownership each year.
	➢ Work with appropriate agencies to support buildings (and/or homes) that are energy efficient and "green".
H-3.2	Encourage all developments to include affordable housing to ensure it will continue to be well integrated throughout the community.
	➢ Utilize the existing flexible zoning code to foster mixed-income projects.
	➢ Remove unnecessary barriers to future developments/ developers that recognize and tangibly address the need for affordable housing in their plans.
H-3.3	Support the establishment of nonprofit entities that promote affordable housing.
	➢ Work with non profit organizations, such as Habitat for Humanity, in the effort to supply and maintain affordable housing.
	➢ Allow priority in issuance of permits to mixed-income projects that include affordable housing.
	➢ Explore the possibility of establishing a community land trust or a community development corporation for the purpose of acquiring and holding and/or developing properties for permanent affordable housing.

H-4	**Ensure fair housing opportunities throughout the town.**
H-4.1	➢ Work with Independent Living Center to ensure accessible housing for disable adults.
	➢ Provide fair housing counseling to landlords.
	➢ Determine services needed for populations with special needs.
	➢ Work with MA Department of Mental Retardation and Department of Mental Health to assist in placement of individuals in supportive housing, group homes, independent living, or other care.
	➢ Market the Town's Get the Lead Out Program to encourage landlords to abate lead-based paint from their properties.
	➢ Utilize Community Development Block Grant funds through Town's housing rehabilitation program to remove architectural barriers and to create supportive housing units.



Legend

- Town Boundaries
- Roads
- Property Parcels

Hydrographic Features

- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams
- Open Space
- Promote Infill/Higher Density/Mixed Use
- Medium Density/Mixed-Use
- Low Density Housing Sites (prefer cluster housing with open space)

N W E S

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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Merrimack Valley Planning Commission (MVPC)
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MERRIMACK VALLEY PLANNING COMMISSION

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Printed June 16 2004 MDF

Housing Action Plan
Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

Economic Development Element

Introduction

Economic development includes a wide range of components and activities. Although it is most often thought of in terms of attracting *industry* to the community, it is much more. The economy of Amesbury is driven by the interactions and activities of several hundred business enterprises. These businesses manufacture products, sell goods and provide services to a wide variety of markets – some local, some global. The economic development element of the Master Plan needs to address Amesbury's economy as a whole, focusing on actions that enhance and support the individual businesses which operate in the community.

An important aspect of economic development is the desire on the part of the community to increase its non-residential tax base by increasing the stock of businesses that are located in the community. It is generally believed that the tax revenues generated by businesses—either through real and personal property tax payments or sales taxes that ultimately come back to the community—are fiscally positive; that is, the tax revenues are greater than the costs to provide municipal services. Businesses located in Amesbury also provide secondary benefits through the expenditures of their employees in the community, which in turn support other businesses and subsequent local spending.

Businesses in Amesbury also help define the character of the community. Once famous as a New England manufacturing town, Amesbury's industrial heritage has shaped it both physically as well as politically. It's compact downtown retail and service core, located mere steps from the majority of the historic mill structures, is surrounding by relatively dense residential neighborhoods. With limited suburban commercial development, Amesbury has retained much of its traditional New England village character where a mix of uses co-exist. The community's proximity to the New Hampshire border, with its tax-free retail status, has also helped to shift the mix of commercial activity in the downtown towards more service-oriented establishments.

In addition to its downtown core, a wide variety of commercial and industrial uses have developed in other parts of Amesbury. The Route 110 corridor hosts a number of commercial (retail) and industrial businesses, several industries are located in the industrial park and along Hunt Road, and Macy Street has developed into an auto-dependent retail and service center serving both local and regional needs.

The following sections provide an overview of economic conditions in the region, information on the businesses that currently exist in Amesbury, a description of the existing land use/zoning patterns that impact the location of different businesses and a summary of efforts that are currently underway to enhance Amesbury's economy.

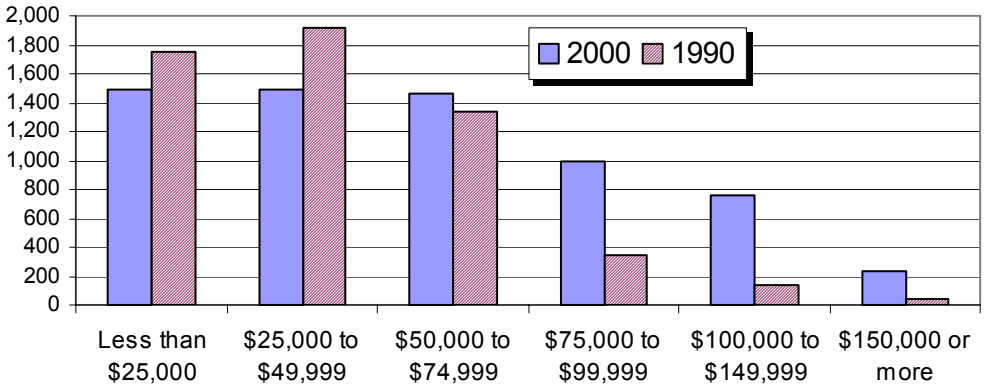
Incomes

Between 1989 and 1999, the median household income in Amesbury increased by 37 percent to $51,906, on par with the statewide change and slightly ahead of income growth for Essex County. Amesbury's income is slightly higher than both the statewide average of $50,502 and the County at $51,576. Amesbury's median household income ranks 11th in the County, which ranges from a low in Lawrence of $27,983 to a high in Boxford of $113,212.

As shown in Figure ED-1, household income distribution in Amesbury has shifted to the higher income brackets over the past decade, with substantial gains in the number of households earning $75,000 or more per year. However, the graphic also illustrates the diversity of incomes that exist within the community.

Per capita income rose 56.3 percent between 1989 and 1999 from $15,423 to $24,103. Although the 1999 per capita income level in Amesbury was less than that statewide ($25,952) and for the County ($26,358), its rate of growth over the decade was substantially greater.

Figure ED-1
Household Income Levels: 1990 and 2000



Source: U.S. Census

Median family income in Amesbury, at $62,875 in 1999, grew 41 percent over the previous decade. Family income was slightly lower compared to Essex County ($63,746) but higher than the state ($61,664).

According to the latest Census data, in 1999 there were 166 families, representing 3.9 percent of all households, and 951 individuals (5.9 percent of the population) in Amesbury living below the poverty level. Among the families, 136 included children under 18 years of age and among the individuals, 147 were 65 years of age or older. In 1989, there were 215 families, or 5.4 percent of households, living in poverty (150 with children) and 121 elderly individuals.

Employment

Amesbury has a diversified economic base. In 2001, there were approximately 390 establishments in the community employing 4,969 workers in a variety of industries and jobs[1]. At the same time, Amesbury's labor force (individuals 16 years and older) was estimated at 8,449, with 8,142 residents actually employed, and 307 (or 3.7 percent) unemployed. This data indicates that Amesbury "exports" labor to other communities.

As shown in Figure ED-2, Amesbury's labor force was relatively stable throughout the 1980's at about 7,200, growing along with the population through the 1990's to the current level. Unemployment in Amesbury was consistently higher than the Massachusetts average during the 1980's, perhaps reflecting it historic manufacturing heritage, but out-performed the broader economy in the 1990's.

As seen in Table ED-1, a little over 80 percent of Amesbury's employed workforce (population 16 and older) is employed in wage and salary positions, while nearly seven-percent are self-employed in non-incorporated businesses. These statistics have remained relatively constant over the past decade. The precise number of self-employed individuals who own and operate incorporated businesses (and therefore are included in the Private Wage category) may be substantially higher based on anecdotal information and the number of small businesses in the community.

1 Employment figures represent workers at firms who report earnings to the State. There may be a few additional jobs that go unreported (such as domestic help or part-time and seasonal labor).

Figure ED-2
Unemployment Rate: 1983 to 2001

Source: Massachusetts Department of Employment and Training

Table ED-1
Employed Workforce

Employed Labor Force	1999	Percent of Total	1989	Percent of Total	Change	Percent Change
Private Wage and Salary Workers	6,961	81.2%	6,025	81.3%	936	15.5%
Government Workers	1,017	11.9%	885	11.9%	132	14.9%
Self-employed Workers	593	6.9%	504	6.8%	89	17.7%
Total	8,571	100.0%	7,414	100.0%	1,157	15.6%

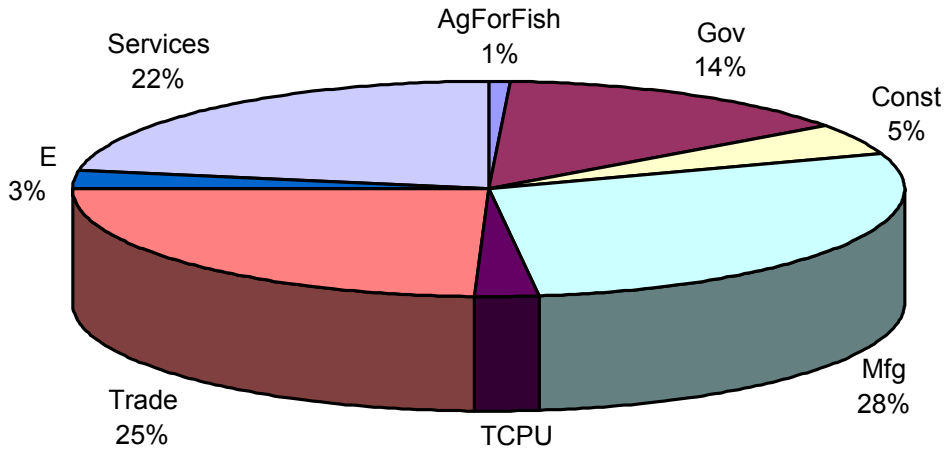
Source: U.S. Census (SF-3)

The majority of Amesbury's employment (in 2001) is relatively evenly distributed between the Service (22 percent), Trade (25 percent) and Manufacturing (28 percent) sectors of the economy. Government employment is also relatively strong at 14 percent while the other sectors account for approximately 11 percent of employment.[2] Figure ED-3 graphically illustrates the current mix of employment by industry sector, while Figure ED-4 tracks employment by major sector over the past two decades.

▼

2 In Figure ED-3, TCPU stands for "Transportation, Communications and Public Utilities," FIRE represents "Finance, Insurance and Real Estate," while AgForFish stand for "Agriculture, Forestry and Fishing."

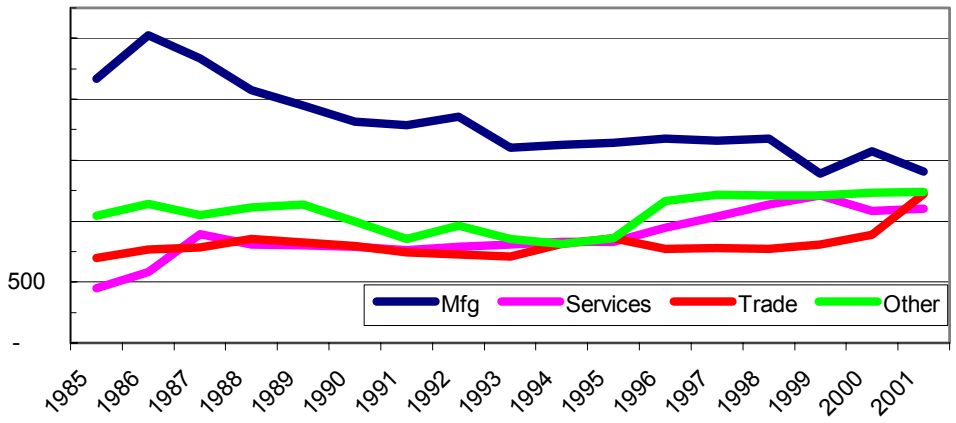
Figure ED-3
Distribution of Employment by Sector: 2001



Source: Massachusetts Department of Employment and Training

As can be seen in Figure ED-4, manufacturing employment declined throughout the late 1980's and early 1990's, stabilizing for few years before starting down again in the last few years. Both Trade and Services employment have grown while other employment sectors remained relatively stable, except for a jump in government employment around 1996.

Figure ED-4
Employment by Sector Trends: 1985-2001



Source: Massachusetts Department of Employment and Training

Overall employment levels in Amesbury have generally remained in the 4,000 to 5,000 range since 1985, increasing to the present level (4,969) from a low of 3,974 in 1993, as shown in Table ED-2. A more revealing breakdown of employment by Amesbury firms is shown in Table ED-3, which shows employment by NAICS sector.[3]

Table ED-2
Employment in Amesbury by SIC Sector: 2001

	Employees	Percent
Agriculture/Forest/Fish	48	1.0%
Government	691	13.9%
Construction	245	4.9%
Manufacturing	1,408	28.3%
TCPU	120	2.4%
Wholesale and Retail Trade	1,220	24.6%
Fire	134	2.7%
Services	1,103	22.2%
Total Employment	4,969	100.0%

Source: Massachusetts Department of Environment and Training

Table ED-2
Employment in Amesbury by SIC Sector: 2001

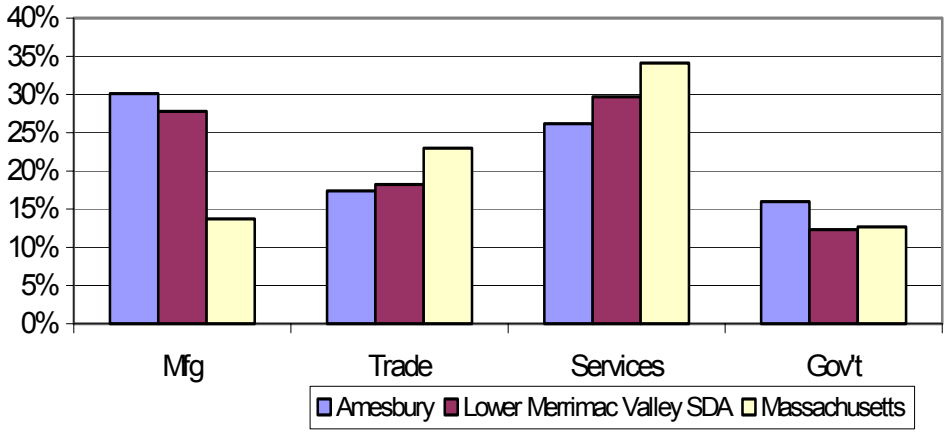
	Employees	Percent
Accommodations and Food Service	413	8.3%
Arts, Entertainment and Recreation	55	1.1%
Administrative and Support, Waste Management	96	1.9%
Professional, Scientific and Technical Services	240	4.8%
Construction	253	5.1%
Educational Services	19	0.4%
Health Care and Social Assistance	559	11.2%
Finance and Insurance	111	2.2%
Real Estate and Rental and Leasing	32	0.6%
Government	691	13.9%
Information	26	0.5%
Other Services	131	2.6%
Retail Trade	572	11.5%
Transportation and Warehousing	112	2.3%
Utilities	57	1.1%
Wholesale Trade	194	3.9%
Not Accounted For	346	7.0%
Total	4,969	100.0%

Source: Massachusetts Department of Employment and Training

3 NAICS stands for North American Industry Classification System, which has been recently adopted to replace the SIC coding system.

Current employment in Amesbury, as well as in the Merrimac Valley region, is more heavily concentrated in manufacturing than the rest of state as a whole, with approximately 30 percent of local jobs in this sector compared to less than 14 percent statewide, as shown in Figure ED-5. Amesbury is also somewhat more dependent on government employment and has substantially fewer trade and service jobs. Manufacturing employment in Amesbury, while once heavily dependent on durable goods, has shifted more and more towards high technology and specialty goods over the past decade. Major manufacturing employers include companies in machine tools and shops, labeling, antennae systems and components, and printed circuit boards.

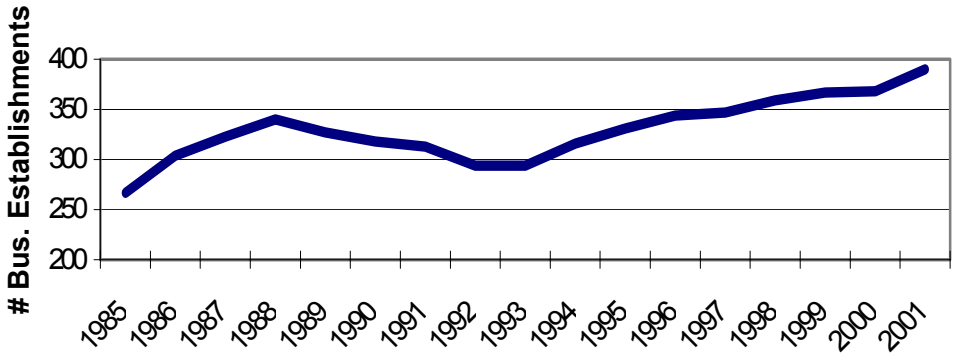
Figure ED-5
Employment by Major Sector – 1999



Source: Massachusetts Department of Employment and Training

An interesting and important trend among employers in Amesbury is the strong growth in the number of firms that has occurred over the past decade. As shown in Figure ED-6, the number of business establishments has grown by 46 percent from approximately 260 to nearly 400 since 1985, while employment grew only 14 percent over the same time frame. This indicates that the average company size has gotten smaller, from an average of nearly 17 employees in 1985 to about 12 employees in 2001. The growing number of businesses in Amesbury is a very positive finding, that could benefit job creation and economic development in the community.

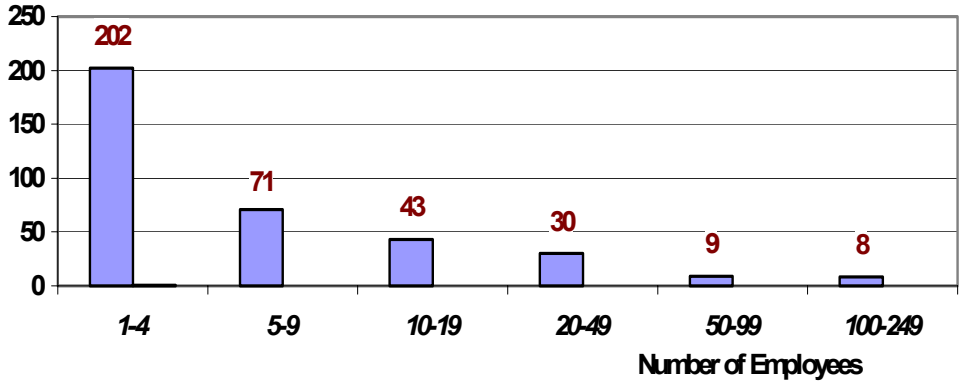
Figure ED-6
Business Establishment Trends: 1995 to 2001



Source: Massachusetts Department of Employment and Training

The concept of Amesbury as a "small business community" is reinforced by data from the Census Bureau's County Business Patterns, which reported that in 2000 over half of Amesbury's 363 business establishments had fewer than five employees, and that more than 75 percent had fewer than ten employees, as shown in Figure ED-7.

Figure ED-7
Business Establishment Trends: 1995 to 2001



Source: U.S. Census 2000 County Business Patterns

As indicated earlier, Amesbury "exports" employment in many sectors, because the labor force is larger than the number of jobs provided by employers in the community. Table ED-4 provides a comparison of these employment bases by industry.

Table ED-4
Jobs in Amesbury vs. Workforce Employment

Employment Category	Jobs in Amesbury	Resident's Employment
Accommodations, Food Service, Arts, Entertainment & Recreation	468	490
Administrative, Support, Waste Mgmt, Professional, Scientific & Technical Services	336	792
Construction	253	488
Education, Healthcare & Social Assistance	578	2,004
Finance, Insurance & Real Estate	143	445
Government	691	269
Information	26	276
Manufacturing	1,062	1,762
Other Services	131	246
Retail Trade	572	973
Transportation, Warehousing & Utilities	169	372
Wholesale Trade	194	389
Not Accounted For	350	65
Total	4,973	8,571
Number of Establishments:	390	
Average Annual Wage Paid in Amesbury	$33,787	
Median Earnings Amesbury Residents (2000)	$30,612	

Source: Massachusetts Department of Employment and Training and U.S. Census

The average annual wage paid by employers in Amesbury, as reported by the Massachusetts Department of Employment and Training, rose from $17,041 in 1985 to $33,815 in 2001, an increase of 98.4 percent. On the other hand, the median earnings of Amesbury residents in 2000 was $30,612, slightly less than the average wage paid by local businesses, as shown in Table ED-4.

The total number of businesses located in Amesbury may range as high as 500-600, depending on definition and source. While the County Business Patterns (US Census) reported a total of 363 business establishments in 2000, the Massachusetts Department of Employment and Training counted 368 reporting establishments in that year, and 390 in 2001 (the latest data available, see Table ED-4). On the other hand, Dun & Bradstreet, a leading national purveyor of financial information on businesses, indicates a current total of 625 business sites, which includes many very small businesses (including single proprietors) that may not register with the state

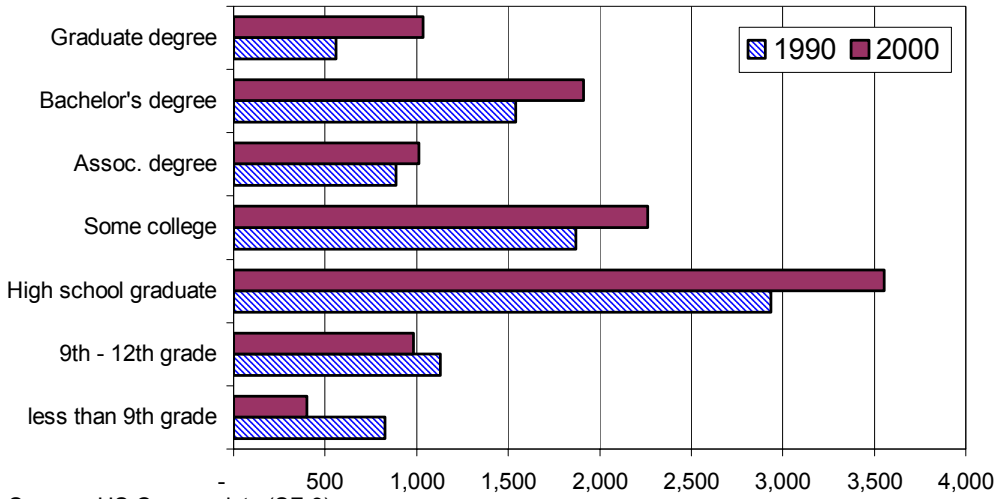
for reporting purposes, as well as branch offices of companies that operate in Amesbury but are not based there.

In general, Amesbury's economic base consists of mostly small private businesses with fewer than 250 employees and a few larger public organizations such as the school system and the hospital. The largest employers in Amesbury include a number of manufacturing firms as well as several service organizations. A list of the larger employers in the community along with an estimate of the current number of employees, the products or services offered and the primary product classification code for the business is discussed later in this chapter.

Educational Attainment

In addition to its diverse yet changing economic characteristics, Amesbury's population also exhibits a wide range of educational achievement that is becoming more focused on secondary and post-secondary attainment. As shown in Figure ED-8, in 2000 the average resident aged 25 and older had more years of formal schooling than in 1990. During the decade, in which this population increased by 14.5 percent (1,412 people), the number of individuals who had not completed a high school diploma dropped by 29 percent (576) while the number of high school graduates (no college) increased 21 percent (621), and those with college degrees increased by nearly 33 percent (973). The number of people with graduate degrees residing in Amesbury increased by 476, or 85 percent, during this time span.

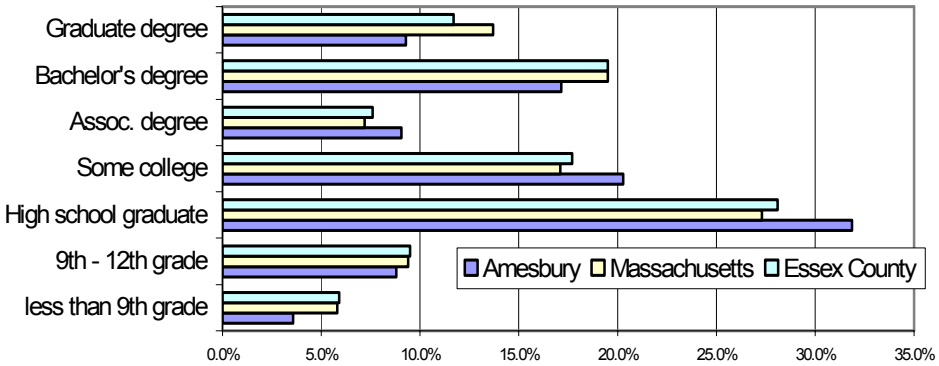
Figure ED-8
Educational Attainment 1990 and 2000



Source: U.S. Census data (SF-3)

As shown in Figure ED-9, Amesbury has a higher proportion of residents with high school, some college and associates degrees than either the Commonwealth or Essex County. However, the community has fewer residents with bachelor's or graduate degrees. This data is similar to that reported in the 1990 Census which also indicated that Amesbury had fewer residents with less-than high school educations and more with high school diplomas or some college.

Figure ED-9
Comparative Educational Achievement – 2000



Source: U.S. Census (SF-3)

Economic Conditions

According to the New England Economic Project (NEEP[4]), the economic downturn that has affected the New England and national economies over the past two years should start to experience modest growth starting in 2003. Based on economic indicator projections for the greater Boston metropolitan area (Metropolitan Statistical Area or MSA) between 2002 and 2005, the metropolitan area's economy (based on gross metropolitan product) is projected to expand modestly by $60 billion (19 percent) over the four-year period. Between 2000 and 2001, the annual growth in gross metropolitan product averaged three-percent. However, with gross metropolitan product projected to average annual growth of over five-percent between 2002 and 2005, economic recovery and expansion should be under way.

Other economic indicators for the area indicate recovery and expansion over the short-term. For example, establishment employment, although modest, is projected to expand by over 160,000 jobs (five-percent) over the 2002-2005 time period.

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4 NEEP is a member supported non-profit economic think-tank which provides economic trend and projection information for all the New England states and selected metropolitan areas.

Employment growth is projected to be heavily concentrated in the service and trade sectors (which are typically low wage and low skill sectors) with these sectors capturing over 85 percent of the employment growth.

According to NEEP, the area's unemployment rate should decrease modestly by approximately one-half a percentage point to a rate of approximately 4.5 percent between 2002 and 2005. The most precipitous decline in unemployment should take place in 2003 and 2004 with the number of unemployed stabilizing in 2005.

Unemployment among Amesbury residents was approximately 3.6 percent in 2001, up slightly from the previous two years but significantly below rates experienced in the early 1990's. As of September 2003, Amesbury's unemployment rate of 6.4 percent is above the State at 5.7 percent, and National 6.1 percent averages according to the Merrimack Valley Workforce Investment Board website.

Although economic recovery and growth is expected to take place within the area over the short-term based on modest increases in most non-real estate economic indicators, the residential real estate market is projected to slow and/or stabilize based on the number of projected new residential housing permits issued. Between 2002 and 2005, NEEP projects a total of approximately 16,200 residential permits issued by metropolitan area communities representing an increase of about 200 (approximately one-percent). Although the supply of new residential units is expected to slow, sale prices for existing units is projected to continue to climb higher with the median sale price approaching $400,000 by 2005, representing an increase of about $34,000 or nine-percent.

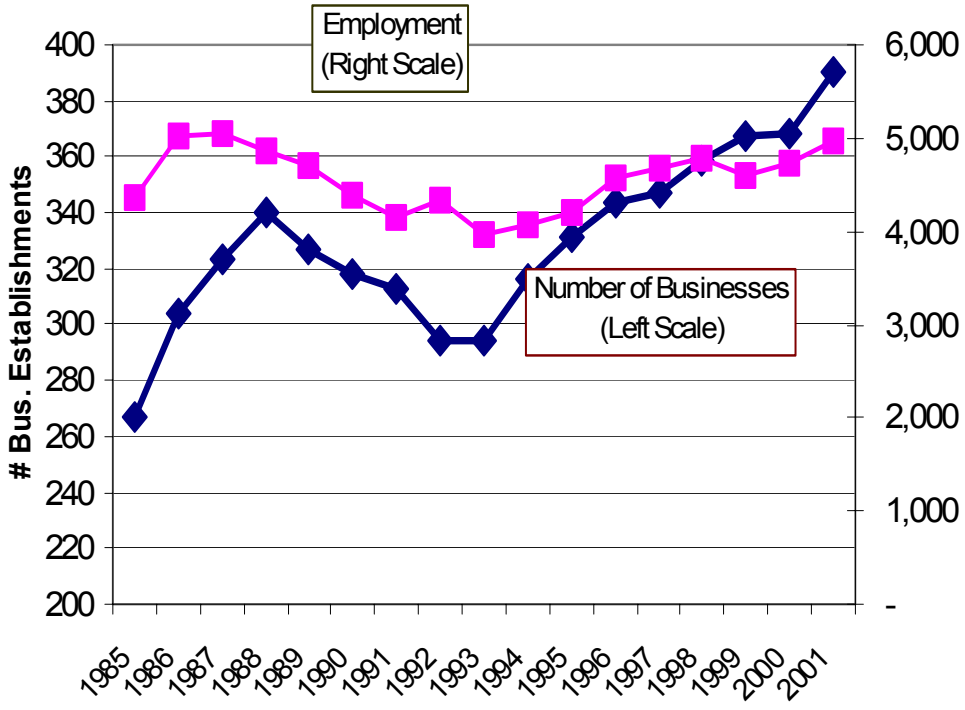
It should be noted that the economic projections provided are based on the best available economic information available for the state, metropolitan, New England and national economies. It should also be assumed that as a community within the Boston Metropolitan Area, Amesbury should not necessarily mirror, but reflect the overall economic conditions of the area. Furthermore, the short-term projections provided do not account for unforeseen social, political or economic circumstances that may alter the projected economic indicators provided.

Although the New England economy has felt the pinch associated with the downturn of the national economy, projections indicate that economic recovery and growth is on the horizon. As the primary driver of the New England economy, the Boston Metropolitan Area is expected to experience modest growth in most indicator sectors including employment, wages, income and declines in unemployment. However, the continued and projected cooling of the new supply of new residential units indicates caution by builders.

Existing Businesses

Amesbury is home to over 600 businesses, ranging from high tech manufacturing companies serving a global marketplace, to very small "mom & pop" type retail and service firms serving their local neighborhood. Two primary sources were used to estimate the number of businesses located in Amesbury. The Massachusetts Department of Employment and Training publishes monthly annual employment statistics on firms by town. The most recently published data (2001) indicated a total of 390 reporting establishments, an increase of 22 over the previous year. These firms represent private sector companies with paid employees that make regular reports to the Commonwealth. Total employment was reported to be 4,969. Figure ED-10 shows the growth in the number of companies and employment levels in Amesbury over the past 16 years. The trend towards more businesses compared to the relatively stable employment levels support the fact that Amesbury is a small business community, with a most recent average of 12.7 employees per company. Information provided in the 2000 Census (County Business Patterns) indicated that more than 75 percent of Amesbury's businesses (363) had fewer than 10 employees.

Figure ED-10
Business Establishment Trends: 1995 to 2001



Source: Massachusetts Department of Employment and Training

Dun and Bradstreet, a leading national business financial information company, lists a total of 625 "establishments" in its database having an address in Amesbury. This list includes nearly all business entities including part-time and single-proprietor firms as well as government agencies, municipal departments and not-for-profit organizations. These businesses are distributed among several industry sectors as shown in Table ED-5, indicating the diversity of Amesbury's economy.

Table ED-5
Amesbury Establishments – 2002

Industry Category	Number	Percent
Agriculture	14	2.2%
Construction	69	11.0%
Manufacturing - Nondurable Goods	15	2.4%
Manufacturing - Durable Goods	40	6.4%
Transportation, Comm.& Public Utilities	23	3.7%
Wholesale Trade	33	5.3%
Retail Trade	96	15.4%
Finance, Insurance & Real Estate	35	5.6%
Business & Personal Services	164	26.2%
Health, Legal & Social Services	108	17.3%
Government	9	1.4%
Not classified	19	3.0%
Total Establishments	625	100.0%

Source: Massachusetts Department of Employment and Training

In many ways, Amesbury serves as an "incubator" for new, growing businesses. With a relative abundance of affordable work space, a wide variety of smaller businesses, many in the start-up stages, have been able to establish themselves in their respective markets and potentially grow to a point where they need to expand. This incubator concept should be encouraged, since it is an excellent way of creating new job opportunities for local residents, while helping in the transformation of older real estate into higher and better uses, thereby improving the community's tax base. Several of the older mill buildings in the downtown area support multiple small businesses in this manner, contributing to Amesbury's dynamic mix of uses.

The leading employers in Amesbury include the following:

- Shaheen Brothers, Haverhill Road – grocery wholesale (100-249 employees)
- Cargocaire Engineering, Monroe Street – appliance dealers (100-249)
- Mariner Health, Maple Street – health services (100-249)
- Harborside Health Care, Morrill Place - health services (100-249)

- Bartley Machine, Water Street – fabricated metal parts (185)
- Tech-Ceram Corp., 18 Hunt Road – microwave components (125)
- Munters Corp., Monroe Street – dehumidification systems (180)
- Eastern Mfg., Industrial Way – printed circuit boards (125)
- Amesbury Group, Hunt Road – foam weather stripping (106)

Other large employers include the Amesbury school system with a total of eight schools, the local hospital and several smaller manufacturing companies that employ from 15 to 100 people.

Downtown Amesbury enjoys a healthy mix of retail outlets and service businesses. Most businesses are local independent stores with a few national or regional "name-brands" or franchises included. It is estimated that about one half of the 100 or so retail businesses in the Town are located in the downtown, which is currently exhibiting relatively low vacancy rates and moderate turnover. Although a few downtown business establishments have been there for many years, there has been a resurgence of new proprietors opening a wide variety of shops including restaurants, art galleries and specialty clothing.

Employment Projections

The total in-place employment base in Amesbury is projected to have approximately 4,850 jobs by 2025, representing a decrease of about 100 jobs since 2005. Approximately half of all manufacturing jobs are projected to be lost in Amesbury between 2005 and 2025. The Government sector is projected to lose approximately 50 jobs over the same time period. Modest employment gains are projected in the Service (221 jobs or 20 percent), Trade (207 jobs or 16 percent) and Transportation Communication and Public Utilities (TCPU) (115 jobs or 78 percent) sectors over the same time period. Finance Insurance and Real Estate (FIRE) sector employment is projected to remain static at about 135 jobs. These employment forecasts, shown in Table ED-6, were done by the Metropolitan Area Planning Council in March 2003 and are based on local historical ES202 employment trends scaled against the regional employment average.

These projections are based on historical trends only and do not take into account business attraction efforts, land use, zoning or other local initiatives that impact business activities.

Table ED-6
Employment Projections by Industry Sector: 2005 to 2025

	2005	2025	# Change 05-25	% Change 05-25
Government	684	627	-57	-8.3%
Ag/Forest/Fish	57	71	14	24.6%
Construction	262	320	58	22.1%
Manufacturing	1,304	643	-661	-50.7%
TCPU	147	262	115	78.2%
Trade	1,268	1,475	207	16.3%
FIRE	135	136	1	0.7%
Services	1,093	1,314	221	20.2%
Total	4,950	4,848	-102	-2.1%

Source: Metropolitan Area Planning Council
TCPU stands for "Transportation, Communications and Public Utilities," FIRE represents "Finance, Insurance and Real Estate," while AgForFish stand for "Agriculture, Forestry and Fishing."

Workforce Development Programs

There are several programs active in Amesbury that serve the needs of employers and workers relative to occupational education and development. Local/Regional/Statewide workforce development programs and service providers include:

- The Massachusetts Small Business Development Center Network provides high-quality, in-depth counseling, training and capital access which contributes to the entrepreneurial growth of small businesses throughout Massachusetts. Services are delivered through a network of skilled professional staff supported by a federal, state, and higher education consortium as well as several partnerships.

  Massachusetts Small Business Development Center Network
  Salem State College SBDC
  Frederick Young, Director
  SSC Enterprise Center
  121 Loring Avenue, Suite 310
  Salem, Massachusetts 01970

- The Center for Business and Industry at Northern Essex Community College in Haverhill, provides workforce development programs to Amesbury clients. The Institute recently established a Workforce Training Fund, a state program that provides grants for the training of incumbent workers. Partnering with local businesses, the Institute secured nearly one million dollars in training funds which assisted Tech-Ceram Corporation and Bartley RF Systems of Amesbury in 2003.

- The Lower Merrimack Valley Workforce Investment Board (LMVWIB) is one of 16 Workforce Boards in Massachusetts. The Board oversees and implements workforce development activities in the region, which includes 15 towns and cities from Lawrence to Newburyport. The Board also serves as a conduit for federal and state workforce development funds, and is composed of private sector business people, labor, education, and community leaders. The LMVWIB recently published (October 2003) a report, "Labor Force Blueprint," by O. Steven Quimby, Director of Planning and Policy Research, providing accurate labor market and information and targeting sectors for workforce training. The LMVWIB also helps connect employers with job seekers and provides people who are currently working, as well as those seeking employment, with the training they need. The Board's programs include the ValleyWorks One-Stop Career Center, School to Career, and Youth Summer Jobs and Education programs.

  Workforce Investment Board (Adult Education)
  Massachusetts Department of Education/ACLS
  350 Main Street, Malden, Massachusetts 02148
  (781) 338-3801

- There are four companies in Amesbury that have received funding under the Workforce Training Fund. The program is a state wide program funded through a dedicated tax of $8.10, paid by employers only, on each of their employees. It is collected through unemployment fund tax. The grants have a range of $2000 to $250,000 for training of incumbent workers.

Other organizations that assist businesses and individuals in Amesbury include:

Amesbury Chamber of Commerce
Alliance for Amesbury
Amesbury, Massachusetts
(978) 388-3178

Massachusetts Workforce Training Fund
The Massachusetts Workforce Training Fund
Division of Employment and Training
19 Staniford Street
Boston, Massachusetts 02114
(800) 252-1591

Commonwealth Corporation
The Schrafft Center
529 Main Street, Suite 110,
Boston, MA 02129
(617) 727-8158

Valleyworks Career Center
Landmark Building
80 Merrimack Street
Haverhill, MA 01830
(978) 722-7000

Merrimack Valley Economic Development Council
60 Island Street
Lawrence, Massachusetts 01840-1835
(978) 975-8787

Zoning

Amesbury's zoning map, adopted August 8, 2000, contains a total of 16 zoning districts plus several overlay districts focused on specific areas of the community. Of the traditional zoning districts, six include non-residential uses as a major land use component, including:

CBD	Central Business District
C	Commercial
RCZD	Regional Commercial
DAD	Downtown Artist District
OP	Office Park
IL	Light Industrial
IC	Central Industrial
I	Industrial

In addition, the PUD (Planned Unit Development) district allows limited supporting commercial uses. The Elm Street and Hunt Road Overlay Districts provide flexibility in the allowed uses in these site-specific areas.

Amesbury's highly fragmented zoning map reflects both the diversity of uses and the historical context of the community. The largest contiguous economic development zones include the Industrial area on the north side of Route 110 (Haverhill Road) and south of I-495 around Hunt Road (which is also the focus of the Route 150/I-495 Gateway planning area. Both of these areas contain undeveloped and/or underutilized land that potentially could be developed. There are also two Office Park zones that are currently partially developed or undeveloped, including parcels on the south side of Route 110 just west of the I-495 interchange and the "Golden Triangle" land located off of Elm Street between I-495 and I-95 (which also includes land in Salisbury).

The remaining land that is zoned for economic development uses include the Central Business District and the Central Industrial zones, a Light Industrial area off Clinton Street and the several Commercial zones located primarily on Route 110.

Redevelopment opportunities exist within these zones, primarily on a parcel-by-parcel basis. Two PUD zones exist in Amesbury, one around Bailey's Pond and the other near the downtown at Main Street and Noel Street which includes the Post Office, two commercial buildings and a multi-tenant industrial property.

Initiatives

There are several economic development initiatives currently underway in Amesbury. These include active proposals for new development or redevelopment, planning efforts as well as the provision of technical support for companies, developers and individuals.

- **Office of Community and Economic Development** – This Town department plays a lead role in economic development, serving as both the "quarterback" for getting new projects approved and as a source of financing for many worthwhile projects. The OCED serves as a conduit for state and federal grants, loans and various services that can be used to assist private and non-profit organizations that benefit Amesbury's economy.

- **Alliance for Amesbury** – this membership-based organization serves as the focal point for economic development initiatives in Amesbury, sponsoring studies, holding forums and serving as the City's formal and informal liaison between the business community, government agencies and the citizens of Amesbury. It has been responsible for, or has played a major role in, many of the activities described in this report.

- **Route 150/I-495 Gateway mixed-use project** – this large-scale planning project was proposed and defined by a feasibility study done by Terrasphere/RKG in May 2001. It involves a total of 445 acres located on the south side of Hunt Road and the north side of Bailey's Pond. The master plan calls for 200 condominium units around Bailey's Pond, up to 175 apartments on a former truck-stop site, a small amount of office and commercial space along the Route 150 Extension, 93 acres of FlexSpace/Light Industrial land along Hunt Road and an 18 hole golf course on the former landfill owned by Waste Management, Inc. A developer's solicitation was made in 2002 and a developer (Fafard) has been chosen to proceed with the project.

- **Golden Triangle** – located north of Elm Street between I-495 and I-95 is zoned OP and has been the focus of attention for the development of a future office park. The land is constrained by wetlands and access issues (which require further study) and a number of historical properties on the Elm Street frontage.

- **Downtown Redevelopment** –facilitated by the Office of Community and Economic Development and the Alliance for Amesbury, numerous efforts have brought out substantial face-lifts for many downtown businesses as well as

sidewalk and traffic improvements over the past five years. Over 70 new units of housing are being created over a three year period (2001-2004), including many affordable housing units. The results have been instrumental in attracting residents back to the downtown for shopping as well as encouraging new retail shops and restaurants to open.

- **Upper and Lower Millyards** – both of these downtown areas have been the subject of extensive analysis by the Office of Community and Economic Development for redevelopment opportunities. A developer has been selected to create artist live/work space in the Upper Mill Yard, while an Economic Diversification Study focused on the Lower Mill Yard and Carriage Hill areas was completed in 1998.

  - The Upper Millyard Revitalization Project is a $6.5 million dollar program to renew three historic mill buildings into 46 artisan live/ work condominiums and a heritage/ historic museum space. The developer, E.A. Fish Associates, purchased the buildings from the Town for $353,000. These funds, working through the Town's Community Development Block Grant Program, were used to extend the Upper Millyard Park and upgrade existing and install new public facilities to accommodate the development and improve the Amesbury and Salisbury Mills Historic Park. The CDBG Program also contributed over $2 million dollars to stabilize the buildings before seeking a developer and $171,000 in MassDevelopment funding to remediate brownfields in the immediate area. The developer, E.A. Fish Associates, purchased the buildings from the Town for $353,000.

  - The Lower Mill Yard, which currently includes a parking deck and the Town's Public Works yard, is envisioned for additional parking, new mixed-use development and expansion of the river walk.

- **Transportation Center/Lower Millyard** – this planning effort seeks to redevelop portions of the downtown to provide additional parking, a regional transportation hub and new senior center within the downtown area between Water Street and Chestnut Street.

- **Cedar Street Redevelopment** – This cluster of old mill buildings on Clark's Pond near the downtown has been the focus of several studies and building improvement efforts, including rezoning for artist live/work space. Work is currently underway to restore several of the buildings for light industrial and mixed uses.

Tourism

Amesbury's role as a historic manufacturing town, along with its revitalized downtown and scenic rural vistas has resulted in a growing number of visitors to the community. These visitors, in turn, spend money on goods and services that add to the town's economic base and support employment at a wide variety of businesses and organizations. Increasingly, such activities are seen as an important component in the future economic development of the community.

Although "tourism" is often linked to major destinations – for example, New Hampshire's beaches or Old Sturbridge Village – the term can be much more broadly defined to include almost any activity which attracts non-residents for reasons other than employment. In particular, visitors who come to Amesbury to see its historic features, visit its museums or to participate in cultural events or activities make up the bulk of the town's "tourists." Many of these venues are discussed in greater detail in the Historic and Cultural Resources chapter, including:

- Bartlett Museum
- Macy-Colby House
- Rocky Hill Meeting House (a Society for the Preservation of New England Antiquities property)
- Whittier Home
- Lowell's Boat Shop (one of two properties owned and managed by the Newburyport Maritime Society)
- Amesbury Carriage Museum
- Mary Baker Eddy House
- Amesbury Library Special Collections.

Each of these museums has a different mission, role and story to tell, although many overlap artifacts and collections. Other venues include the Woodsom Farm (350-acre former dairy farm, once the largest in Essex County, and inspiration for Currier and Ives prints), and many residential and former industrial districts, such as Point Shore, Powow Hill, Carriage Hill, and The Training Field with a large number of identified historic properties and distinctive architectural integrity. Others are attracted to Amesbury's downtown district where they can eat at a restaurant, browse through one of several artisans' shops, or simply sit by or walk along the river's edge.

Although quantifying the economic impact of tourism is difficult due to the non-specific nature of the activities included, it is the consensus among participants in the Master Plan process that attracting visitors (and their spending) to Amesbury is important and should be an economic development priority.

Opportunities

While its location is generally considered a positive attribute, Amesbury faces some economic development challenges due to its geographic location between two major markets; namely, the greater Southern New Hampshire/Portsmouth area and the greater Boston region. Both the Southern New Hampshire/Portsmouth and Boston markets generally attract investment from business establishments due to their close proximity to customers and other business establishments. However, there may be investment opportunities for certain types of businesses due to the high median household incomes within Amesbury.

The opportunity areas in Amesbury focus on the existing zoning classifications, expanding the range and density of uses in each, possibly including some residential uses as part of mixed-use developments or to meet specialized market needs.

- Expand non-residential uses along Route 110/Haverhill Road corridor
  - Rezone (tighten zoning to allow more flexibility)
  - Provide incentives for developers to acquire and remove non-conforming uses
  - Allow mixed use w/ affordable and market rate housing

- Study in detail the development potential of the Golden Triangle
  - Wetland and historic district issues
  - Access from Route 150/I-95
  - Elm Street Overlay District

- Proceed with the Route 150/I-495 Gateway project
  - Preferred developer
  - Land acquisition/assemblage

- Continued support for Carriage Hill redevelopment
  - Inventory existing building space
  - Determine future space needs of tenants
  - Develop tools to assist existing businesses
  - Allow mixed-use w/ affordable and market rate housing

The redevelopment of certain areas of Amesbury has lagged behind others. These include among others the Lower Millyard, the Route 110 corridor and the Clinton Street area. There are a variety of reasons for this, potentially including market forces (demand), fractured ownership, inconsistent zoning, unwillingness or inability of owners to invest in their properties, as well as a lack of a clear vision for the future. The goal of this master planning process is to develop specific goals and objectives for these underutilized parts of the community.

Community Identified Assets and Liabilities

As part of the process to develop a Master Plan for the Town of Amesbury, Massachusetts, members of the Vanasse Hangen Brustlin, Inc. (VHB) consultant team sought input from Amesbury community members on their issues, concerns and visions for the City. The process of identifying Amesbury's strengths, weaknesses, opportunities and threats consisted of a series of focused interviews and public meetings to gain insight on elements that should be addressed in the Master Plan. These meetings included the following:

January 16 and 17, 2003	Interviews (over 100 people)
March 1, 2003	Public Open House on Assets and Liabilities (over 125 attendees)
March 22, 2003	Public Design workshop on Visioning (over 75 attendees)

The information compiled during the interviews and input received during the public meetings has been supplemented by the results of the 2002 Citizen Survey and with observations made by the consultant team during site visits. Additional input was received from the Master Plan Steering Committee, the seven Focus Groups for each of the Master Plan Elements and staff from the Office of Community and Economic Development.

The following sections provide a summary of what members of the Amesbury community have stated as being the Town's assets and liabilities. The statements reflect individual comments and viewpoints, and may or may not have factual basis.

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Assets

- Downtown improvements are starting to bring a renewed interest in the area. The Millyards and other buildings provide significant opportunities to attract a diverse group of businesses to serve residents and visitors that would bring additional "life" to the area.

- There are opportunities to attract more tourism by building upon recreational, historic, cultural and artistic resources in Amesbury. Better marketing of these assets, along with attracting supportive uses such as restaurants, inns and B&B's, could draw visitors from neighboring communities.

- The affordability of mill space has attracted artists, with rents running from $5 to $8 per square foot for live/work space. There are opportunities to build upon the arts community as an economic development strategy through better marketing, more events and development of supporting uses (galleries, museums, etc.).

- Easy access to major highways and the quality of life offered through Amesbury's natural environment provides many opportunities for attracting economic development.

- The Hunt Road/"Terrasphere" area is well suited for commercial and industrial expansion given the amount of available land and access to I-495. New development would support goals to diversify the economy, bring in more jobs and increase the City's tax base.

- The "Golden Triangle" offers a unique location for long-term growth of high quality employment opportunities.

- The Industrial Park on Monroe Street has great potential for expansion.

- There are many small businesses, including home-based establishments, in Amesbury.

- The Alliance for Amesbury and the Greater Newport Chamber of Commerce are viewed as making positive improvements for Amesbury.

■

Liabilities

- There is a lack of activities to bring people Downtown in the evenings and on weekends. Additional cultural attractions, open space, recreation and better access to the Riverwalk and the Powow River is needed as a draw to bring people Downtown.

- Additional uses are needed Downtown to continue the momentum of the recent improvements. Redevelopment efforts should focus on providing a variety of spaces for large and small business enterprises. Better effort should be made to attract new development such as mixed housing/office/retail, mid to high-end restaurants, entertainment venues, galleries and resident serving retail establishments.

- There is a need for better marketing strategies to promote Downtown revitalization and to recruit industries to the Hunt Road/"Terrasphere" area and the Golden Triangle. Such efforts are needed to reinforce efforts to recruit new businesses and to support and retain local smaller business enterprises.

- There is a need to balance economic and business development with preservation of open spaces, historic sites and the small town character of Amesbury. A careful balance is needed for attracting new commercial, industrial and tourist industries while maintaining a traditional "New England Village" environment.

- In order to build upon the arts and culture as an economic development strategy, better coordination or the formation of a formal cooperative organization is needed to manage and effectively promote marketing and business development efforts.

- The tax rate in Amesbury is one of the highest in the region, and may be a disincentive to encourage new businesses and economic growth. Consideration should be given to restructuring the tax rate or providing other incentives to recruit and retain businesses.

- A better working relationship is needed between the Alliance for Amesbury and the City. There are concerns that the Alliance should be more "welcoming" to additional businesses, including home-based businesses. Better communication methods between the City and the Alliance are needed to discuss goals and policies, to promote economic development activities, and to support local businesses.

- The lack of a sales tax in New Hampshire may be contributing to a lack of commercial development in Amesbury; customers go to where goods and services are affordable, merchants go to where the customers are.

- Renovation and rehabilitation of mill buildings to bring the sites up to current building codes is very costly and requires public incentives to attract private development, especially if there is environmental remediation involved.

- A lack of convenient, visible parking Downtown is a disincentive for attracting new businesses and for providing easy access for customers and visitors.

- The Router 110 corridor does not have a consistent character, with a mix of uses ranging from "suburban strip" to residential to light industrial activities. While there are opportunities for new development along Route 110, the area is limited due to transportation and access problems.

- Environmental considerations in the Golden Triangle area may limit opportunities for light industrial, high tech and research and development users.

- The City's permitting process is viewed as cumbersome and inefficient. Complex permitting processes creates additional costs for developers that could inhibit attracting new businesses to the area.

- Unwanted businesses along Hunt Road/"Terrasphere" area raise concerns in the community.

Economic Development Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Economic Development Focus Group to develop recommendations to guide economic development initiatives in the Town of Amesbury over the next 20 years. The recommendations are summarized on the Economic Development Action Plan Map.

■

Economic Development Vision

The Economic Development Focus Group developed the following Vision Statement to guide their efforts to develop recommendations:

Encourage and Support a Diversified Local Economic Base

Amesbury will be a vibrant community with a diverse tax base that protects and improves the quality of life while respecting the existing culture and community character. Planned economic development will keep Amesbury affordable and provide community oriented services in the downtown. A diverse and ecologically sound economic base will include retail, commercial, light industry, as well as using culture and the arts to stimulate economic growth. We will balance downtown development to provide goods and services for Amesbury residents, and encourage discreet industrial development in appropriate areas to enhance the tax base. We will highlight our natural, cultural and historic resources to promote tourism and ecotourism in Amesbury, complementing regional attractions.

■

Goals, Strategies and Actions

ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**
ED-1.1	Facilitate and foster a supportive environment for small, home-based, and startup businesses.
	➢ Develop continually updated written guides to assist early-stage businesses by providing information about local permitting processes, local business-to-business contacts, and business development opportunities.
	➢ Provide for and broaden access to volunteer business counseling and training services through local business groups.
	➢ Provide staff support within the Office of Community and Economic Development to provide technical support and resources to small, home-based, and startup businesses, including guidance in the local permitting process.
	➢ Continue the community practice of holding regular small business networking sessions, making the opportunities continually more inclusive and useful to participants.
	➢ Explore the feasibility of devoting space and support to an incubator business center to nurture startup firms.
ED-1.2	Retain the diversity of local employers while meeting the employment needs of the business community and local residents.

ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**
	➢ Survey existing businesses to determine their workforce needs and the qualifications needed for those positions.
	➢ Develop a report that details the skills and qualifications of resident workforce that can serve as a marketing tool for prospective commercial and industrial prospects.
	➢ Sponsor a career day in the middle school and high schools closely coordinated with local business needs, emphasizing existing local jobs, and the skills needed to get those jobs.
	➢ Develop school curricula that provide students with the qualifications needed to work at local businesses, possibly including a work study or apprenticeship program linked to local commercial and industrial employers.
	➢ Provide convenient access and support to local adult education programs that provide basic literacy skills and career retraining, coordinating local initiatives such as the Amesbury Learning and Literacy Partnership, with regional educational resources, such as community colleges and nearby universities.
ED-1.3	Encourage a climate of positive collaboration between the Town and the Alliance for Amesbury and other organizations that contribute to economic development.
	➢ Promote inclusive membership practices and public participation in the Alliance for Amesbury.
	➢ Ensure that the Alliance and OCED have adequate and coordinated staffing support in place to provide community liaisons to provide business development resources for new and existing businesses of all sizes.
	➢ Support continual assessment and reevaluation of the Alliance's performance and relationship with the Town.
	➢ Encourage the formation of diverse business and cultural groups to advocate their unique goals before policy makers and the community as a whole.
	➢ Encourage coordination between local and regional business organizations.

ED-2	**Continue to create opportunities for business development and job creation initiatives.**
ED-2.1	Promote further downtown revitalization through mixed uses, adaptive reuse of older buildings, and coordinated cultural programming.
	➢ Encourage viable retail and service uses along with crafts and arts-related activities to enhance the downtown's vibrancy and livability.
	➢ Prioritize the assistance of downtown mixed-use developments that make use of existing infrastructure.
	➢ Adopt a comprehensive approach to cultural resources and promotion, as described in ED-3, as a downtown redevelopment strategy.
	➢ Identify attractions that will create necessary 'foot traffic' to support existing downtown businesses, including frequent events at the Millyard Amphitheater, events at Town Park, and promoting athletic tournaments at playing fields to bring more people downtown on evenings and weekends.
ED-2.2	Encourage appropriate mixed-use development projects on previously identified potential sites in order to grow Amesbury's employment and tax base. *See also Land Use Goals 1 and 3.*
	➢ Give a primary focus to promoting downtown redevelopment, including in-fill sites and through the identification of mill buildings and existing structures that could be developed specifically for cultural, commercial and residential uses.
	➢ Pursue and promote development in the vicinity of the Terrasphere Project, including the Route 150 Gateway and Hunt Road areas.
	➢ Conduct a study to assess the full range of conceptual development alternatives for the "Golden Triangle," all to include a single access road and a coordinated and integrated development theme, with the goal of marketing the development opportunity to a master developer.
ED-2.3	➢ Implement a focused business Retention and Expansion (R&E) strategy for the downtown
	➢ Create a permanent R&E committee to oversee and implement the plans
	➢ Carry out the recommendations of the 1999 Downtown Technical Assistance Report regarding business retention, and recruitment

ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**
ED-3.1	Establish a central yet collaborative program for promoting the culture and arts in Amesbury.

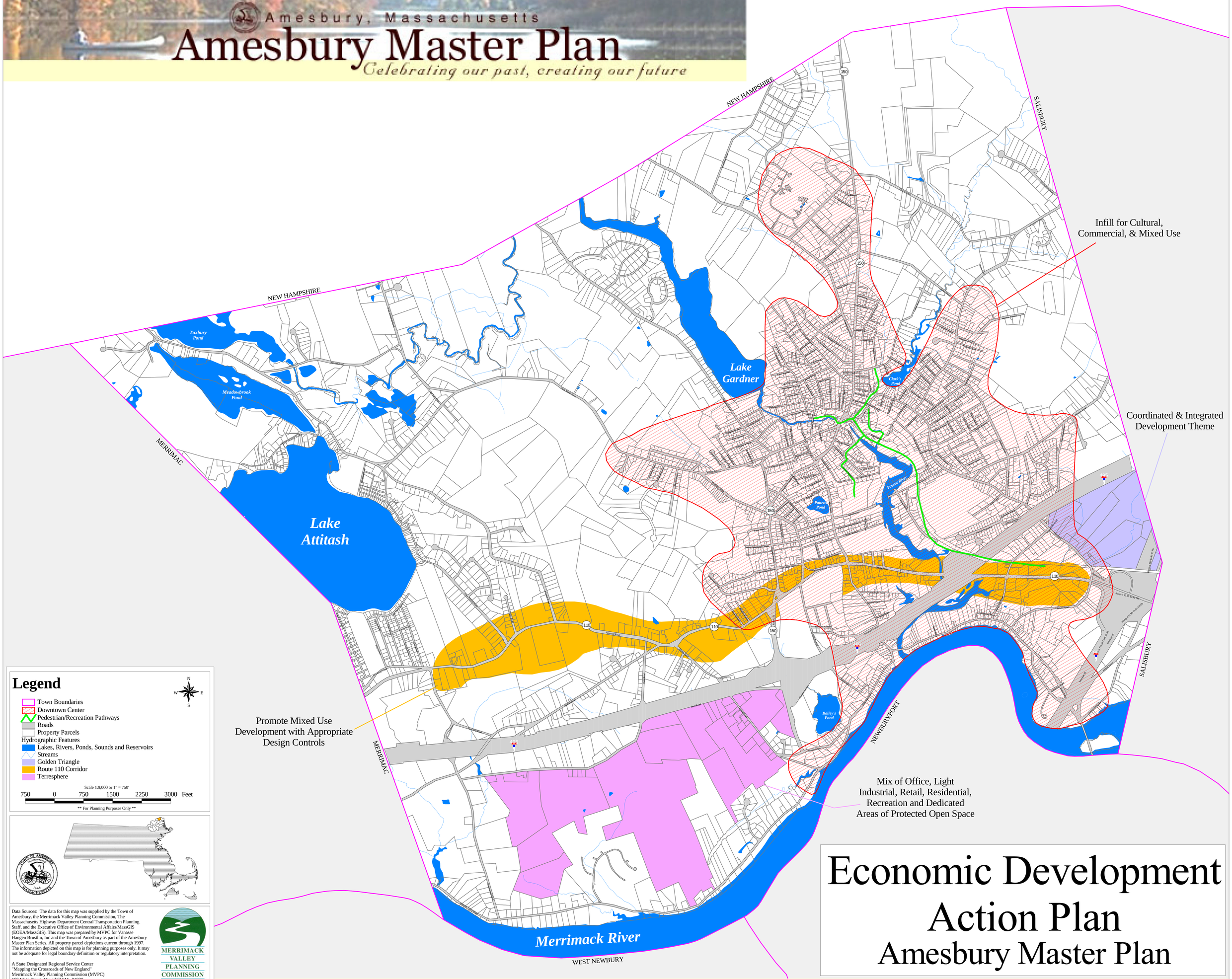
ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**
	➢ Provide staff support within the Office of Community and Economic Development to officially represent Amesbury's arts/cultural community, for raising funds for cultural programs and promotion and for strengthening connections between existing arts/cultural organizations, the business community, government agencies, and local residents.
	➢ Develop a comprehensive marketing plan for the town that leverages and enhances the seasonal influx of tourists and regional visitors to Amesbury for agricultural-related activities.
	➢ Establish a comprehensive arts/culture marketing plan, including a website and/or videos, listing resources and containing a database of local and regional organizations, artisans, trades people, and projects.
	➢ Build collaborative relationships between the Amesbury Cultural Council, the Massachusetts Cultural Council, the National Endowment for the Arts, and other arts/cultural institutions to position Amesbury as a target community for cultural development.
	➢ Coordinate and strengthen ties between cultural businesses and activities in Amesbury and the public school system's arts, crafts, and culture curriculums.
	➢ Create an arts/culture incentive program through the Office of Community and Economic Development to help obtain and distribute grants to cultural organizations, individuals, and businesses, and to encourage arts related and agricultural businesses to move to Amesbury.
	➢ Establish a program to recognize the efforts and achievements of arts/cultural organizations and individuals who have made significant contributions to the social fabric of the community.
ED-3.2	Develop a comprehensive portfolio of data highlighting Amesbury's historic and current cultural resources and make this portfolio easily accessible to and usable by a large audience, including marketers, planners, and buyers.
	➢ Conduct a comprehensive survey of Amesbury's existing cultural resources and businesses as a marketing and planning tool.
	➢ Design a 'cultural map' of Amesbury's downtown and surrounding areas, marking out key sites for a potential 'arts/culture district' and supporting businesses.
	➢ Create a research document outlining Amesbury's cultural history including trades, industries, agriculture and arts.
ED-3.3	Support the use of public and private space in Amesbury for cultural and arts-related purposes
	➢ Formally designate and name arts district(s), which should be areas with studios and galleries, or have buildings of significant architectural features or landscapes, and incorporate well-lighted pedestrian access, to correspond to the cultural map.
	➢ Develop a signage plan to direct people to arts districts, coordinated with any way-finding signage plan directing visitors to parking
	➢ Enhance public access and use of existing public spaces for cultural programming and special events, including the Millyard, Market Square, the downtown business district, Town Hall, and the public schools.

ED-4	**Position Amesbury to take advantage of business expansion and growth opportunities**
ED-4.1	Provide mechanisms to monitor economic trends and to promote the incorporation of those trends into the Town's economic development initiatives.
	➢ Analyze and review economic data and trend indicators to inform economic development efforts in the future, including relevant comparisons with national, state, and regional data and trends.
	➢ Create a comprehensive economic marketing program for Amesbury under the auspices of the Economic Development Director that incorporates all regional data and trend indicators, development action plans, the resident workforce report, the business employment needs survey, the small business guidance, and the cultural assessment and promotion efforts.
ED-4.2	Provide a full complement of local development tools to attract and plan for economic development opportunities. *See also Land Use Goal 4*
	➢ Draft a tax increment financing policy for Amesbury, outlining criteria that reflect the Master Plan's long-term community vision for offering tax incentives to businesses during the first five years of development or 75% of project build-out.
	➢ As an indicator of where town resources/ finances and legislative acts and ordinances are heading, incorporate into the annual Town Report a section on business development initiatives, additional needs, and the benefits of these initiatives to the community.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



Economic Development Action Plan

Amesbury Master Plan

Public Facilities and Infrastructure Element

Introduction

Amesbury is located on the Massachusetts border with New Hampshire, and operates their own wastewater treatment facility and water treatment facility. The Town maintains public water and sewer service, while some residential lots have on-site wells and wastewater disposal systems. VHB reviewed existing reports and studies conducted to assess utility systems and the expansion of the Amesbury Public Library. VHB's assessment for this Element of the Master Plan is based on readily available information supplied by the Town, with some supplemental information obtained through correspondence with local utility companies.

Past Improvement Projects

Amesbury has invested a significant amount of money in the past five years to revitalize specific sections of the town, as described below.

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Downtown Amesbury Reconstruction

In 1998, the Amesbury Mayor's office began an intensive downtown revitalization program which consisted of three phases. Over $1 million was invested in new water, sewer and gas service in the downtown area in Phase I. This work improved water quality, provided better water pressure for fire protection, and made sprinkler services available for downtown buildings. The revitalization of downtown was funded by the Massachusetts Highway Department.

As part of Phase II of the revitalization program, which began in 1999, the existing roadway from Main Street between Route 110 and Sparhawk Street was rebuilt, new safety enhancements were added to the Amesbury Middle School and Amesbury Post Office areas, and new curbs and sidewalks were constructed on both sides of the road. As part of these improvements, storm drains and sanitary lines were separated throughout downtown, which reduced some of the flow at the wastewater treatment plant. Phase III included many aesthetic improvements, including a new park, new trees and benches and period lighting. Phase III restored the graceful Victorian feeling of the downtown.

■

Congress Street Neighborhood Improvement

As part of Amesbury's Neighborhood Improvement Program, headed by the Amesbury Office of Community and Economic Development, (OCED) the Town revitalized the Congress Street Neighborhood by upgrading infrastructure, improving a local park, and enhancing homes in the neighborhood. The Congress Street Neighborhood includes the following streets: Spring Street, Green Street, Albion Street, Colchester Street, Cushing Street, Melrose Street, Elmwood Street, Hollander Street, Madison Street, Collins Avenue, Collins Street, Huntington Avenue, Currier Avenue, Trues Court, Pearl Street, Pearl Court, Maceo Street, Henry Street, and Manila Avenue.

The project involved multiple Town departments, including the Department of Public Works, the Water Department, the Utilities Department and the Engineering Department. Together, the Town installed new water, storm drain and sanitary sewer lines, as well as fire hydrants and house connections. The Department of Public Works also paved streets and improved the streetscape. This project benefited over 1,200 low to moderate income residents.

■

Orchard Street/Powow Hill Neighborhood Improvement

The Powow Hill Neighborhood includes 23 streets, and is defined by Friend Street to the south, Whitehall Road to the west, Southampton Road to the east and Dennet Street to the north. The work in the neighborhood included new sewer and water lines, as well as new paving on the streets and new sidewalks. This project benefited approximately 1,600 households.

Sanitary Sewer

The Massachusetts Department of Environmental Protection (DEP) issued an Administrative Consent Order relative to the Wastewater Treatment Facility discharge on October 19, 1998. The Order required Amesbury to implement measures to bring the Town into compliance with their NPDES Permit for their wastewater treatment facility discharge to the Merrimack River. Infiltration and Inflow (I/I) was contributing additional flow to the Wastewater Treatment Facility (WWTF), which increased the discharge from the plant beyond the permitted volume. The additional inflows exceeded the capacity of the facility, causing inadequately treated flow to enter the Merrimack River. The Town agreed to either construct a new wastewater treatment facility or upgrade the existing facility in order to comply with the Consent Order. In response to this Consent Order, the Town submitted to DEP a *Draft Phase I Facilities Plan,* (prepared by Camp Dresser & McKee) for review and approval on June 1, 1998.

The Consent Order also required the Town to submit a report summarizing the work done to reduce I/I, including the elimination of illicit connections from Town owned or controlled property. The Town is required to complete upgrades to the wastewater treatment plant and achieve full operation by July 2004. According to the former Director of Utilities, the Town is in compliance with all requirements of the Consent Order. Upgrades to the treatment plant are in accordance with the recommendations of the Phase II Facilities Report prepared by Metcalf & Eddy, with some engineering modifications.

According to Metcalf & Eddy, the Town's sanitary sewer system in 1999 consisted of approximately 50 miles of sewer pipe, ranging in size from 6 to 36 inches in diameter. The system is old, with most of the pipes over 50 years old and made of vitrified clay pipe. There are three siphon crossings of the Powow River and 24 pumping stations. Flow is carried to the Amesbury Wastewater Treatment Facility. Recent sewer improvements in the Town, according to the current Director of Public Works, include new pipe and lining on Cedar Street, new sewer in the Powow Hill area, new pipe and relining on Elm Street, and proposed pipe replacement and lining in the Aubin Street area.

According to the current Director of Public Works information is not available regarding the capacity of the existing sewer system infrastructure on a townwide basis, however, at this time, there are no areas of Town experiencing insufficient capacity. Problems with the system are associated with I/I entering the collection system. As noted earlier, Amesbury is complying with requirements of the Administrative Consent Order, which includes reducing I/I into the sanitary sewer system.

■

Existing Flows

Existing flows taken from the 1999 Metcalf & Eddy report are summarized in Table PFI-1.

Table PFI-1
Amesbury 1998 Wastewater Flows

Flow Component	1998 Metered Water (mgd)	Estimated 1998 Wastewater Flows (mgd)
Residential		
➤ Sewered	0.65	0.55
➤ Non-Sewered	0.12	
Commercial	0.44	0.37
Industrial	0.10	0.09
Institutional	0.03	0.02
Totals	**1.33**	**1.03**

Source: *Phase II Facilities Plan for the Town of Amesbury*, Metcalf & Eddy, September 1999

The Metcalf & Eddy report calculations were based on the most recent water meter data at the time. Sanitary flows were calculated by assuming 85 percent of water metered was discharged as sanitary flow. Using this same methodology and the most recent water meter data received from the Town in May 2003, VHB estimated sanitary flows. These estimated flows are included in Table PFI-2. The breakdown of flows is not the same as the Metcalf & Eddy report, as they used population data to determine sewered and unsewered flow. The figures presented in Table PFI-2 are based solely on flows from the Annual Statistical Report for the Town of Amesbury dated 2003, with the assumption that 85 percent of water was discharged as sanitary flow.

Table PFI-2
Amesbury 2002 Wastewater Flows

Flow Component	1998 Metered Water (mgd)	Estimated 1998 Wastewater Flows (mgd)
Residential	1.10	0.94
Semi-Residential		
➤ Industrial/Agriculture	0.07 Industrial	0.06
	0.003 Agriculture	0.002
➤ Other Semi-residential	0.05	0.04
Other		
➤ Commercial	0.10	0.09
➤ Wholesaler (sells water)	0.03	0.03
➤ Other Area	0.16	0.14
➤ Unaccounted	0.33	0.28
Total	**1.84**	**1.58**

Source: *2002 Annual Statistical Report for the Town of Amesbury*, March 2003

■

Future Expansion Impacts

IEP, Inc. conducted a developable lot study in 1988, which assessed the number of developable lots based on assessor's information, property owner's information, and the municipal zoning information, and projected the "build-out" condition. When preparing their September 1999 Draft Report, Metcalf & Eddy confirmed with the OCED that this information was still reasonably accurate. Table PFI-3 summarizes the estimated build-out population and wastewater flows for the year 2070. The Metcalf & Eddy population projection of 29,040 used in this report supersedes the Master Plan Update (dated July 1985), which stated the "saturation" level of Amesbury would reach 20,000 people.

Table PFI-3
Amesbury Wastewater Flows for Current and Build-out Conditions

		1998 Data	Future 2020	Build-Out 2070
Population	Total	15,780[1]	20,000	29,040
	Sewered	14,340[1]	18,550	27,590
	Septic	1,450[1]	1,450	1,450
Average Flow (mgd)	Domestic	0.55	0.80	1.35
	Commercial/Industrial	0.46	0.53	0.75
	Institutional	0.02	0.04	0.06
	Septage	Negligible	Negligible	Negligible
	Subtotal	1.03	1.37	2.16
Infiltration (mgd)	Existing	0.87	0.87	0.87
	Additional	0	0.14	0.45
	Total	0.87	1.01	1.32
Average Flow and Infiltration (mgd)	Total	1.90	2.38	3.48
Inflow	Ratio of Peak to Avg. Daily Flow	4.0	3.5	3.5
	Inflow (MGD)	5.70	5.95	8.70
Peak Flow (mgd)	Total	7.60	8.34	12.18
Flow Summary (mgd)	Daily Average	1.9	2.4	3.5
	Max Day	5.6	7.0	10.3
	Min Day	1.2	1.5	2.2
	Max Month	3.4	4.3	6.2
	Min Month	1.9	2.4	3.5
	Peak Hour	7.6	8.4	12.2
	Min Hour	0.7	0.8	1.2

Source: *Phase II Facilities Plan for the Town of Amesbury*, Metcalf & Eddy, September 1999
1 Figures as they appear in Metcalf & Eddy Report. Note that the population figures do not add up to the total shown.

The scope of the Metcalf & Eddy report did not include an analysis of the existing pipe capacity on a townwide basis; the purpose of the report was to evaluate capacity at the existing treatment facility and to evaluate sewer expansion to the five needs areas. Metcalf & Eddy did not cite any capacity issues in future conditions on a town wide basis, but did identify specific areas of the Town that may experience capacity problems, such as the Elizabeth Street Extension and at the Lake Attitash pump stations downstream of the Tuxbury Pond area, as described below.

■

Needs Assessment

According to the *Phase II Facilities Plan for the Town of Amesbury*, prepared by Metcalf & Eddy (September 1999), there are five wastewater treatment "Needs Areas" in Amesbury, due to failures of on-site wastewater disposal systems. Alternative treatment systems were summarized in the report as these technologies will be necessary for future construction in the Needs Areas because of the site conditions. Metcalf & Eddy recommended that a centralized collection system be developed to avoid future problems that may result from further use of the existing on-site treatment systems designs. The Needs Areas were identified in the *Draft Phase I Facilities Plan* and studied in the *Phase II Facilities Plan* in order to assess alternatives to extend sewer service and evaluate the downstream impacts of adding sewer in these locations. Fore each needs area, the downstream capacity analysis was based on the existing flows, and the flow that would be added to the system from the build-out of the sewer needs area of interest. The analysis did not include evaluating the build-out condition of all sub-areas tributary to the pump station of interest.[1] The Needs Areas and capacities are outlined in Table PFI-4.

Prioritization, in terms of implementing plans to extend sewer service to these areas, determined though Metcalf & Eddy's discussions with the Town, is as follows: the Tuxbury Pond Area, followed by Pleasant Valley Road, Merrill Street, Elizabeth Street Extension and Clinton Street.

Conversations with the Town in May 2003 indicate that sewer in the Tuxbury Pond area is not a high priority and may not get installed, contrary to the Metcalf & Eddy report. This area presents a conflict for the Town. Sewer service in the area would alleviate some concerns about the close proximity of septic systems to the drinking water supply; however, the Town does not want to encourage more development in this area, because the receiving pump station at Lake Attitash is under capacity. Sewer in the Clinton Street area is currently under construction.

In addition to the Needs Areas, which have experienced septic system failures, there are additional areas that are not served by public sewer. According to the current Director of Public Works, these areas tend to be small isolated areas/streets; some policies and strategies need to be developed, since in time septic in these areas will fail and may generate requests to have sewer installed.

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1 *Phase II Facilities Plan for the Town of Amesbury Draft Report*, September 1999, Metcalf & Eddy.

There are two new developments planned in the Pleasant Valley area, which would utilize the existing pump station that is there. The Town is a proponent of the Terrasphere Project and upgraded the existing pump station to provide enough capacity for the flows from this project. However, the Merrimac Landing project will also use this pump station. The existing pump station will not be able to service both projects without upgrade. The Town is working with the Merrimac Landing project to allow additional Town flow to pass in an easement through their site to the north to avoid potential downstream capacity issues if flow is directed to the street system to the south.

There is currently a moratorium in Amesbury on sewer hook-ups, and there is not an end date specified. According to the current Director of Public Works, the new treatment plant coming on line (scheduled for mid-April) will help justify some action, but the outcome is unclear. As noted in the *Amesbury Master Plan Update*, dated 1985, while the moratorium will reduce construction activity in the shortrun, it will not effectively reduce sewer hook-up demand since the back-log of permits will have to be acted upon in the future.

Table PFI-4
Wastewater Treatment Needs Areas

Needs Areas	Streets	Downstream Capacity
Tuxbury Pond Area	Meadowbrook Road Kimball Road Newton Road Tuxbury Lane	Appears adequate except for Lake Attitash Pump Station (may require additional capacity)
Clinton Street Area	Fern Avenue Clinton Street Cedar Street Mary Street	Appears to be adequate
Elizabeth Street Extension	Elizabeth Street	Does not appear to be adequate
Pleasant Valley Area	Pleasant Valley Road Maudsley View Lane Amesbury Landing Bartlett's Reach Buttonwood Road	Appears to be adequate
Merrill Street Area	Merrill Street Old Merrill Street Whittier Place Main Street	Appears to be adequate

Source: *Phase II Facilities Plan for the Town of Amesbury Draft Report*, September 1999, Metcalf & Eddy

Water

A public water system supplies most of the Town of Amesbury, and is dependent on surface water (the Powow River) with a back-up of two groundwater wells. A new water treatment facility was built in 1984, with the plant coming online in 1985. The Town expressed concern in the July 1985 Master Plan Update that the water supply has a potential for contamination because the Town regulates only the lower portion of the Powow River and does not have control over the upstream tributaries.

According to the 2002 Community Survey Conducted by the University of New Hampshire Survey Center, residents have a low level of satisfaction with drinking water quality and are willing to increase funding in this area. Further discussion on this topic will be included in the Water Resources section.

VHB received water meter data for 2002 from the Town. A summary of demand is included in Table PFI-5.

Table PFI-5
Annual Water Consumption

Service Type	Annual Volume (Gallons)	Percent of Total	Number of Connections
Residential	400,182,072	59.84	4,420
Semi-Residential			
➤ Industrial/Agriculture	27,277,952 Industrial	4.08	57
	1,238,396 Agriculture	0.19	10
➤ Other Semi-residential	17,752,179	2.65	26
Other			
➤ Commercial	34,949,208	5.23	292
➤ Wholesaler (sells water)	9,232,638	1.38	-
➤ Other Area			
➤ Unaccounted	57,014,953	8.53	-
	121,112,249	18.11	-
Total	**668,759,648**	**100**	

Source: *2002 Annual Statistical Report for the Town of Amesbury*, March 2003

The Town sells water to Salisbury, a neighboring town, during drought conditions. The Town is considering selling water to neighboring communities during the winter, when they have excess supply, so that those communities do not have to drain their supply during the winter, and will therefore have adequate water during the summer months. The Town is still researching this idea. A more detailed discussion is included in the Water Resources section.

Storm Sewer System

The Town indicated that there are multiple flooding areas, which include the Carriage Hill Park Pond area, culverts located at Mast Brook, South Hampton Road and Market Street, the last culvert on Elm Street heading toward Route 110 and the Archbrook Culvert. A broader discussion of these issues is included in the Water Resources section.

Gas

According to the Town, there was recently an upgrade of approximately 800 feet of gas line along Market Street, and Keyspan would like to upgrade some more areas. Keyspan uses the Stoner system to help create a 5-year model for maintenance of their service system. This model helps to project the soft areas in their system, and allows the company to address any potential problems. Capacity issues are addressed on an individual customer basis. According to Keyspan, there are currently no capacity issues, although some areas in Town are in better shape than others. The only upgrade this year was reinforcing 900 feet of line on Market Street, as the Town had also indicated.

Keyspan gave a preliminary schedule for long-term projects. This schedule is subject to change. There are no proposed high-pressure projects in 2004. In 2005 Keyspan plans to upgrade 1,000 feet on South Hunt Road, 300 feet on Buttonwood Road, 1,400 feet on Middle Road and 2,500 feet on Pond Hill Road. In 2006, 1,000 feet on Merrill Street, 3,300 feet on Main Street and 1,100 feet on Evans Place are scheduled for upgrade. Keyspan plans to upgrade 3,700 feet of pipe on Congress Street in 2007. All projects will use 8-inch plastic pipe.

Electric

Massachusetts Electric supplies electric service to Amesbury. According to members of the Public Facilities Infrastructure Focus Group, brownouts have occurred within the town. The former Director of Utilities indicated that there are issues in the downtown area due to inadequate lines and inadequate transformers, but he was not sure of the specific source of the problem. There is a problem at Lakeshore Drive, but the cause is unknown.

VHB has made several calls to Massachusetts Electric representatives but has not received further information to date. It is VHB's recommendation that the Town investigate this issue further.

Telecommunications

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Telephone

Verizon is the supplier of telephone service to Amesbury. Verizon indicated that there is adequate service in the area and that digital subscriber line (DSL) service is available in the area.

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Cable

Cable service in Amesbury is provided by Adelphia. Adelphia indicated that the full range of services offered is available in Amesbury. These services include analog and digital cable, high definition television (HDTV), video digital recorders, and indemand pay per view. The infrastructure was rebuilt approximately four years ago and is a 750 MHz fiber optic system, and serves all residential cable service needs. According to Adelphia, there don't seem to be any areas of inadequate service and no upgrades are planned. Adelphia is, however, extending service lines to provide cable to new housing developments that are currently under construction.

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Cyber District

The Boston University Graduate School of Management developed a *Report to the Amesbury Telecommunications Task Force* on the Amesbury Cyber District Pilot Project Study on May 10, 1999. A Cyber District would be a central business district that would attract high tech businesses to Amesbury. This study assessed the feasibility of the pilot project to bring high-speed Internet service to a building in the Upper Millyard. The study found that the pilot project was a viable way to begin the development of a Cyber District, which would extend to a greater portion of Amesbury, provided that the Amesbury Telecommunications Task Force simultaneously take steps in building physical infrastructure, marketing and developing business support mechanisms.

Additional information was received from the OCED. In December 2002, the U.S. Department of Housing and Urban Development notified the Mayor's Office that the Town was eligible to receive $25,000 for the Cyber District project. The award came through the Economic Development Initiative (EDI) Special Projects Program. The Town will receive the funding in summer 2003.

The EDI grant will be used for the purchase, installation, and maintenance of an electronic kiosk for the Amesbury Historic and Cultural Center (AHCC) in the Upper Millyard. The AHCC is being developed in association with the Amesbury Lofts

project. The AHCC will be located in the Upper Millard. The Kiosk will engage and inform the public through technology by providing visitor welcome, orientation, historic Amesbury information, and exhibit information. The kiosk will link the Upper Millyard to local historic sites, artisans and cultural events bolstering Amesbury's economic and social development. The AHCC kiosk project facilitates the Amesbury Cyber District's goals to leverage local talent and resources and foster economic development.

Emergency Sirens

The Seabrook Nuclear Power Plant operates emergency sirens that can be heard in Amesbury. The Emergency Management Director at the power plant indicated that Seabrook has a detailed Emergency Action plan that includes different siren sounds for different emergencies, and has worked with Amesbury for six years to develop the sounds. The power plant has its own siren for an emergency.

Zoning Impacts on Future Expansion

According to the Amesbury Master Plan Update dated July 1985, the Town modified some of its existing zoning districts to minimize the potential for development in unsewered areas. The modifications were adopted in June 1985. The Suburban Residential (R-20) zone was limited to areas that were currently serviced by public sewer. The Rural Residence (R-30) was located in three outlying areas of Amesbury and was eliminated in favor of a lower density residential zone. The build-out condition of the existing zone would have required significant water and sewer extensions and roadway improvements. The previous R-20 and R-30 zones made up a large portion of developable land in town. The potential density of development would have required extension of water and sewer service, as well as possible upgrading of the sewer treatment facilities, and additional schools.

As part of the 1985 zoning modifications, R-40 and R-80 zones were established in outlying areas, requiring minimum lot sizes of 40,000 square feet and 80,000 square feet, respectively. The increase of lot sizes in unsewered areas reduces the overall development density potential, thereby reducing potential for overtaxing existing systems and the need for adding new sewer and water service.

The Town of Amesbury Subdivision Regulations dated August 6, 2002, require that an Environmental and Community Impact Analysis be conducted for all non-residential subdivisions and residential subdivisions creating more than 15 lots, and for smaller subdivisions if the Planning Board believes it is warranted. The report must include an evaluation of the proposed development's impacts on the community and on the natural and man-made environments. Evaluation must

include stormwater runoff impacts, sewage disposal effects on groundwater, public service elements such as schools and solid waste disposal.

High School Expansion Study

In the spring of 1999 the School Committee formed a High School Space Committee to look at the growing enrollments at the High School and the need for a renovation of the aging facility. The *High School Facility Planning: Amesbury, Massachusetts* prepared by New England School Development Council (NESDE), dated August 1999, was prepared to analyze present and future needs related to the capacity and condition of the high school. The study concluded that "Overall, the high school building is in good condition and considering its age appears to have been well maintained. However, it is at mid-life in terms of anticipated useful life expectancy and needs a major renovation."
The report indicated that there are not enough stations for students given adjusted building capacities and there is insufficient space for "conducting an up-to-date instructional program." The study also stated that the building, which is 30 years old, is outdated for the current and future needs in the high school, particularly for computers, special education programs and athletic and arts programs. To provide enough space for these programs, classroom space would be eliminated, causing insufficient space for student stations. The study also noted that the building needs to be renovated.

Enrollment projections, as determined by NESDEC are listed in Table PFI-6.

Table PFI-6
Amesbury High School Enrollment Projections

Grades 9-12 Projections		
1998/1999	2004/2005	2008/2009
638	789	687

Source: *High School Facility Planning: Amesbury, August 1999*

The study compared the current operating capacity and the planned operating capacity, and found that the planned operating capacity does not satisfy the projected enrollment. There is a "projected deficiency of approximately 150-200 pupil stations based on program needs (planned operating capacity)." The study also found that the "building must be brought up to current handicap accessibility code requirements" and that the "high school need substantial re-design and overall renovation/upgrade of building and grounds."

The study outlined two options for updating the high school. Both options would include the construction of a 200-student addition. A structural review by Habeeb & Associates Architects, Inc. was performed as part of the high school study. This

review found that "if a second story addition was planned at the building, the entire structure of the building would have to be brought up to current code at a great expense." The recommended alternative is an addition that would be separate from the existing building and with a roof height which matches the existing building.

Option I, as outlined by NESDEC, would require construction of a 200-pupil addition, as well as renovation/upgrade of the existing building and grounds. The addition would "provide space to meet the planned operating capacity needs in terms of sufficient pupil stations and to meet some of the major programmatic needs."

The renovation "of the existing building would meet all other programmatic needs…ranging from modernization of the science laboratories to providing adequate spaces for special education programs, faculty offices and work stations, appropriate school office and guidance spaces, complete computer/technological upgrades, repaving/lighting parking lots, upgrading athletic fields and so forth." The renovation would also include upgrading the mechanical systems, such as electrical and HVAC, and improving health and safety. With this option, the Town would incur a greater cost, but would gain a "state-of-the-art modern high school that would suffice for another 30-35 years."

Option II would require the same 200-pupil addition as Option I, as well as an allowance for minor modifications in the existing building. This option would only allow for "modification of certain spaces" while "the building's sub-systems (HVAC, lighting, electrical, plumbing and sanitary, etc.)" and "some of its critical specialized areas (such as, science labs, physical education/athletic areas) will continue to deteriorate and will need to be replaced one by one."

Although the initial cost for Option 2 is approximately half the cost of Option I ($8.1 million and $16.5 million respectively), NESDEC states that Option II may cost Amesbury "as much or more than Option I because of the likelihood of not receiving state building aid for a basic maintenance program." NESDEC states that "Amesbury is entitled to 75% state aid on an approved project such as Option I. While the state would likely approve the 200-pupil addition of Option II, it may not approve the 'minor modification' portion."

The Amesbury Municipal Council appropriated $70,000 for architectural fees for the preliminary design plans required to qualify for state funding (75%) reimbursement for project costs. The project fits into the school system's Strategic Plan strategy to provide and maintain viable facilities. In the November 2003 election, voters agreed to temporarily raise property taxes to finance the estimated $29 million renovation and expansion project, approving a debt exclusion of Proposition 2½ to fund the work.

Public Library Expansion

The *Amesbury Public Library Report of Existing Conditions,* prepared by Erdman Anthony Associates, dated July 20, 2000, is an appendix to the *Amesbury Public Library Feasibility Study Final Report* prepared by Tappe Associates, dated December 2000. The report evaluated existing conditions and made recommendations of upgrades required due to the expansion of the library.

According to the report, existing utility systems were determined to be in good condition. Erdman Anthony Associates recommended that a new hot water boiler be installed. New electric DX cooling would be designed to provide heating/cooling and ventilation to the new addition. The new addition would also require a new and larger domestic water service if new fixtures are to be added or if the expansion requires additional water. The existing storm drain system can be left in place. The report also recommends that a sprinkler system be installed. The electrical service would require upgrades, including a new 120/208 volt, three-phase, 600-amp service and new three-phase circuit breakers. Upgrades to the lighting are also recommended. Emergency lighting must be added and exit signs must be replaced. The existing fire alarm can be reused with modifications to comply with ADA requirements, and the adequacy of the existing security system is dependent on the extent of modifications to the existing library.

According to the *2002 Community Survey* Conducted by the University of New Hampshire Survey Center, residents are satisfied with the Amesbury Public Library but believe that it should receive increased funding.

Lower Millyard

According to the OCED *Programs, Projects & Planning Guide*, Amesbury began to examine the Lower Millyard in 1998 to "determine reuse options" and found that "the presence of the Public Works garage in this area was in conflict with the redevelopment of the Water Street Mills owned by Dan Healey." The Lower Millyard has significant redevelopment potential, so the Town is considering options for relocating the Public Works garage. The Town is also planning a new transportation center, which will be located in the Lower Millyard, which will serve as a hub allowing people to link with public transportation. A portion of the existing Public Works site has been identified as a premium site for the transportation facility, making the relocation of the Public Works facility more desirable. The Town has not yet finalized the new location of the Public Works garage.

The Council on Aging will move to the Lower Millyard with the development of the transportation center.

Public Buildings and Schools

The town owns several important buildings for providing services to the residents of Amesbury. Major public buildings include the Town Hall, Town Hall Annex, Senior Center, Police and Fire Department, Housing Authority and the Library.

The Town Hall houses the office of the Mayor, Department of Public Works, Town Engineer, Office of Community and Economic Development, Treasurer, Assessor's Office and Administration and Finance. Two other buildings on School Street have offices of the Health Agent, Building Inspector and the Senior Center. The Library is also located in the same civic campus as the Town Hall and the Police and Fire Department. The central location of the Civic Buildings defines the Civic Campus and provides an anchor to the Downtown. It is easily accessible for residents from across the town and is very convenient for meeting the public service needs of senior residents.

The educational institutional framework comprises of the Amesbury, Elementary, Middle and High Schools. This framework is further supported by other educational institutions in town to meet the needs of the younger population of the Town, most notably the Cashman School, Harbor Schools, The Academy and the Sparhawk School.

The Town Hall, and the Police and Fire Stations are all in need of upgrades, each of which have limited expansion space in their current locations. Additional facilities are desired for teen recreation and theater/cultural/arts venues. A long term funding strategy is needed to determine the priorities and mechanism for providing these upgrades. For efficient emergency access response times, it is important that the Police and Fire Stations remain centrally located in the Town.

Community Identified Assets and Liabilities

As part of the process to develop a Master Plan for the Town of Amesbury, Massachusetts, members of the Vanasse Hangen Brustlin, Inc. (VHB) consultant team sought input from Amesbury community members on their issues, concerns and visions for the City. The process of identifying Amesbury's strengths, weaknesses, opportunities and threats consisted of a series of focused interviews and public meetings to gain insight on elements that should be addressed in the Master Plan. These meetings included the following:

January 16 and 17, 2003	Interviews (over 100 people)
March 1, 2003	Public Open House on Assets and Liabilities (over 125 attendees)
March 22, 2003	Public Design workshop on Visioning (over 75 attendees)

The information compiled during the interviews and input received during the public meetings has been supplemented by the results of the 2002 Citizen Survey and with observations made by the consultant team during site visits. Additional input was received from the Master Plan Steering Committee, the seven Focus Groups for each of the Master Plan Elements and staff from the Office of Community and Economic Development.

The following sections provide a summary of what members of the Amesbury community have stated as being the Town's assets and liabilities. The statements reflect individual comments and viewpoints, and may or may not have factual basis.

■

Assets

- Amesbury's school system is well regarded by the community. Recent improvements to the elementary and middle school have been made, and while expensive, people view upgrades to the high school as a worthwhile investment.
- The Library is viewed as a centerpiece in Amesbury. There is strong support for expansion of the building, including people who are willing to pay fees to support the improvements.
- Many families that use the playing fields are willing to pay higher fees to maintain these facilities rather then build new ones.
- Though improvements are needed to all of the buildings, there is a sentiment that the Town Hall, Library, Police and Fire Stations provide a "civic center campus," and serves as a focal point for the Downtown area.
- There is support and demand within the community for a recreation center and people have stated that they would be willing to support it with user fees.
- The Master Plan is viewed as a great tool for City officials to prioritize where improvements are needed and to identify short- and long-term funding solutions.

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Liabilities

- The Town Hall, library, high school and Police and Fire Stations are all in need of upgrades. Additional facilities are desired for teen recreation and theatre/arts/cultural venues. A long term funding strategy is needed to determine the priorities and mechanism for providing these upgrades.
- Upgrades are needed for Town Hall, the Police and the Fire Station, each of

which have limited expansion space in their current locations. For efficient emergency access response times, it is important that the Police and Fire Stations are located in the center of the City.

- Roads, sidewalks and utilities throughout the City are aging and need to be repaired since there has been extensive damage done by tree roots and construction. The City has current assessments and plans for infrastructure improvements, but they are not well coordinated, which makes it difficult to determine implementation strategies.

- New development is dictating where infrastructure improvements are needed. A better plan is needed to determine how to coordinate growth utilizing existing or planned infrastructure improvements.

- Water and sewer needs identify missing links and inadequacies up to 2005, but the list is not prioritized. The current plan is to coordinate upgrades with the Massachusetts Highway Department's schedule for road improvements, but their programs keep getting delayed. The City should have a long range plan in place for a drinking water supply that is not surface dependent, and the water quality and quantity must be improved.

- Infrastructure improvements are needed in the Downtown area, including additional/convenient public parking and way finding signage.

- Better efforts and enforcement is needed for snow removal along sidewalks in areas with higher volumes of pedestrian traffic.

- The Department of Public Works (DPW) facility in the Lower Millyard is inhibiting economic development efforts in the Downtown area. Consideration should be given to the facilities impact, including solutions for where it could be relocated.

Public Facilities and Infrastructure Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Public Facilities and Infrastructure Focus Group to develop recommendations to accommodate public service needs in the Town of Amesbury over the next 20 years.

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Pubic Facilities and Infrastructure Vision

The Public Facilities and Infrastructure Focus Group developed the following Vision Statement to guide their efforts to develop recommendations:

Provide Efficient Services and Facilities to Support the Quality of Life in Our Neighborhoods

Amesbury's public services provide fundamental elements to support the quality of life and the needs of our community. We will continue to implement, maintain and upgrade essential public services that support the needs of Amesbury residents, by utilizing sustainable technologies, protecting the community's environmental and natural resources, and ensuring a high level of public safety, education and protection. We will ensure the provision of infrastructure to meet the current needs of our residents, and to support economic growth where feasible and appropriate. As a community, we will continue to provide efficient, open communications, education, collaboration and cooperation on projects and issues of concern to the general public.

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Goals, Strategies and Actions

PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**
PFI-1.1	Protect outlying areas and critical natural resource areas from unmanaged growth by ensuring provisions of infrastructure are sufficiently dealt with. *See also Land Use, Goal 3 and Natural Resources, Goal 2*
	➢ Limit demands for additional/future growth and development in outlying areas to only those areas with adequate provisions of infrastructure.
	➢ Strengthen local development bylaws to protect natural resources by incorporating new state and federal environmental regulations.

	➢ Evaluate all existing ordinances to ensure compliance with National Pollutant Discharge Elimination System Phase II for regulations regarding construction site runoff, illegal discharges into the storm drain system, and long-term maintenance of sites after they have been constructed.
PFI-1.2	Provide all departments with an updated operational Watershed Management Plan for public water supply quantity management.
	➢ Update the 1999 Water Management Plan to reflect 2003 conditions and the future results of modeling. Institute an annual review and update schedule for the Plan.
	➢ Form a Watershed Management Team that includes individuals from various departments and groups that may comment on, and assist, in the implementation of the Plan.
	➢ After the Management Plan has been revisited and updated, prepare operational guidelines, which may then be used in the overall Town-wide Water Management Plan.
PFI-1.3	Prepare and implement a written policy for dam inspections, maintenance and repair. Educate staff on all aspects of dam operation and requirements as it applies to the Water Management Plan.
	➢ Conduct permanent repairs and continued detailed inspections with proper maintenance of the wier at Newton Road.
	➢ Compile a complete file for each water control structure that can be used for developing a database of existing conditions, operating procedures, inspection reports, repairs completed, complaints, operational problems.
	➢ Review Lake Gardner Dam Operation and Maintenance Manual for sections that may be applicable to other Dams in the Town. Develop a minimum standard for Operation and Maintenance procedures for all water control structures.
PFI-1.4	Prepare a Facilities Plan for the Water Supply System that details existing water supply needs, future expected needs, and Water Treatment Plant upgrade requirements.
	➢ Complete the evaluation of the Water Treatment Plant to identify deficiencies modifications to comply with Federal regulations; and prepare cost estimates for upgrades.
PFI-1.5	Develop a policy for addressing water quality concerns backed up by procedures for implementing water quality protection efforts.
	➢ Work with the Merrimack River Watershed and Powow River Watershed groups to prioritize concerns and share resources for pollution prevention in the watershed and prepare a definitive Action Plan to address them.
	➢ Continue through the 5-Year Municipal Stormwater Management Plan to focus on the control of pollutants that may result from stormwater runoff. Expand stormwater education and BMP implementation in future years.
	➢ Gain public support through stormwater education/ involvement so they may be participants in the plan and educated about future funding needs.
	➢ Directly address sedimentation and erosion control in the new By-Laws to be prepared in accordance with the 5-Year Municipal Stormwater Management Plan.
	➢ For wellhead protection requirements, submit a copy of any existing land use controls and water supply protection measures and draft proposed changes to meet state regulations.
	➢ For surface water protection requirements, develop a DEP approved protection plan that meets state regulations and develop local land use controls within Zone A.
PFI-1.6	Develop a unified program, procedure or policy for all departments regarding storm water management in the Town to identify management requirements and funding needs in accordance with Federal EPA Regulations.
	➢ Develop a database management system for implementation, record keeping and ongoing operations required for the Municipal Stormwater Management program.
	➢ Prioritize information relative to water quality control that would be most desirable on maps to develop plans for protection.
	➢ Prepare Town storm drain mapping and asset management databases so they are compatible and linked so maintenance records, schedules, planned improvements and reports can all be managed in a cohesive fashion.
	➢ Evaluate and prioritize flood prone areas for improvements.
	➢ Evaluate the possibility/need/desire for developing a stormwater enterprise fund.

PFI-2	**Encourage and sustain economic growth in commercial and industrial districts in the village center through suitable infrastructure development.**
PFI-2.1	Provide a sufficient supply and capacity of utilities and infrastructure services to meet current and future needs. *See also Land Use, Goal 1 and Transportation, Goal 4*

	➢ Prioritize needed upgrades to utility systems, improvements to streets and sidewalks, and enhancements to parks and open spaces to improve efficiency of infrastructure and maximize potential for planned growth in the village core.
	➢ Continue infrastructure and pedestrian improvements along Main Street, Friend Street and Market Square to areas including Elm Street, Market Street and the Lower Millyard.
	➢ Investigate needed improvements to the electrical service to ensure adequate capacity in the downtown area.
	➢ Extend public infrastructure to underutilized millyards, and town owned parcels determined suitable for economic development.
	➢ Investigate alternatives for improving the public water supply system, which could include upgrading older lines and increasing the size of transmission lines from the Water Treatment Plant and Powow Hill Tank.

PFI-3	**Provide new avenues for generating funds to help meet infrastructure development costs.**
PFI-3.1	Explore different options for ensuring improved public services and amenities.
	➢ Share service delivery costs through regional collaboration for infrastructure development.
	➢ Explore methods, such as access fees, that require developers to pay costs for public improvements necessary to accommodate any additional impacts or burden on infrastructure.
	➢ Revisit the potential for selling water to other communities in the region during the wet season.
	➢ Review all permitting fees to ensure that all costs are covered for Town review and needed improvements.
	➢ Review all fee and source revenues to ensure that costs are competitive and sufficient to cover services.
	➢ Establish an enterprise fund or special accounts (trusts) for areas such as cultural and recreation amenities, housing, downtown parking, public improvements (water and sewer, road, sidewalks, beautification) as an alternative to waivers granted by the Planning Board.
PFI-3.2	Monitor future rezoning on a town wide basis to determine the effects on public infrastructure.
	➢ Calculate the impacts on domestic water supply and sanitary sewer services with any increases or decreases in minimum lot sizes in unsewered areas of Town.
	➢ Monitor capacity at the Wastewater Treatment Plan as new developments are proposed.
	Expand upon the Subdivision Regulations requirements for Environmental and Community Impact Analyses to include stormwater runoff impacts, sewage disposal effects on groundwater, and public service elements such as schools and solid waste disposal.
	➢ Establish and fund Best Management Practices for all infrastructure elements.

PFI-4	**Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.**
PFI-4.1	Develop new methods to coordinate the delivery of public services.
	➢ Prepare an infrastructure management plan to prioritize needed improvements for existing infrastructure, public facilities and program funding.
	➢ Support efforts to develop a Capital Improvement Plan to program funding on an annual basis for ongoing maintenance needs for existing facilities and to identify priorities for immediate and long-term public improvements.
	➢ Implement technological resources that result in database management and paper reduction, and the needed training for staff, in order to provide better customer service and outreach.
	➢ Map out utility networks to identify gaps in services and to determine which improvements are necessary to achieve the maximum return from investment.
	➢ Integrate utility and public service plans.
	➢ Review options for pavement management contracts through a greater emphasis on preventative maintenance to roadways in fair to good condition and a logical program for the rehabilitation of poor roadways.
PFI-4.2	Integrate the Public Works Department to accurately address water management issues and understand and implement water management activities and policies.
	➢ Reorganize Public Works related positions and consolidation into a single department.

	➢ Develop an infrastructure assessment and management procedure in an integrated database that is multi-faceted and used for assessment, evaluation for upgrades as well as operation/maintenance and record keeping functions.
PFI-4.3	Provide documentation and resources to all Town departments on a regular basis.
	➢ Integrate past plans and recommendations developed by the Town and consultants, and evaluate these items on a regular basis.
	➢ Ensure that useful information that has been obtained is discussed and reviewed among multiple staff and department heads.
	➢ Catalogue existing studies and reports for distribution through all Town offices.

PFI-5	**Support development of public facilities to meet long-term community service and educational needs.**
PFI-5.1	Upgrade public buildings and Town Offices to provide updated facilities for improved public services.
	➢ Prepare a Facility Capital Plan to identify programming needs for Town departments and to address ongoing needs for maintenance and future improvements.
	➢ Support the plans for expansion of the Library to provide enhanced services for Amesbury residents.
	➢ Prepare a programming study of the DPW yard to define space needs to accommodate needed functions for the facility in order to facilitate relocation of the yard to a site of feasible size that has minimal impacts to adjacent uses.
	➢ Prepare a build-out analysis to project capacity and future needs and options for cemetery expansion.
	➢ Conduct a study of school goals and operations to develop recommendations for maintaining facilities and programs in accordance with State standards, and to promote academic excellence at a level of local spending the townspeople will support.
	➢ Research the feasibility and funding sources to develop a recreation center with appropriate programming to provide activities for youth, families and senior citizens.
	➢ Form a building committee and prepare a programming study for expansion or relocation of the Fire Department, including suitable centralized locations to ensure sufficient response times to all areas of Town.
	➢ Prepare a long range programming study to ensure sufficient capacity of the Police Department and Emergency Management to maintain state accreditation.

Water Resources

Introduction

Vanasse Hangen and Brustlin, Inc. has reviewed information provided by the Town relative to water resources and completed a focus group meeting (May 22, 2003) to further explore the issues associated with the management of water within Amesbury. All of the information provided herein was taken from existing studies or documents provided by the Town or through follow-up discussions with Focus Group members or Town officials. No field observations or verification of the information provided was performed by VHB. The following information summarizes some of the findings and recommendations relative to Amesbury's water resources.

Watershed Management Plan (Quantity Control)

The key water resources in Amesbury are located within the Powow River watershed which is a sub-basin within the greater Merrimack River Watershed. It is the smallest sub-watershed within the Merrimack River Basin. The Powow River watershed is the primary source for the public drinking water supply for the Town. Approximately 47 square miles of the estimated 58.6 square mile (*source: Merrimack River Watershed Council*) Powow River watershed lies outside of Amesbury, mostly in New Hampshire and a small amount in the Town of Merrimac. It was noted that several of the reports reviewed present different total areas for the size of the Watershed.

Amesbury has a Watershed Management Plan, (Version 2.2 May 5, 1999), currently in place that addresses the "operation and management of the lakes, rivers and water control structures located within Amesbury." The Management Plan, which focuses on managing water quantity, is broken into five water districts located within the Powow River Watershed. These are identified in the Plan as follows:

- District 1 – Class A – Public Water Supply
- District 2 – Class A – Active Recreation
- District 3 – Class B – Passive Recreation
- District 4 – Class B – Passive Recreation
- District 5 – Class B – Active Recreation

The following are excerpts from the Plan and information from additional material reviewed that briefly describe Public Water Supply District 1 management.

Watershed District 1 includes three surface water impoundments: Tuxbury Pond (an impoundment of the Powow River); Lake Attitash; and, Meadowbrook Pond. These key surface water bodies jointly supply water for the Amesbury Water Treatment Plant (AWTP). Descriptions of each are as follows:

Tuxbury Pond – *4.25 ft. mean depth, 8 ft. maximum depth, 108 acre area, 459 acre-feet volume.* Tuxbury Pond is located on the Massachusetts/New Hampshire border with approximately one-half of the pond in each state. This impoundment of the Powow River, maintained by the Tuxbury Dam, discharges to the Powow River and is the primary source flow towards the drinking water supply intake approximately 1 mile downstream. The New Hampshire Department of Environmental Services (NHDES) has the ability to control flows north of the pond at Trickling Falls Dam in Kingstown, New Hampshire. Flows are typically shut off during the peak season from April 15th to November 15th limiting the flow to the pond. Tuxbury Pond may also receive inflow from Meadowbrook Pond, to the southwest via the State Line dam control structure.

Lake Attitash – *14 ft. mean depth, 30 ft. maximum depth, 360 acre are, 5040 acre-fee volume.* Lake Attitash is included in the Amesbury drinking water supply system. Approximately one-quarter of the lake is located in the Town of Merrimac. The lake is also used for boating, swimming and fishing. The Birches Dam lies between Lake Attitash and Meadowbrook Pond and functions as the main control structure.

Meadowbrook Pond – *2 ft. mean depth, 4.5 ft. maximum depth, 75 acre area, 150 acre-feet volume.* Meadowbrook Pond, the shallowest of all the impoundments has three control structures that assist in controlling water levels and flow into and out of the adjoining water bodies. These structures are as follows:

- The Gate at Archbrook – controls the flow of water out of Meadowbrook and Lake Attitash to the Powow River.
- The Birches Dam – controls the flow of water between Lake Attitash and Meadowbrook Pond.
- The State Line Dam – controls the flow of water between Meadowbrook Pond and Tuxbury Pond.

The Powow River -- *(Approximately 6, 000 linear feet in District 1) - 40 ft. average width, 6 ft. mean depth, 33-acre-feet volume.* The portion of the Powow River that is located in Amesbury's designated "Watershed District 1" is impounded by the Newtown Road Weir. Both Tuxbury Pond and Meadowbrook Pond can discharge into this section of the Powow River. The Archbrook outlet connects Meadowbrook Pond to this Powow River section and the Tuxbury pond Dam controls Tuxbury Pond flows to this section.

Seasonal procedures for managing the surface water elevations for the various areas are outlined in the Town's Watershed Management Plan. Tuxbury Pond is the main holding area for the water supply system and the target operating level of the pond year round is currently 96.6 ft. NGVD. It is currently recommended to maintain the other two impoundments at elevations no lower than 95.0 ft in efforts to limit, or eliminate, past complaints of private well failures, impacts to wildlife/fisheries or recreational and/or aesthetic problems that may result from lower elevations during normal operations. The existing management policy does however allow for Meadowbrook Pond and Lake Attitash elevations to be lowered to 94.0' before November 1, (if refilled to 96.0 ft by March 1 and 96.5 ft by May 1) to allow for high flow storage as well as weed control by winter exposure. The draw down procedures for aquatic weed control was outlined in the Water Level Draw Down Assessment Program for Tuxbury Pond (1994). The Pare Engineering Safe Yield Analysis mentioned that some Attitash lakeside residents feel the winter draw down time is not long enough to allow for storage of the spring meltdown. Pare Engineering mentions in their report that a longer draw down time may be warranted.

It was proposed within the Watershed Management Plan to have the current policy formally adopted as a written procedure that can be incorporated into a Town wide Waterway Management Plan.

The Town currently has a firm under contract to prepare a Watershed Management Model using the Hydrologic Engineering Center (HEC) HEC-RAS and HEC-HMS computer models for hydrologic and hydraulic evaluations. The resulting model will be beneficial in evaluating the interactions between the various components of the water supply system as well as the watershed as a whole. This will enable the Town to further refine the Watershed Management Approach for the varied uses that are supported including water supply, recreation and fisheries and wildlife habitat. It is expected that this Model will be complete in the spring of 2004.

Water Control Structures/Dams

The Town owns and operates approximately eight water control structures/dams. A few water control structures that exist in Amesbury are solely for aesthetics and some do not pond water to a depth that qualifies them as dams under the Massachusetts Dam Safety regulations.

Water levels at the larger water bodies in the town are generally managed for the purpose of maintaining elevations that allow for recreation activities and/or for adequate drinking water supply. Procedures for maintaining water surface elevations are described in the Town's Water Management Plan described above.

A study of the Arch Brook Culvert, State Line Dam, The Birches and the Powow River Weir, (which are all components within Amesbury's drinking water supply system), was prepared by Pare Engineering. The study was completed in order to

provide the Town with estimated costs to repair or replace structures that are necessary for proper water resource management. They identify the normal operating elevation of the main three water supply bodies as 96.6 ft. NGVD. Many of the Dams need to be upgraded, especially the weir control structures, as it is difficult to operate many of the weirs (that are controlled by stop logs) safely. The Town has no major industrial users with water withdrawals.

The following are some general notes relative to the Dams within Amesbury's boundaries:

Lake Gardner Dam – Located off Whitehall Road. This is a 750-foot long dam with a maximum height of 25 feet. It impounds water along the Powow River. The discharge flows via the Powow River through the Town center towards the Merrimack River. Hand operated flow control gates are part of the structure. The Dam was rehabilitated in 2000 and has an Operation and Maintenance Manual prepared by Pare Engineering (November 2001) in accordance with the Massachusetts General laws for Dam Safety.

Tuxbury Dam –An entire replacement of the Dam was completed a few months ago, it is now easily operated with mechanical gates.

Clarks Pond Dam – This control structure, located in a residential area, can pond water up to a 7-foot depth but has no variable control structure associated with it. While the Town would like to upgrade the dam so it can be managed, it is not considered a priority at this time because there is not a large volume of water controlled behind the Dam and it is not critical for water supply or recreation.

Crib Dam – This dam, located across from Town Hall, had some work completed in 1986. At present there is no safe way to operate the gate structure and it has some structural deficiencies. While this dam is solely for aesthetic reasons it is in the center of Town and it is recommended to fix the structural deficiencies and put a gate control structure on it that is safe.

Newton Road Weir – Also referred to as the Powow River Weir, this 193-foot long weir is located at the end of Newton Road and impounds water for water intake at the pump station. The weir spans the river and is located approximately 1,000 feet downstream of the intake of the Water Treatment Plant (WTP). It is critical to be able to impound water at this location at the proper height. According to the Town's 1999 Watershed Management Plan and the Safe Yield Analysis, the weir elevation is 36-inches over the intake elevation for the WTP. Information provided indicates that the structure is in poor condition and needs rehabilitation. The structure was originally built in 1950 and was about to fail in 1976. Some improvements were made at that time along with an increase in the height of the Dam by 14 inches. The neighborhood initiated a lawsuit that has since been settled but was based on increased flooding due to the increased dam height. It should be noted that a treatment plant has since been built that is dependent on the current (14-inch higher) water level for correct

operation. The timber and sheet pile dam is currently operated with stop logs and there was a breach in the weir. As stated in the Safe Yield analysis it is estimated that losses of water at the Dam was up to 3 MGD. While the leak has been repaired, the dam is currently experiencing stability problems. Pare Engineering has identified considerable erosion around the perimeter of the weir; this erosion is typically repaired with temporary measures annually. If permanent stabilization is not completed, it is likely that the river will bypass the weir completely and create an ox-bow in the river cutting through adjacent property.

Stateline Dam – According to Pare Engineering (2000) this dam is a concrete control structure that regulates discharge from Meadowbrook Pond into Tuxbury Pond. Pare identifies the structure as 7-feet high and 15-feet long with a 4.5-foot wide spillway controlled by timber stop logs, which acts as the dam which then flows to a 36-inch culvert under Kimball Road between Tuxbury Pond and Meadow Brook Pond. The dam can act as either upstream control going from Meadowbrook to Tuxbury Pond or downstream control if flow is going from Tuxbury Pond to Meadowbrook. The Dam was rehabilitated in 1980. According to the Town Engineer, the dam is in fair condition and while the stop log bay is in a safe location for operating, it is difficult to maneuver the stop logs. Pare Engineering noted some erosion and separation around the training walls during their inspection.

Arch Brook Culvert – Arch Brook Culvert controls the flow from Meadowbrook Pond to the Powow River. Pare Engineering describes this as a 2-foot by 4-foot stone box culvert under Kimball Road with timber stop logs that control the flow at the upstream end. Inspection by Pare Engineering in 2000 indicated that some stones are missing in the culvert sidewalls and some roots were visible in the structure. Subsidence of the exterior embankment was noted but the exact source was not defined. Repairs were made as part of the Tuxbury pond dam construction.

Birches Dam – This is the outlet for Lake Attitash and controls flows between Meadowbrook and Lake Attitash. It is a concrete box culvert with timber logs on the upstream side.

Bailey Pond Dam – This dam is an old mill structure sluice where and old factory water wheel was located near the Merrimack River. The developer of that old factory has rehabilitated this dam and it is not a Town water resources operational concern.

Drinking Water Supply

The Town has a Water Resource Protection District, Section XIV of the Zoning Bylaws, with comprehensive protection regulations included therein. The protection zones include watershed areas of the Powow River and tributaries, Zone I, and interim wellhead protection areas to the existing municipal water supply wells. These are delineated on the Town's Water Resources Protection District Map, incorporated as part of the Zoning Bylaws. The Town's bylaws indicate they are

awaiting approval of the interim wellhead protection areas by the Department of Environmental Protection, and at that time these areas will be state approved Zone II areas. The Town may wish to have a complete and thorough review of their current bylaw by a consultant or state groundwater protection representative to evaluate if the bylaws have inadequacies that should be addressed.

As previously described, the Powow River and three surface water bodies, Lake Attitash, Meadowbrook and Tuxbury Ponds, comprise the primary drinking water supply system for Amesbury. The town also maintains and operates two gravel packed wells for times of high demand and/or emergency usage.

The Rings Corner Water Treatment Plan (WTP) was constructed in 1986 at Newtown Road approximately 1-mile downstream of the Tuxbury Pond Dam for the surface water system. The intake for the treatment plant is a 24-inch direct surface withdrawal located in the Powow River. At the present time, the chief surface water body withdrawal location is Tuxbury Pond, which experiences significant withdrawals during the summer months. Impacts to recreation, wildlife and aesthetics were mentioned in numerous reports relative to the summer draw down.

Pare Engineering completed a Safe Yield Analysis Study using the Hydrologic Engineering Center's HEC-5 Model (January of 2001). The study evaluated the effects of drawdown for all of the three surface water supplies as one single reservoir system, comprised of hydraulically connected storage areas. The study evaluated worst case (1965 draught) conditions as well as year 2000 usage and projected year 2020 usage. In terms of water supply, conclusions from the study indicate that the Amesbury water supply is adequate for the year 2020 under draught conditions with average daily inflows and monthly average consumption rates with efficient flow control to the WTP.

During discussions with the Town it was mentioned that the idea of selling water to surrounding communities during the wet season to allow their wells to recharge is being explored. Amesbury currently sells water to the Town of Salisbury. They have sold up to 250 gpd at retail rate and have also been approached by the Town of Merrimack regarding the extension of water supply water to their town for specific projects. No formal plan for pursuing such opportunities were identified

It was noted that the Water Supply Treatment Plant is greater than 20 years old, is at or near the end of its design life, and is in need of some repairs. The Town requested $5-million in capital projects to reach water purification regulations, but it is expected that the necessary funding to achieve requirements can not be provided by the Town. In addition to water treatment requirements, it was stated that the entire facility itself is in need of upgrades.

Water Quality

Documents reviewed by VHB identify Lake Attitash as mesotrophic and Meadowbrook and Tuxbury Ponds as eutrophic. The Powow River and Back River are listed as 303d Category 5 Waters. Under the Clean Water Act Section 303(d) and 305(b), a Category 5 Water classification is applied when the water quality standard is not attained. The water body is then defined as "impaired or threatened for one or more designated uses by a pollutant(s), and requires a Total Maximum Daily Load (TMDL) study". Non-attainment in these water bodies has been attributed to suspended solids, aquatic weed growth (typically due to excessive nutrient loads) and pathogens. In terms of pathogens, the sources typically include failing septic systems, wastewater treatment plant overflows and stormwater runoff.

The Town owns and operates the Amesbury Wastewater Treatment Plant, which has an individual NPDES discharge permit. In the past, the facility experienced overflows of insufficiently treated wastewater during rainfall events. As described in the Public Utilities and Infrastructure Element section of the Master Plan the Town was required by the EPA to upgrade the facility. The upgrades which will eliminate overflows are in process and expected to be completed by the 2003 deadline.

The Powow River Watershed has completed water quality monitoring at eight stations within the drinking water supply watershed. Five are along the Powow River and three within tributaries including the Back River and Meadowbrook Pond. The observations provided in their Newsletter indicate that the Tuxbury Pond water quality is generally good, however algal blooms have been identified in Meadowbrook Pond and stormwater runoff is suspected as a major contributor of pollutants to the system, especially in the Lake Gardner area. Further sampling, including stormwater runoff sampling was recommended in the watershed newsletter.

As stated in the Powow River Watershed Association's Watershed News, "PRWA Water Quality Monitoring Enters Third Year", while the watershed for Tuxbury Pond is probably the least developed watershed within the drinking water supply system of impoundments, it is not protected from future development. Some impacts are a result of failing septic systems and the issue of providing sewer in this area has been identified as a "double edged sword". For instance, while sewer service at Newton Road will assist in decreasing water quality impacts from failing systems, it can encourage further development on the other side of Meadowbrook above Lake Attitash.

The Camp Dresser & McKee "Lake Attitash Watershed Management Plan" also identifies stormwater runoff, both urban and agricultural, as a suspected contributor of pollutants contributing to non-attainment. According to the Town's 319 Grant proposal, the MA Department of Environmental Protection (in the Merrimack River Basin 1999 Water Quality Assessment Report) recommended that stormwater management control measures be installed on the Back River to prevent sedimentation and erosion. At present, the Town has submitted a proposal to obtain

319 Grant money for implementation of various Best Management Practices (BMPs) including storm drain markings, pet waste bag dispensers, public education workshops, new Bylaws as well as structural BMPs. The goal for the BMPs listed are focused at the pollutants of concern identified in the past studies with the control of stormwater runoff a priority.

Public surveys and various reports identify the lack of control on upstream activities as it relates to drinking water quality as a major concern for the Town. While no definitive agreements regarding upstream water quality control efforts were found during the review, the Powow River Watershed Association in coordination with the Merrimack River Watershed Council have made efforts to work together to share concerns and to develop/implement strategies to protect the water supply from upstream impacts.

Amesbury joined with the Lake Attitash association to successfully acquire a Lakes and Waterways Demonstration Grant from the Massachusetts Executive Office of Environmental Affairs. The money from this grant is being used to implement water quality controls that include:

- A Filter Barrier at Back River where it discharges to Lake Attitash to control manure related pollutants in agricultural run off.
- Deep sumps in catch basins adjacent to the Lake.
- A baffle tank at certain critical outlets to the Lake.
- The construction of vegetated wetlands (in Merrimac) to treat stormwater runoff from residential areas prior to discharge to the Lake.
- A sediment plume remediation project at Camp Bower.

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Site-specific Sedimentation and Erosion Control Concerns

Some specific water quality concerns such as sedimentation and erosion control issues were discussed with the Public Facilities and Infrastructure Focus Group and Town officials. Some examples are provided as follows:

Margaret Rice Park – It was noted during discussions with the Town that along South Martin Road and Old Country Road there is no closed drainage system and a few leaching catch basins. This area was formerly a gravel pit and is not stabilized. Sediment from unstabilized areas runs down stream and silts up the stream. This not only causes environmental damage but also creates flooding for local farmers.

South Martin Road – Problems with erosion control associated with new home construction was identified along South Martin Road. Apparently there are steep

slopes that are experiencing erosion and failure and considerable sediment is flowing towards the Merrimack River.

The issues associated with sedimentation and erosion control will/are being addressed under the Municipal Stormwater Management Plan as required by the EPA and described in the following section.

Municipal Water Quality/Stormwater Management

Amesbury has detailed and progressive Zoning By-Laws for Wetlands and Flood Plain Protection (Section XII) and Water Resource Protection (Section XIV). These comprehensive Bylaws clearly limit the activities and set forth performance standards for these protected areas. In addition, the Town currently regulates the management of stormwater for subdivisions under the Town of Amesbury Subdivision Rules and Regulations, Revised August 6, 2002. These Rules and Regulations address water quality and quantity management design standards and performance standards for sedimentation and erosion control during construction.

While the current regulations are above average in terms of typical town regulations, the requirements imposed by the EPA for specific stormwater runoff control measures and for specific enforcement mechanisms will require the Town to amend the existing Bylaws. The additions necessary will further assist the town in implementing the already strong watershed protection goals.

The Town is required to submit their NPDES 5-Year Stormwater Management Plan to the EPA and DEP by July 30, 2003. While no Draft of this plan was reviewed by VHB for this summary, many of the components required in the EPA's regulations were included as tasks in the Town's 319 Grant Proposal submitted on June 2, 2003. It is evident from the proposal that the Town has planned to implement stormwater controls including public education and Bylaws with mechanisms for enforcement as related to Detection and Elimination of Illicit Discharges, Management of Stormwater Related to Construction Activities and Post-Construction Stormwater Management. While only outfall mapping is required, storm drain mapping is considered extremely beneficial if proper funding is available. It should be noted that the Town will also be responsible for tracking the implementation and progress of the stormwater management programs and annual updates to the EPA will be required. The Municipal Stormwater Management program could be most effectively implemented and continued with the effective use of a data management tool that is incorporated into a coordinated town-wide infrastructure and planning data base.

Due to the increased costs for stormwater management resulting from EPA regulations and the increased competitiveness for grants (i.e. 319 Grant Program) the Town may wish to consider an enterprise fund for stormwater management. The Town currently has enterprise accounts for water and sewer and can therefore operate independently from the Town's general budget.

Flooding – Water Quantity Control Issues

Town Park Pond – The low level outlet at Town Park Pond is not working and the overflow spillway doesn't have capacity during large storms. This results in overtopping of Green Leaf Street. This street handles cut through traffic and overtopping of the roadway is a safety concern. In addition, the overtopping causes some flow to wind up in the area adjacent to the Roman Catholic Church downstream. The church has expressed some concerns regarding this situation. It has also been identified that the bridge/dam at the Town Park Pond needs some repairs and general maintenance. At present it is mostly aesthetic, but it is believed by the Town Engineer that in time it will become a safety and maintenance issue.

High School – Cashmans – Carriage Hill – These areas contribute flow towards Town Park Pond and also experience some flooding. Flows from Carriage Hill and Cammets Court flow downstream to wetlands located in between Greenland and Sparkhawk streets. The wetlands experience substantial flooding. A preliminary study was done for the Carriage Hill drainage area. While Higgins Environmental did study options for stream restoration in this area (Town Park) with grant money for stream restoration, no further action has been taken. The Town Engineer indicates that if funds were available for addressing flooding issues, this would be highest on the priority list.

Powow Hill/Amesbury Elementary School – flows from this area go to a 24-inch culvert beneath Southampton Road. It is reported that the area is always wet and under water. It was suggested that the culvert could easily be upgraded to alleviate the situation, but downstream impacts would then be experienced at the culvert at Market and Clinton Street. In order to avoid this, additional detention would be required. It was mentioned that additional detention at the school might be possible.

While there are some localized flooding issues as a result of grading, and some houses located within the Federal delineated floodplain, other than those locations mentioned above, no major flood problems were identified.

Public Works

The recommendations set forth in the Amesbury Study of the Organization of Public Works Agencies (MMA Consulting Group 2003) if implemented would be highly beneficial in terms of water resources management for the Town. As mentioned in the report, many of the Public Works type functions are reactionary and do not allow for the evaluation of existing infrastructure conditions and needs that are required for cost effective management and planning. As described in previous sections, multiple functions related to water resource management fall under the responsibility of the Town Engineer with some functions related to infrastructure and water supply under the responsibility of other departments including Utilities

and DPW. MMA Consulting recommends consolidating the Office of Town Engineer, Highway, water and sewer operations into a single Department of Public Works. Given the complexity of the water supply and stormwater management systems that include infrastructure maintenance and operational needs, the need to have multiple departments working in unison is paramount.

MMA Consulting also recommends the implementation of a "series of management and planning programs designed to inventory and evaluate the infrastructure of the Town." VHB feels that this is a critical step towards evaluating the existing infrastructure conditions which facilitates effective planning for upgrades as well as regular maintenance and operational requirements.

The Town has completed various studies relative to water resources/management. Many of these studies and reports provide valuable recommendations for improvement of the Town's resources and/or management of the resources. In the next phase of work, VHB will attempt to list key recommendations related to the individual sections described earlier in this report. It became evident during the review of materials that there was no unified process for the dissemination or storage of the information that would allow the various reports, studies and recommendations to be evaluated concurrently by various departments and/or groups. This lack of information management results in the reactionary services and inability to evaluate and plan infrastructure improvements and management requirements efficiently as described by MMA.

VHB agrees with MMA that the development of an assessment, evaluation and data management process for the Town's infrastructure should be clearly defined. It is also agreed that such a process should include an interactive computerized database that could be continually updated to provide a unified management tool for the Town. This unified database will not only assist in asset management, infrastructure management, planning and record keeping, it well be an effective tool for coordinating the various functions of different departments, regardless if a single DPW is developed. The Town has already purchased a Data Asset Management System but according to the Town Engineer it is not in full use at this time. It is strongly recommended that this tool is made operational and expanded to provide maximum utility for the Town. For example, in addition to an inventory of Amesbury's infrastructure, the existing Asset Management Tool with a Geographic Information System interface as recommended by MMA could be upgraded to provide the following:

- Infrastructure conditions database with instantaneous printout availability that could be used to prioritize improvements and secure funding.
- Maintenance Schedules with forms to input results of maintenance that can then be directly printed and submitted to the EPA for annual NPDES Stormwater Management reporting.
- Database for managing complaints, calls for service, project tracking etc.

- Mapped outfall locations with water quality data inputs to assist in the ongoing stormwater BMP implementation programs and EPA Stormwater Requirements.
- A unified Town Facilities/Utilities/Infrastructure data base this may include the following:
  - Integration with the spreadsheet Watershed Model currently being prepared to assist in water supply management.
  - Water control structures management database that could include rainfall, water withdrawal, dam operation, maintenance requirements, upgrades.

While the additional information that one could add to the database is limitless, it recommended that, at a minimum, the Town enters the information it currently tracks into a unified system that can be used for efficient management and planning procedures.

In summary, the ultimate goal is a unified infrastructure management system that allows for evaluation, planning and cost estimation that allows for effective financial planning for operation, maintenance and capital improvements.

MMA further recommends in their report that the Town should evaluate upgrading the quality and capacity of the Towns two groundwater wells to provide an adequate emergency water supply. While not much detailed discussion was provided, this is a significant issue that should be given attention before an emergency situation arises.

In terms of Water Resource Management, VHB is in full agreement with the recommendations of MMA Consulting Group and feels strongly that their reorganization and recommendations would greatly benefit the town and should be fully implemented.

Transportation Element

Introduction

Transportation systems are important to the quality of life within a community as they play a significant role in providing access to employment, recreation, and public institutions and gathering places. Amesbury has a long and storied history, dominated by a long duration as an industrial mill center. Since the decline and subsequent flight of its chief industries, some of its vacated mill buildings have been reoccupied with different uses. During all of this time, Amesbury has maintained its quaint character of a typical New England Village. Outside of the downtown village area is a quiet bedroom community that is well served by roadways and served to a lesser degree by transit service leading to workplaces in the Lawrence and Boston metropolitan cores and also to regional employment centers, such as the Lord Timothy Dexter Green Industrial Park in Newburyport. The Town still has some amounts of undeveloped land in outlying areas, which have the potential to be developed for residential and commercial uses. Land development will likely have an impact on Amesbury's transportation infrastructure. However, the magnitude of impact will depend on the type, density, and location of future development.

This transportation section includes an inventory of existing transportation facilities and services, the safety of the transportation network, and an analysis of existing traffic demands placed upon the most congested locations.

Regional Context

Amesbury is located within the lower Merrimack River Valley, approximately 33 miles north of Boston and approximately 5 miles northwest of Newburyport. Amesbury is part of the Merrimack Valley planning region and is part of the Boston Urbanized Area as defined in the 2000 Census, with ties to the former Lawrence/Haverhill urbanized area.

The Merrimack Valley Metropolitan Planning Organization (MPO) conducts regional transportation planning for 15 communities within the Merrimack Valley Planning Commission area, including Amesbury. The MPO is the federally designated transportation planning organization, which is comprised of the following members:

- Merrimack Valley Planning Commission (MVPC)

- Merrimack Valley Regional Transit Authority (MVRTA)
- Massachusetts Highway Department (MHD)
- Executive Office of Transportation and Construction
- Mayor of Lawrence
- Mayor of Haverhill
- Chief officials of two urban communities in the Valley
- Chief officials of two non urban communities in the Valley

The MPO is responsible for prioritizing transportation improvement projects within the region for funding, conducting planning studies, and developing a long-range transportation plan to coordinate regional transportation actions. Perhaps the two most important planning documents are the Regional Transportation Plan and the Transportation Improvement Program.

Merrimack Valley Region 2003 Transportation Plan

The Merrimack Valley Region 2003 Transportation Plan describes and evaluates the existing regional transportation system, including all the major modes of transportation such as highways, mass transit, freight, rail, bicycle and pedestrian travel. It also identifies transportation improvements that are needed to address any existing transportation needs as well as those projected to take place over the next 25 years.

Under Long-Range Transportation Projects, the Merrimack Valley Region 2003 Transportation Plan lists the proposed and approved highway projects over the next 25 years. Table T-1 lists those projects both approved by MassHighway (MHD) and those suggested by officials of the municipality.

Table T-1
Listing of Proposed and Approved Highway Projects

Facility	Project Type	Estimated Cost	Source
Powow Riverwalk and Bikeway	Trail/Bikepath Const.		MHD Approved
Oak Street bridge over B&M Railroad	Bridge Rehabilitation	$713,000	MHD Approved
I-95 bridge over the Merrimack River	Bridge Rehabilitation	$110,000,000	MHD Approved
I-495 southbound bridge over Route 150	Bridge Rehabilitation	$795,000	Bridge Rating
Elm St. from High St. to Monroe St.	Roadway Reconstruction	$2,500,000	MHD Approved
Pond Street bridge	Bridge Rehabilitation	$1,000,000	Municipality
R Street bridge over the Powow River	Bridge Rehabilitation	$1,000,000	MHD Approved
Route 110, from Rt. 150 to Merrill St.	Roadway Reconstruction	$2,000,000	MHD Approved
Route 150, from Rt. 110 to Main St.	Roadway Reconstruction	$1,000,000	MHD Approved
Thomson Street bridge	Bridge Rehabilitation	$1,000,000	MHD Approved

Also identified in the 2003 Regional Transportation Plan are recommendations and observations made regarding the status of on-road bike routes in the Town. These are explained in further detail in the Transportation Facilities section of this chapter.

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Transportation Improvement Program

The region's Draft FFY 2004-2008 Transportation Improvement Program (TIP) prioritizes the region's projects within certain financial constraints over the next four years, based on need and readiness to progress forward. The Draft 2004-2008 TIP includes six projects that are programmed in Amesbury. Table T-2 lists those projects both approved by MassHighway and those suggested by officials of the municipality.

Table T-2
Transportation Improvement Program Listings for Projects in Amesbury

Fiscal Year	Project Description	Federal Funding	State Funding	Total Project Cost	Fund. Category*
2004	Reconstruct I-95 bridge over Merrimack		$110,000,000	$110,000,000	NFA
2004	Replace Main St. bridge over Merrimack		$3,860,000	$3,860,000	NFA
2004	Replace R Street bridge over Back River		$571,000	$571,000	NFA
2005	Replace Oak Street bridge over B&M RR		$713,000	$713,000	NFA
2005	Reconstruct Route 150	$800,000	$200,000	$1,000,000	STP
2007	Reconstruct Rt. 110 from I-495 to Merrill St.	$1,600,000	$400,000	$2,000,000	STP

* Funding Category: STP = Surface Transportation Program; NFA = Non-Federal Aid.

Three bridges are listed as programmed for Federal Fiscal Year 2004 because MassHighway is committed to using state and federal funds to fix all bridges in the Commonwealth that are in such a poor condition that they are considered structurally deficient. MassHighway engineers use the American Association of State Highway Transportation Officials (AASHTO) rating formula to determine quantitatively the adequacy of the bridge structures. The rating is a method of evaluating bridges by calculating three factors to obtain a numeric value, which indicates bridge sufficiency. The resulting figure is a number from 0 to 100. It may also be looked at as a percentage, in which 100 percent would represent an entirely sufficient bridge and 0 percent would represent an entirely insufficient or deficient bridge. The three factors that are used in the formula are:

- Structural sufficiency (adequate for its intended load and safe enough to carry it?).
- Serviceability and functional obsolescence. Considerations including carrying capacity in relation to average daily traffic.
- How essential the bridge is for public use? Considerations include the number of vehicles it carries, the length of the detour that would result if it is closed, and the bridge's importance in maintaining fire, police and medical services to an area.

According to recent inspections, the Interstate 95 (I-95) bridge over the Merrimack River has a 21.0 AASHTO rating; the Main Street bridge has a 16.5 AASHTO rating; and the R street bridge has a 47.5 AASHTO rating. The Oak Street bridge is listed as being functionally obsolete.

■

Journey-to-Work Information

As part of each decennial census, detailed information on journey to work flows is collected using the so-called "long form". Tables T-3 and T-3A below provide a comparison of the 1990 and 2000 Censuses in terms of where Amesbury residents who don't work at home travel to work and where persons who work in Amesbury live.

Table T-3 shows that in 2000 fewer Amesbury residents work in town than was the case in 1990, although this decline is relatively slight. It is also interesting to note that fewer Amesbury residents work in Salisbury, North Andover, Peabody and Seabrook, NH than in 1990 as well. This is somewhat counterbalanced by the fact that there was a significant increase in the number of Amesbury residents working in nearby Newburyport. Other cities/towns showing significant gains include Andover, the major employment community in the Merrimack Valley, and Lawrence.

Overall, the data shows that Amesbury residents are traveling farther to their jobs in 2000 than was the case in 1990.

Table T-3
1990 and 2000 Place of Work Data for Amesbury Residents Working Outside Their Home

Work Destination	1990	2000	Change
Amesbury	2,077	1,985	-92
Newburyport	902	1,156	254
Salisbury	367	199	-168
Haverhill	283	300	17
Danvers	282	375	93
North Andover	261	161	-100
Boston	255	324	69
Seabrook, NH	171	146	-25
Peabody	165	140	-25
Lawrence	144	253	109
Andover	141	314	173
Lynn	116	152	36
Beverly	93	166	73
Others	1,835	2,750	915
TOTAL	**7,092**	**8,421**	**1,329**

Table T-3A is significant in that it shows that eight of the twelve communities that sent the most workers to Amesbury in 1990 sent fewer workers to the town in 2000. Many of these communities are located nearby such as in Haverhill, Salisbury, Merrimac and West Newbury. Again, the exception to this trend is in Newburyport, which was the home of 44 more Amesbury workers in 2000 than in 1990.

As is the case with Amesbury residents, persons that work in Amesbury appear to be traveling farther to their jobs in town.

Table T-3A
1990 and 2000 Place of Residence Data for Persons Working in Amesbury

Place of Residence	1990	2000	Percent Change
Amesbury	2,077	1,985	-92
Haverhill	310	297	-13
Newburyport	265	309	44
Salisbury	219	209	-10
Merrimac	197	179	-18
Seabrook, NH	139	133	-6
Exeter, NH	133	88	-45
Newbury	103	40	-63
West Newbury	93	44	-49
Lawrence	60	126	66
South Hampton, NH	58	58	0
Lynn	10	69	59
Others	1,324	1,638	314
TOTAL	**4,988**	**5,175**	**187**

Data from the 2000 Census is available regarding the mode of transportation used by Amesbury residents to travel to their place of employment, as shown in Table T-4.

Table T-4
2000 Commuting to Work Travel Mode Data

	Essex County			Amesbury		
Travel Mode	# Of Workers	% Of Workers	Change from 1990	# Of Workers	% Of Workers	Change from 1990
Drove Alone	270,604	78.7	7.4 %	6,925	82.2	19.5 %
Carpooled	32,332	9.4	-9.6 %	833	9.9	-0.2 %
Public Transportation	16,820	4.9	21.9 %	155	1.8	46.2 %
Walked/Bicycled	10,237	3.0	-23.7 %	158	1.9	-46.6 %
Other	2,355	0.7	13.8 %	44	0.5	-27.9 %
Worked at Home	11,283	3.3	45.0 %	306	3.6	54.5 %
Total	**343,631**	**100.0**		**8,421**	**100.0**	

Table T-4 shows that a large majority of Amesbury residents drive alone in their cars and trucks to get to work. The percentage of persons doing so is slightly higher than

the Essex County average (78.7%) and can be explained in part by the fact that so many residents work in communities within the Merrimack Valley where there is limited transit service available, and also work in other communities along the North Shore where there is no direct and convenient transit service available. The number of Amesbury residents carpooling to and from work has remained somewhat flat since 1990. While there was a nearly 20 percent increase in residents who drove alone to and from their place of employment, since 1990, there was also a nearly 50 percent increase in those residents using transit to travel to and from work. This may be explained by new MBTA commuter rail service to Boston from Newburyport, introduced to this part of the region in 1998, and increased ridership on the MVRTA intercity buses (Routes 01, 41, and 51) between Lawrence, Haverhill, and Newburyport, via Amesbury. There was a nearly 50 percent drop in those who walked or bicycled to and from work, since 1990. However, this trend may reverse itself, with the completion of the Powow Riverwalk and bike path.

Inventory of Existing Transportation Facilities and Services

Amesburys extisting transportation network is shown on the Transportation Map. A description of the existing facilities and services is described in the following sections.

■

Roadway Network

Roadway Classification

Roadways are generally classified into one of three functional categories: arterials, collectors, and local roads. Arterials provide the highest level of service, providing the greatest speed over the longest uninterrupted distance. Collectors provide a less highly developed level of service at lower speeds at shorter distances. Collectors generally collect traffic from local roads and deliver it to arterials. Local roadways provide access to abutting land uses with little or no through capability.

Roadways in Amesbury are classified by their function. Roadways identified as arterials or collectors are eligible for federal transportation funding for improvements. As mandated by the Federal Highway Authority (FHWA), the MassHighway's Bureau of Transportation Planning and Development, with input from Amesbury officials and MVPC, has determined the functional classification of roadways within the community. The most recent realignment of the Federal-aid system of roads within Amesbury occurred in 1993, due to the passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 and due to the moving of Federal-aid Urban boundaries from the results of the 1990 U.S. Census of Population. The boundaries for Urban areas will be again moved in 2003 due to the results of the 2000 Census.

NEW HAMPSHIRE

SALISBURY

MERRIMAC

NEWBURYPORT

WEST NEWBURY

Tuxbury Pond

Meadowbrook Pond

Lake Attitash

Lake Gardner

Clark's Pond

Powow River

Putter Pond

Bailey's Pond

Merrimack River

150

110

Legend

N W E S

- Town Boundaries

Town Features

- Library
- Post Office
- School
- Town Hall
- Bike & Pedestrian Trails
- Bus Routes
- Roads

Hydrographic Features

- Lakes, Rivers, Ponds, Sounds and Reservoirs
- Streams

Scale 1:9,000 or 1" = 750'

750 0 750 1500 2250 3000 Feet

** For Planning Purposes Only **

Data Sources: The data for this map was supplied by the Town of Amesbury, the Merrimack Valley Planning Commission, The Massachusetts Highway Department Central Transportation Planning Staff, and the Executive Office of Environmental Affairs/MassGIS (EOEA/MassGIS). This map was prepared by MVPC for Vanasse Hangen Brustlin, Inc and the Town of Amesbury as part of the Amesbury Master Plan Series. All property parcel depictions current through 1997. The information depicted on this map is for planning purposes only. It may not be adequate for legal boundary definition or regulatory interpretation.

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Merrimack Valley Planning Commission (MVPC)
160 Main Street, Haverhill MA, 01830

MERRIMACK VALLEY PLANNING COMMISSION

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Transportation
Amesbury Master Plan

RKG ASSOCIATES, INC.

Wild Water International

Vanasse Hangen Brustlin, Inc.

All roads in Amesbury are within a Federal-aid Urban area. According to the realigned Federal-aid system, within Amesbury, there are approximately 5.20 centerline miles of interstate highway, 1.96 miles of other principal arterials, 12.54 miles of minor arterials, and 13.72 miles of collectors. The remaining roadways, which make up the bulk of the roadway mileage, are local roads. Table T-5 provides a listing of all roadways other than local ones and their associated functional class.

There are approximately 5.20 miles of interstate highway that run through Amesbury, which are part of the Federal-aid system called the National Highway System (NHS), including 1.13 miles of Interstate 95 (I-95) and 4.07 miles of Interstate 495 (I-495). The 1.04 mile long section of Macy Street (Route 110) between I-495 and I-95 at the Salisbury Town Line is also part of the NHS system. Federal funding from the Surface Transportation Program (STP) is available for improvement projects on all of the remaining arterials and all of the collectors listed above in Amesbury. Also I-495 and I-95 can be repaired with Interstate Maintenance (IM) funding, bridges on the federal-aid system can be repaired or replaced with Bridge funding, and projects that alleviate congestion on federal-aid roadways are eligible for Congestion Mitigation and Air Quality Improvement (CMAQ) funding. Federal funding for these programs were authorized for six years in the Transportation Efficiency Act for the 21st Century (TEA21) legislation of 1998. Capital improvement projects on all arterials and collectors in Amesbury are also eligible for state-aid to round out the funding. Likewise, all Town-accepted local roads are eligible for reimbursement for preservation, construction, or capital improvement projects under the Massachusetts General Law (MGL) Chapter 90 state-aid program through the state's Transportation Bond Issue, which is reenacted by the state legislature every two to three years.

Roadway Jurisdiction

Most roadways in Amesbury are under one of two jurisdictions: MassHighway and the Town of Amesbury. All of Interstates 95 and 495, Route 110 (Haverhill Road and Macy Street), and Merrill Street are owned and maintained by the state. Some sections of highways and arterials are owned by the state including: Route 150 from Beacon Street to Route 110, Evans Place from Main Street to the Merrimack River edge, and Elm Street from Route 110 to Monroe Street. The sections of Main Street and Middle Road that are underneath I-495 overpasses and a small section of Old Merrill Street that lies between Merrill Street and I-95, near the Route 110 interchange, are also within the state right-of-way. All other roads are under local jurisdiction or are privately maintained.

Table T-5
Functional Classification of Amesbury's Roads

Functional Class	Roadway	Length (Miles)
Interstate	Interstate 95	1.13
	Interstate 495	4.07
Other Princ. Arterial	Route 110 (Macy Street) from I-495 to Salisbury Line	1.04
	Merrill Street	0.52
	Evans Place from Merrill Street to Newburyport Town Line	0.40
Minor Arterials	Route 110 (Macy Street) from Haverhill Road to I-495	0.53
	Route 110 (Haverhill Road)	2.64
	Beacon Street	0.40
	Elm Street	1.73
	Evans Place from Merrill Street to Main Street	0.21
	Main Street from Sparhawk Street to Evans Place	2.03
	Merrimac Street	0.45
	Monroe Street	0.87
	Route 150 (Market Street)	1.87
	Route 150 (Main Street) from Sparhawk Street to Elm Street	0.30
	Route 150 (Sparhawk Street)	0.35
	Route 150 (Hillside Avenue)	0.41
	Route 150 from Route 110 to I-495	0.45
	Route 150 Extension from I-495 to Beacon Street	0.30
Collectors	Buttonwood Road from Middle Road to Hunt Road	0.03
	Clarks Road	0.50
	Clinton Street from Route 150 to Congress Street	0.58
	Congress Street from Elm Street to Clinton Street	0.60
	Friend Street	2.64
	Greenleaf Street	0.23
	Highland Street from Friend Street to Greenleaf Street	0.39
	Hunt Road from Buttonwood Road to Route 150	1.73
	Kimball Road from Route 110 to Friend Street	1.42
	Middle Road	1.52
	Pleasant Valley Road	2.55
	School Street	0.11
	South Hampton Road	1.42
Total Length		**33.42**

There are a total of approximately 73.32 centerline miles of roadway in Amesbury, according to the 1997 Road Inventory File, produced by MassHighway. Approximately 12.06 miles of roadway are under state jurisdiction (or approximately 16.5 percent), 60.53 miles are Town-accepted roads, and 0.73 miles are unaccepted roads. A 2002 Road Inventory Report, published by MassHighway, indicates that an additional 0.12 miles of previously unaccepted roadway have been accepted as public ways and that there was a net increase 0.05 miles of unaccepted roads for a new total of 73.49 centerline miles. On a lane-mile basis, approximately 27 percent of the roadway mileage is under state jurisdiction. Table T-6 provides a summary of roadway jurisdiction in Amesbury and the number of lane miles.

Table T-6
Jurisdiction of Amesbury's Roads

Jurisdiction	Functional Class	Length*	Lanes**	Lane Miles
State	Interstate	4.12	6	24.72
	Interstate	1.08	4	4.32
	Other Principal Arterials	1.80	2	3.60
	Minor Arterials	4.82	2	9.64
	Collectors	0.04	2	0.08
	Local	0.20	2	0.40
Local/Accepted	Other Principal Arterials	0.16	2	0.32
	Minor Arterials	7.72	2	15.44
	Collectors	13.72	2	27.44
	Local	33.88	2	67.76
	Local	5.05	1	5.05
Private/Unaccepted	Local	0.34	2	0.68
	Local	0.39	1	0.39
Total Length		**73.32**		**159.84**

* Source: Road Inventory File - 1997, MassHighway. Length is in miles.
** Source: Road Inventory File - 1997, MassHighway.

Roadway Traffic Volumes

MassHighway and MVPC maintain a database of daily traffic volumes for roadways in Amesbury. Table T-7 presents a historical summary of the Average Daily Traffic (ADT) volumes for the roadways in Amesbury. All of the roadways listed are part of the Federal-aid system and are functionally classified as either collectors or arterials. The historical traffic volume data presented for the arterial roads, including Interstate 495, Routes 110 and 150, and Evans Place, shows traffic growth that can be attributed to development both within Amesbury and in through traffic generated from surrounding communities. The historical volume data presented for the collector roads shows traffic growth that is for the most part attributed to development within Amesbury only. Traffic volume data presented for I-495 represents annual average daily traffic (AADT) volumes

that reflect actual yearlong data gathered by permanent count stations, which are maintained by MassHighway. Consequently, traffic volumes on I-495 during the months of July and August are much higher than the AADT volumes presented in Table T-7.

Table T-7
Historical Average Daily Traffic on Amesbury's Roads

		Average Daily Traffic (ADT)*							
Roadway	**Location**	**1996**	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**
I-495	at Merrimac line	*52,760*	*54,833*	*57,137*	*58,440*	*59,625*	*60,549*		
	north of Route 150	*49,360*	*52,264*	*53,517*	*55,069*		*57,310*		
	at Salisbury line	*35,332*	*37,203*	*38,715*	*40,108*	*40,668*	*42,306*		
Route 110	at Merrimac line				7,057		6,418		
	west of Main St.			9,442					14,490
	west of I-495		17,012						15,437
	east of I-495	27,387		30,336	30,329		29,566	35,531	35,925
Route 150	south of I-495	1,812					1,768		
	north of I-495			8,654				9,053	
	north of Route 110	8,855	9,356						
	west of High Street				8,779				
	north of Fern Ave.			3,334				2,676	
Evans Place	at Newburyport line	13,265			19,202				
Merrill St.	south of Old Merrill	10,109						3,195	
Elm St	east of Water Street	14,324			12,650			13,470	
	north of Route 110			13,753					
Main Street	south of Route 110		2,910						2,996
	north of Noel Street						8,829		
Merrimac St.	west of Main Street			3,058					2,293
Monroe St.	north of Elm Street		3,258				3,146		
Clark's Road	south of Route 110		3,748					2,770	
Congress St.	north of Warren Av.				6,992				
Friend Street	east of Newton St.			3,324					
	west of Main Street			9,442			7,825		
Greenleaf St.	south of Friend St.			3,000					4,296
Highland St.	north of Route 110	2,556						3,396	
	south of Friend St.			3,487					3,416
Kimball Rd.	north of Route 110			2,126					2,114
Middle Road	at Merrimac line	1,334						1,284	
Rocky Hill Rd.	south of Route 110								933
School Street	north of Main St.				6,226				
S. Hampton	south of Fern Ave.	3,918							

* Average daily traffic volumes in vehicles per day (vpd).

Note: Volumes not italicized are average weekday daily traffic volumes from MVPC. Volumes in italics are average annual daily traffic volumes provided by MassHighway.

Gateway Roadways

There are five major roadways that serve as gateways to Amesbury's central business district, two of which are currently in design. These gateways play an important role in giving first impressions to visitors of the Town by the quality of their character, their adjacent land use, and their level of service. Route 150 and Elm Street are currently in the preliminary design stages for improvements. Main Street, Market Street and Friend Street are the three other gateways to the downtown district. Future improvement designs to improve a gateway's capacity or level-of-service should consider the balancing design criteria of the preservation of the roadway's character and adjacent land uses.

■

Pedestrian Linkages

Sidewalks

Sidewalks adjacent to roadways serve pedestrians traveling to and from densely developed residences, businesses, and public gathering places within the downtown area. According to the road inventory file, compiled by MassHighway in 1997, and observations of aerial photographs taken in 2001, as well as field visits in 2003, the following roadways that are within the Central Business District (CBD) and that are functionally classified as arterials or collectors have sidewalks on both sides of the road:

- Hillside Avenue (Route 150)
- Sparhawk Street (Route 150)
- Main Street, from the bridge over I-495 to Elm Street
- Elm Street, from Main Street to Rocky Hill Road
- Market Street (Route 150), from Main Street to Hill Street
- Congress Street, from Elm Street to Gardner Street
- Friend Street, from Main Street to Whitehall Road
- High Street, from Main Street to Whitehall Road
- Whitehall Road, from Friend Street to Whittier Avenue
- Highland Street
- School Street
- Southampton Road, from Market Street 0.14 miles north

Community Trails

In addition to the sidewalk facilities identified above, there are off-road trails that are available for pedestrian use in the community. Foremost among these is the Powow Riverwalk which, when completed, will connect Main Street in the downtown area with Carriagetown Plaza on Route 110 via the old B&M Railroad right-of-way. Phase II of this trail was completed in the fall of 2001 and includes that section of the project between the Lower Millyard and Carriagetown Plaza. The design for Phase I of the project, which would extend the trail from its current terminus in the Millyard

to Main Street, is complete and the Town is working with MassElectric to bring this segment of the project to construction.

In addition to the Powow Riverwalk, there are a number of trails located in and around the almost 1,300 acres of recreational areas, town parks and conservation land located in the town. Key parcels include the Battis Farm, Woodsom Farm, Town Forest, Camp Kent and Powow River Conservation Area. The trails in two of these areas have been mapped by the Merrimack Valley Planning Commission. These are the Town Forest, located off Kimball Road and the Powow River Conservation Area, located on the eastern shores of Lake Gardner.

■

Bicycle Transportation

Bicycling provides a healthy, environmentally sensitive means of transportation for community residents of virtually all ages and is a primary means of transportation for many teenage residents. With parking availability in the downtown area a major concern, provision of adequate bicycle facilities, such as bike racks/lockers and bicycle routes into the downtown could play an important role in reducing automobile travel to this area. Establishing bicycle routes elsewhere in the community could also improve access to other educational and recreational sites and provide connections to surrounding communities.

Amesbury has begun construction of the Powow Riverwalk and Bicycle Path along the banks of the Powow River. Construction of Phase II of the project was completed in 2001. The path uses an old railroad right-of-way along the east side of the River and connects the Lower Millyard of downtown Amesbury with the Carriage Town Market Place shopping plaza on Route 110 in an aesthetically pleasing manner. Phase I of the project will begin once construction and final design issues have been worked out. Phase I of the project will connect the completed section of the Riverwalk with the downtown area and includes a crossing of the Powow River along Main Street near Market Square, with boardwalks cantilevered off of the adjacent mill buildings. Ultimately, additional plans to use the old railroad right-of-way, which is parallel with and north of Route 110, will result in a connection to a path that leads to Salisbury.

There are currently no on-road bicycle routes identified and signed within the community. However, the Merrimack Valley Metropolitan Planning Organization's 2003 Regional Transportation Plan has identified eight potential bicycle routes that might be developed. The following three routes were identified on the 1986 Massachusetts Bicycle Map that was developed by the Massachusetts Highway Department and the Central Transportation Planning Staff:

- Route 150 from the New Hampshire state line south to Pleasant Valley Road;
- South Hampton Road from the New Hampshire state line to Route 150; and

- Pleasant Valley Road/Merrimac Street/Main Street to the Newburyport City Line.

South Hampton Road (Route 107A) would provide a connection to a regional bicycle route that is identified by the New Hampshire Department of Transportation. Pleasant Valley Road is one of the most scenic stretches of roadway in the Merrimack Valley region and is a route frequently used by bicyclists living in town, from surrounding communities, and from outside the area.

Another five routes, identified below, were recommended for further consideration in terms of developing a safe and effective on-road bicycling network:

- **Route 110** from Merrimac town line to Salisbury town line
- **Lake Attitash Road** from Route 110 to its intersection with Lion's Mouth Road
- **Lions Mouth Road** from Lake Attitash Road to Friend Street
- **Friend Street** from Highland Street to Route 150
- **Whitehall Road** from Route 150 to New Hampshire state line

Lake Attitash Road, Lion's Mouth Road and **Friend Street** would provide bicycle access between Lake Attitash and Woodsom Farm and the downtown area. **Route 110** would accommodate bicycle transportation along the busiest roadway in the community and the primary means of accessing Salisbury Center and Salisbury Beach.

■

Parking

The parking supply and demand characteristics in the downtown described below were studied on a weekday in December 2001 as part of the Amesbury CBD Parking Study, prepared by MVPC in 2002. This is the most recent data available on parking supply and demand in the downtown area. The MVPC study reviewed existing parking conditions and made estimates of future parking demand based on anticipated development/redevelopment in the study area as identified by the town's Office of Community and Economic Development. Given the importance of parking availability to the vitality of the downtown, the town should consider a monitoring program or even updating the study given the amount of change that is occurring in the area, and is expected to take place in the coming years.

Existing Parking Supply

According to the study, Amesbury's downtown area has approximately 651 public parking spaces: 156 on-street spaces and 495 off-street spaces. There are also approximately 256 privately owned parking spaces that serve as parking explicitly for the commercial and residential land uses nearest them, and approximately 242 parking spaces that serve as parking for the non-profit institutions of Amesbury.

On Street Parking

There are approximately 156 on-street parking spaces within downtown Amesbury. All of the spaces, which are on Town roads, are striped for cars to park parallel with the curb. Tables T-8 presents a summary of the parking space supply on downtown streets.

Table T-8
Summary of On Street Parking Spaces

Street, Section	No. of Spaces
Main Street, from Friend Street to Aubin Street	21
Main Street, from Aubin Street to School Street	23
Market Square	26
Friend Street, from Main Street to eastern Upper Millyard lot drive	18
Friend Street, from eastern Upper Millyard lot drive to School Street	23
Market Street, from Market Square to Fruit Place	22
Water Street	11
School Street	12
Total	**156**

Off Street Parking: Public Spaces

There are approximately 495 public parking spaces located downtown on surface lots and parking structures. Most all of the spaces are unrestricted for parking duration, with the one exception of a section of the Upper Millyard parking lot, which is restricted to 2-hour parking. Table T-9 presents a summary of the parking spaces in Town parking lots that are open to the general public.

Table T-9
Summary of Off Street Public Parking Spaces

Parking Lot, Section	No. of Spaces
Upper Millyard Parking Lot, 2 hour limit section	44
Upper Millyard Parking Lot, No limit – street side	43
Upper Millyard Parking Lot, No limit – mill side	51
Town Hall Parking Lot	42
Water Street Garage, Upper Deck	104
Water Street Garage, Lower Deck	26
Water Street Surface Lot	69
Congregational Church and Public Library Lot	75
Main Street Parking Lot, Public Spaces*	41
Total	**495**

* Includes 28 marked spaces and approximately 13 unmarked spaces.

Existing Parking Demand

The study also included a survey of parking supply occupancy downtown, which was conducted on Thursday, December 20, 2001 during the peak parking demand period between 2:00 and 6:00 PM and on Friday, December 21, 2001 at 6:00 AM as determined by MVPC, officials of the Amesbury Office of Community and Economic Development, and the Alliance for Amesbury. As noted above under Existing Parking Conditions, the Town should consider an ongoing effort to monitor parking conditions within the area.

Results of the December, 2001 survey indicated that the peak parking demand occurred around 3:30 PM, at which time approximately 80 percent of the on-street parking and approximately 50 percent of the public off-street parking supply was used. During the peak parking period of the day, there were approximately 276 public parking spaces unoccupied: 32 parking spaces on street and 244 parking spaces off-street.

Some of the on-street parking areas reached capacity, including: Market Square, Water Street, Market Street and the eastern sections of Friend and Main Streets. Capacity problems were isolated for the off street public parking spaces. Only the Main Street parking lot and a section of the Upper Millyard parking lot were approaching capacity or at capacity. The most preferred area for short-term parkers was Friend Street, from the eastern Upper Millyard lot driveway to Main Street, and the most preferred area for long-term parkers was the Main Street lot.

Parking areas close to residential buildings had the most vehicles parked overnight. Since the Main Street lot is near some residences, approximately 56 percent of the public parking supply in the lot was occupied overnight.

■

Bridge Conditions

MassHighway maintains an inventory of bridges throughout the state with periodic and regular inspections of their conditions.

Table T-10 lists the bridges within Amesbury that are considered to be up to today's standard for functionality and are considered to be structurally sufficient by the AASHTO rating, according to MassHighway's Bridge Listing, published in July of 2003. A summary of the AASHTO rating methodology may be found in the Transportation Improvement Program section of this chapter.

Table T-10
Structurally Sufficient Bridges within Amesbury that meet Functional Standards

Bridge #	Over	Under	Owner	Functional Class	Year Built	Year Rebuilt	AASHTO Rating
A-07-001	Newton Road	Powow River	Town	Local	1995		83.0
A-07-002	Newton Road	Powow River	Town	Local	1994		93.5
A-07-003	High Street	Powow River	Town	Local	1995		80.7
A-07-006	Elm Street	Back River	Town	Minor Arterial	1860		92.1
A-07-007	Clinton Street	Back River	Town	Collector	2001		81.3
A-07-009	Main Street	Powow River	State	Minor Arterial	1890	1998	75.0
A-07-018	I-95 NB	Route 110	State	Interstate	1967		89.0
A-07-018	I-95 SB	Route 110	State	Interstate	1967		90.7
A-07-019	I-95 SB	B&M railroad ROW	State	Interstate	1967		80.0
A-07-021	I-495 NB	Middle Road	State	Interstate	1964		88.1
A-07-021	I-495 SB	Middle Road	State	Interstate	1964		88.1
A-07-024	I-495 NB	Main Street	State	Interstate	1964		90.7
A-07-024	I-495 SB	Main Street	State	Interstate	1964		90.7
A-07-028	I-495 NB	Powow River	State	Interstate	1967		90.5
A-07-028	I-495 SB	Powow River	State	Interstate	1967		89.4
A-07-031	Route 110	Powow River	State	Minor Arterial	1967		93.8
A-07-032	County Road	Back River	Town	Local	1990		65.7

A bridge is functionally obsolete when the deck geometry, load carrying capacity, vertical or horizontal clearance, or approach roadway alignment is such that the bridge no longer meets the usual criteria for the system of which it is an integral part. For example, the travel lanes may be narrower than today's standard. Table T-11 lists the bridges within Amesbury that are considered functionally obsolete.

Table 11
Functionally Obsolete Bridges within Amesbury

Bridge #	Over	Under	Owner	Functional Class	Year Built	Year Rebuilt	AASHTO Rating
A-07-005	Main Street	Powow River	State	Minor Arterial	1850		65.1
A-07-008	Oak Street	B&M railroad ROW	Town	Local	1949		61.1
A-07-011	Pond Street	Powow River	Town	Local	1850		66.2
A-07-019	I-95 NB	B&M railroad ROW	State	Interstate	1967		78.1
A-07-019	I-95 NE ramp	B&M railroad ROW	State	Interstate	1967		74.5
A-07-023	I-495 NB	Route 150	State	Interstate	1967		69.0
A-07-023	I-495 SB	Route 150	State	Interstate	1967		69.8
A-07-025	I-495 NB	Route 110	State	Interstate	1964		69.0
A-07-025	I-495 SB	Route 110	State	Interstate	1964		69.0
A-07-027	Elm Street	I-495	State	Minor Arterial	1964		72.7

As mentioned previously, the functionally obsolete Oak Street bridge over the Powow Riverwalk trail, which is the old B&M right-of-way, is programmed within the 2004-2008 TIP to be replaced in the near term.

A bridge is structurally deficient when one or more elements of the bridge structure have deteriorated to a condition that makes the whole bridge structure deficient for its intended load bearing capability. A structurally deficient bridge may (1) be restricted to light vehicles only, (2) require immediate rehabilitation to remain open, or (3) be closed. Table T-12 lists the bridges within Amesbury that are considered structurally deficient, and their associated AASHTO ratings.

Table T-12
Structurally Deficient Bridges within Amesbury

Bridge #	Over	Under	Owner	Functional Class	Year Built	Year Rebuilt	AASHTO Rating
A-07-004	Thomson Street	Powow River	Town	Local	1913		7.0
A-07-010	Main Street	Merrimack River	State	Arterial	1850	1966	4.0
A-07-014	Main Street	Merrimack River	State	Arterial	1909	1938	16.5
A-07-015	R Street	Back River	Town	Local	1908		47.5
A-07-016	I-95	Merrimack River	State	Interstate	1954		21.0
A-07-017	I-95	Evans Place	State	Interstate	1954	1977	79.0
A-07-026	I-495 NB	B&M railroad ROW	State	Interstate	1964		35.0
A-07-026	I-495 SB	B&M railroad ROW	State	Interstate	1964		36.8

The two Main Street bridges over the Merrimack River and the R Street bridge over the Back River are programmed in the TIP to be replaced in the near term. The I-95 bridge over the Merrimack River is also programmed within the TIP to be reconstructed in the near term.

■

Public Transportation

Train Service

Commuter rail service to Boston is available to Amesbury residents at Newburyport station, located immediately west of the Route 1 and State Street traffic circle. The Newburyport station has surface parking lots with approximately 800 parking spaces, with the Massachusetts Bay Transportation Authority (MBTA) charging a parking rate of $2 per day per space. The MBTA began commuter rail service to Newburyport in 1998, after the railroad tracks were refurbished between Ipswich and Newburyport. A latent demand for this service was met as indicated by boarding counts sampled by MBTA audits, which showed, for one weekday, daily commuter rail ridership counts of 838 in 1999 and 719 in 2000 from this station. A one-way ticket fare aboard the train to Boston (through eight zones) costs $5, a twelve-ride pass costs $55, and a monthly ridership pass from the station is $159.

There are 13 daily train trips inbound to Boston from the station and 13 daily trips outbound from Boston. According to the MBTA's schedule, effective April 28, 2003, on a weekday there are five peak period inbound trains to Boston scheduled to leave Newburyport station at 5:27 AM, 5:55 AM, 6:30 AM, 7:00 AM, and 8:00 AM and scheduled to arrive at North Station between 65 and 67 minutes later. Conversely, there are five peak period outbound trains from Boston, scheduled to leave North Station at 4:30 PM, 5:10 PM, 5:37 PM, 6:45 PM, and 7:30 PM and scheduled to arrive at Newburyport station between 64 and 66 minutes later.

Bus Services

Currently, there is one private bus carrier that serves the community for commuter trips to and from Boston. This service is operated by the Coach Company, which provides two morning inbound bus trips to Boston from Friend Street in Amesbury and four evening outbound trips from Boston returning to Friend Street. Buses leave Friend Street at 5:50 AM and 7:18 AM and arrive in Boston approximately 90 minutes later with stops at Haymarket Square, Government Center, Park Street, Saint James Avenue, and Copley Square. Buses leave from Boston for Amesbury at 4:20 PM, 4:50 PM, 5:02 PM, and 6:40 PM. Ticket fares cost $8.75 for a one-way fare, $64 for a ten-ride pass, and $123.25 for a 20-ride pass. Plans are currently in the works to construct a Transportation Center in the Lower Millyard, to be located off of Railroad Avenue, and which will serve both the Coach Company and the MVRTA buses. This station will help in facilitating transfers from one bus service provider to another in a coordinated and safe fashion. It will also relieve parking demand in the Upper Millyard Lot since there will be parking for patrons of both services available at the new facility.

The Town of Amesbury is a member of the Merrimack Valley Regional Transit Authority (MVRTA), which is the primary provider of local and regional transit service in the Merrimack Valley region. The MVRTA operates fixed route service between Newburyport and Haverhill via Amesbury aboard its Route 51 intercity coach bus. Connections can be made to Lawrence and Lowell, by way of Bus Routes 01 and 41, which this bus continues on through the Merrimack Valley. The bus operates Monday through Saturday and has an annual ridership of 72,381 according to the MVRTA. One-way ticket fares cost $1 for adults, and 50 cents for children, 6 to 12. Ten-ride passes are available at a cost of $9 and 31-day passes are available for $27. According to the MVRTA schedule, effective July 1, 2003, there are 13 outbound trips from Haverhill leaving every hour on the hour between 6:00 AM and 6:00 PM. There are also 15 inbound trips from Newburyport to Haverhill on weekdays and there are 9 outbound trips and 8 inbound trips on Saturdays. Three outbound stops are made at the Newburyport MBTA station; two in the morning and one in the evening. There are scheduled stops in Amesbury on Highland Avenue at Greenwood Street, at Market Square downtown, and at the Stop and Shop plaza on Route 110. Table T-13 lists the times of buses departing from Haverhill, Amesbury, and Newburyport on weekdays.

Table T-13
MVRTA Bus Schedule

	OUTBOUND				INBOUND			
Haverhill	**Amesbury**			**Newburypt**	**Amesbury**			**Haverhill**
Washington Square	Highland/ Greenwood	Market Square	Stop & Shop	Plum Island	Stop & Shop	Market Square	Highland/ Greenwood	Washington Square
-	-	-	-	-	5:35	5:42	5:45	6:00
-	-	-	-	-	-	6:10	6:13	6:45
-	-	-	-	6:30	7:13	7:20	7:23	7:53
6:00 AM	6:25	6:28	-	7:20	8:06	8:14	8:27	8:47
6:45	7:15	7:18	7:23	8:25	9:11	9:19	9:22	9:52
8:00	8:30	8:33	8:38	9:25	10:11	10:19	10:22	10:52
9:00	9:30	9:33	9:38	10:25	11:11	11:19	11:22	11:52
10:00	10:30	10:33	10:38	11:25	12:11	12:19	12:22	12:52
11:00	11:30	11:33	11:38	12:25	1:11	1:19	1:22	1:52
12:00 PM	12:30	12:33	12:38	1:25	2:11	2:19	2:22	2:52
1:00	1:30	1:33	1:38	2:25	3:11	3:19	3:22	3:52
2:00	2:30	2:33	2:38	3:25	4:11	4:19	4:22	4:52
3:00	3:30	3:33	3:38	4:25	5:11	5:19	5:22	5:52
4:00	4:30	4:33	4:38	5:25	6:11	6:19	6:22	6:52
5:00	5:30	5:33	5:38	6:25	7:11	7:19	7:22	7:52
6:00	6:30	6:33	6:38	7:25	-	-	-	-

Source: MVRTA. Schedule effective July 1, 2003.

Transportation Network Safety

Increased traffic volumes, congestion, and traffic speeds are some factors that contribute to the increased incidence of automobile crashes and reduced safety of roadway users. Certain measures can be taken to increase safety of the roadway users, including:

- improving the design of highways and intersections, and
- increasing the enforcement of speed limits.

MassHighway publishes a list of the 1,000 highest crash locations within the state. Table T-14 lists those locations in Amesbury that made the list for the three-year period between 1997 and 1999, the latest period available.

Table T-14
Top 1000 High Crash Locations Report for Amesbury

Rank	Street	Intersecting Street	Tot.*	PD**	PI***	F+	Avg.++
242	Macy Street (Route 110)	Elm Street	55	36	19	0	131
274	Macy Street (Route 110)	Rocky Hill Road	35	19	16	0	99
278	Haverhill Road (Route 110)	Main Street	35	20	15	0	95

* Source: MassHighway. Total crashes occurring over the 3-year period: 1997 – 1999.
** Crashes involving property damage only.
*** Crashes involving personal injury.
\+ Crashes involving fatalities.
++ Weighted Average; weighting of 1 point for property damage only, 5 points for personal injury, and 10 points for fatal.

As shown in Table T-14, intersections along Route 110 (Haverhill Road and Macy Street) are part of the high crash list, ranking between 242 and 278. Macy Street between I-495 and I-95 serves not only through traffic, but also serves as an interchange between I-95 to and from the south and I-495. On this section of Macy Street are the signalized intersection with Elm Street and the unsignalized intersection with Rocky Hill Road, both of which made the high crash location list. A small section of Macy Street was improved in 2000 with the construction and completion of the Carriagetown Marketplace. Design plans for the widening of the rest of Macy Street, between I-495 and I-95, are now complete. As shown earlier in Table T-2 of the Transportation Improvement Program section of this chapter, the widening project is programmed to get underway in Federal Fiscal Year 2007. Haverhill Road and Macy Street (Route 110) at its signalized intersection with Main Street was also on the MassHighway crash location list.

Historical traffic crash data was also obtained for the intersections in Amesbury from MassHighway computer files. The data was reviewed over a three-year period, from 1999 to 2001, to determine crash trends. Table T-15 provides a summary of the highest crash locations, defined as all those locations that experienced more than an average of 3 crashes per year.

Table T-15
Amesbury Intersection Crash Summary
Three Year Summary of the Highest Crash Locations (1999 to 2001)*

Intersection	Number of Crashes	Crash Type**					Severity***			Roadway Condition		
		CM	RE	HO	ROR HFO	Unkn/ Other	PD	PI	F	Dry	Wet	Ice
Route 110 at Elm Street	58	25	15	1	5	12	39	19	0	43	13	2
Route 110 at Rocky Hill Rd.	35	8	21	0	2	4	22	13	0	30	5	0
Route 110 at Route 150	35	22	8	2	1	2	25	10	0	27	8	0
Route 110 at Main Street	30	15	9	3	1	2	21	9	0	25	2	3
Route 110 at Highland Ave.	14	7	4	0	0	3	10	4	0	10	3	1
Elm Street at Monroe Street	13	7	5	0	1	0	9	4	0	12	1	0
Friend Street at Main Street	12	5	3	0	2	2	9	3	0	8	4	0
Friend Street at School Street	12	3	8	0	0	1	9	3	0	11	0	1
Evans Place at Merrill Street	11	1	7	0	2	1	6	5	0	7	2	2
Market Street at Clark Street	10	2	4	0	3	1	6	4	0	8	2	0
Elm Street at Congress Street	10	3	3	0	4	0	7	3	0	7	3	0

* Source: MassHighway crash database.
** Crash Type: CM = Cross-Movement or angle type; RE = Rear-End; HO = Head-On; ROR/HFO = Ran Off Road or Hit Fixed Object; and Unkn = Unknown type.
*** Crash Severity: PD = Property Damage only; PI = Personal Injury; F = Fatal.

The signalized intersections of Amesbury experiencing the highest numbers of crashes are:

- Route 110 (Macy Street) at Elm Street, with an average of 19.3 crashes per year;
- Route 110 (Haverhill Road) at Route 150, with an average of 11.7 crashes per year; and
- Route 110 (Haverhill Road) at Main Street, with an average of 10.0 crashes per year.

According to an analysis of the intersection data and as shown in Table T-15, the location with the highest number of crashes is Route 110 at Elm Street. This section of Route 110 between Interstate 95 and 495 is prone to congestion for several hours of the day, especially during the summer months. The intersection experienced a total of 58 crashes over a three-year period, or an average of approximately 19.3 crashes per year. Twenty-one of the 58 crashes, or approximately 36 percent, occurred during the summer season between June 20 and September 20. Over the three-year study period, this signalized intersection experienced approximately 25 angle-type collisions and 15 rear-end collisions. There were approximately 39 collisions involving property damage only and 19 collisions involving personal injury. Not shown in Table T-15 are the approximately 15 crashes (or approximately 26 percent) occurring during the evening peak period between 3:00 and 7:00 PM, which is a time of increased congestion.

Unsignalized intersections in Amesbury experiencing the highest numbers of crashes (greater than 3 per year) in order of frequency are:

- Route 110 (Macy Street) at Rocky Hill Road, with an average of 11.7 crashes per year;
- Route 150 (Hillside Avenue) at Highland Avenue, with an average of 4.7 crashes per year;
- Route 110 (Haverhill Road) at Highland Avenue, with an average of 4.7 crashes per year;
- Elm Street at Monroe Street, with an average of 4.3 crashes per year;
- Friend Street at Main Street, with an average of 4.0 crashes per year;
- Friend Street at School Street, with an average of 4.0 crashes per year;
- Evans Place at Merrill Street, with an average of 3.7 crashes per year;
- Market Street at Clark Street, with an average of 3.3 crashes per year; and
- Elm Street at Congress Street, with an average of 3.3 crashes per year.

Of interesting note is the fact that the intersection of Route 110 at Rocky Hill Road has many more rear-end type collisions than any other collision types, a condition atypical for unsignalized intersections. It may be that part of the reason for this is that during times of congestion, vehicles on Route 110 may be making quick stops to let turning traffic from Rocky Hill Road enter the traffic stream.

As part of this analysis, the number of crashes at intersections have also been reviewed against intersection traffic volumes, and then compared to the rate of crashes for other intersections. MassHighway indicates that in 2003, based on data for the most recent years, there is a statewide average rate of 0.87 crashes per million entering vehicles (mev) for signalized intersections, and 0.66 crashes per mev for unsignalized intersections. The intersections of Route 110 with Elm Street, Main Street, and Route 150 have a crash rates of approximately 1.40, 1.53, and 1.56 crashes per mev, respectively, rates that are approximately 60 to 80 percent higher than that of the statewide average rate for signalized intersections. The intersection of Route 110 at Rocky Hill Road has a crash rate of approximately 1.08 crashes per mev, a rate that is also approximately 65 percent higher than that of the statewide average rate for unsignalized intersections.

Specific design measures can be taken at intersections to improve and enhance safety. Some of these measures include: signalization to control traffic at a congested intersection in a more orderly fashion, widening intersections for the provision of turn lanes to allow through traffic to bypass vehicles waiting to turn, and realigning intersecting roads or grading corners to improve corner sight distances. As with other roadway improvement projects, engineering studies must be conducted prior to these projects to weigh the positive and negative impacts of proposed changes

against each other. All studies and designs should consider accommodation of pedestrians and bicyclists, two groups that often share the roadways with automobiles, especially during the summer months. Providing better facilities for these users will also improve the safety of automobile drivers as well.

Crashes Involving Pedestrians

According to the MassHighway crash data files, over the three-year period between 1999 and 2001, there have been ten recorded crashes involving pedestrians in Amesbury, all but one of which involved personal injury. Crashes seemed to be concentrated along Route 110, Main Street, and Friend Street. Seven of the ten accidents occurred on roadways in and around downtown locations that have sidewalks on both sides; the remaining occurred at locations outside the downtown area that had a sidewalk on one side of the roadway. The MassHighway crash data also indicates that there have been eight recorded bicycle crashes over that same time period, seven of which involved personal injury. Seven of the crashes occurred between the months of May and September, and one occurred in December. All of the bicycle crashes occurred at different locations, however three of the crashes occurred in the vicinity of Market Square.

Analysis of Existing Congested Transportation Facilities

Existing traffic volumes on the arterial roads in Amesbury, such as Route 110 and Route 150, vary by season. According to data from MassHighway's Permanent Count Station #12, located on Route 110 in nearby Haverhill, daily traffic volumes in July and September are approximately 5 and 6 percent higher, respectively, than the annual average daily traffic (AADT) volumes. However, traffic volumes may vary by even more than this amount on some of Amesbury's arterials. For example, the section of Route 110, east of I-495, serves interstate traffic, which varies significantly by time of year, and traffic to and from Salisbury Beach, which is at its peak during the summer months.

Anecdotally, through interviews and public workshops, residents have brought up the impact of cut-through traffic through neighborhoods to bypass congested locations. It is recommended that the Town initiate studies and action items to document and address these concerns.

Listed below is a detailed existing conditions inventory of geometry and traffic volumes for the most congested locations in Amesbury, as identified by Town officials. The data was then used to analyze the operations of those locations.

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Geometrics

Roadways

Route 110 is a two-lane east/west arterial through Amesbury that is owned and maintained by the state. The roadway parallels Interstate I-495, to the south, and consists of one travel lane plus a paved shoulder, 1- to 3-feet in width and delineated by a painted single white solid edge line, in each direction. A painted double yellow centerline separates the two travel lanes over its entire length in Amesbury. Land uses adjacent to Route 110 consist primarily of commercial developments. There are four traffic signals at intersections on Route 110 in Amesbury: one at its intersection with Hillside Avenue (Route 150), one at its intersection with Main Street, one at its intersection with the Carriage Town Plaza driveway, and one at its intersection with Elm Street and Clarks Road.

Intersections

Haverhill Road (Route 110) at Hillside Avenue (Route 150)

Hillside Avenue and Route 150 intersect Haverhill Road (Route 110) from the north and south, respectively, to form a four-legged, signalized intersection. While Route 150 runs north/south, the section of Route 110 near this intersection has more of a northeast/southwest alignment. Route 110 intersects Route 150 at an acute angle of between 40 and 50 degrees. Both of the Route 110 approaches to the intersection consist of one 17- to 19-foot wide travel lane that allows through vehicles to bypass queued left-turning vehicles, but only when the left-turning vehicles are stacked close to the painted centerline. Right-turning vehicles are channelized onto Route 150 from Route 110 in both directions by very large, grass-covered delta-shaped traffic islands, which are approximately 8,000 to 9,000 square feet (sf) in size. Likewise, left-turning vehicles from Route 150 onto Route 110 may bypass the traffic signal by staying left of the large traffic islands on a two-lane "ramp". The left-turning vehicles from Route 150 are separated from the vehicles turning right from Route 110 by a painted double yellow centerline along the ramps and smaller grass-covered triangular-shaped islands (approximately 1,000 sf in size) at their intersections with Route 110. The left-turning vehicles are under STOP-sign control on this approach. The Route 150 northbound approach to the traffic signal consists of one lane that tapers out to approximately 20 feet in width near the intersection. The Hillside Avenue (Route 150 southbound) approach consists of one 16-foot wide lane used by through vehicles and right-turning vehicles. Traffic at the intersection is controlled by a two-phase, fully actuated signal. Signal heads are mounted on mast arm supports as well as posts. Curb cuts exist on Route 110 and Route 150 at the intersection for two land uses in the northwest corner: Amesbury Auto Sales, with two driveways (one of which is blocked by parked automobiles that are for sale) onto Hillside Avenue and Delahunty Nurseries and Florist, with a driveway onto Haverhill Road. Corner land uses with access somewhat removed from the

intersection include the Andyman Dessert & Baking Company on the northeast corner, St. Joseph Cemetery on the southeast corner, and Merrimac Valley Animal Hospital on the southwest corner.

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Traffic Volumes

The Merrimack Valley Planning Commission gathered traffic volume data for the congested locations described above in 2002 and 2003. Daily traffic volumes were obtained by Automatic Traffic Recorders (ATRs), which were placed on Route 150 (Hillside Avenue), north of Route 110 in September of 2002 and on Route 110 (Macy Street) east of I-495 in May and September of 2003. Weekday morning (7:00 to 9:00 AM) and weekday evening (4:00 to 6:00 PM) commuter peak period turning movement and classification counts (TMCs) were conducted at the intersection of Route 110 (Haverhill Road) at Route 150 (Hillside Avenue) in July of 2003.

Table T-16 presents the daily and peak hour traffic volumes on Route 150, north of Route 110 and on Route 110, east of I-495.

Table T-16
Traffic Volume Summary

Location	Date of Count	Average Weekday Daily Traffic Volume*	Peak Hour	Peak Hour Traffic Volume**	K-Factor***	Directional Distribution
Route 150, north of Route 110	September 2002	9,100	Morning	559	6.1	59% southbound
			Evening	757	8.3	65% northbound
Route 110, east of I-495	May 2003	35,900	Morning	2,546	7.1	60% eastbound
			Evening	2,816	7.8	53% westbound

* Average Weekday Daily Traffic (AWDT) volume in vehicles per day (vpd). September volumes on Route 150 were increased approximately 1 percent to reflect July's average traffic volumes, to remain seasonally consistent with the peak period TMC data.
** Peak hour traffic volume in vehicles per hour (vph).
*** K-Factor is the percent of daily traffic occurring during the peak hour; expressed as a percentage.

As shown in Table T-16, Route 150 carries approximately 9,100 vehicles per day (vpd) on an average weekday north of Route 110. The predominant direction of travel is southbound during the weekday morning peak hour and northbound during the weekday evening peak hour. As evidenced by the directional distributions on Route 150, much of the commuter traffic is destined to arterials to the south, including I-495, during the morning peak hour. Conversely, during the evening peak hour, much of the commuter traffic is originating from arterials to the south, principally I-495.

Seasonal Variation of Traffic on Macy Street (Route 110) between I-495 and I-95

Macy Street (Route 110), between Interstates 95 and 495, is a principal arterial that is part of the National Highway System and is an integral part of the interchange between these two interstate highways. Traffic on this section of Macy Street can vary by time of year more so than any other two-lane roadway in Amesbury. The roadway not only serves traffic to and from southern points along Interstates 495 and 95, which has interstate traffic that can vary tremendously by time of year, but it also serves as an access to beaches, primarily Salisbury Beach, which attracts visitors mainly during the summer months.

The monthly variation of traffic volumes on Macy Street was estimated by an analysis of daily traffic volumes gathered at permanent count stations, which are maintained by MassHighway on roadways surrounding Macy Street. This analysis was necessary, since there is no permanent counting station that monitors traffic volumes year-round on this section of Macy Street. Monthly daily traffic volumes from 2001, the latest year available, were used in the analysis. Daily traffic volume counts from MassHighway permanent count station numbers 5238 and 5241, which are located on I-495 south and north of the Route 110 interchange in Amesbury, respectively, were used to determine the variation of the regional and interstate traffic using the Route 110 ramps to and from Interstate 495. The traffic on the Macy Street arterial, between Interstates 495 and 95, serves a combination of intercommunity, regional, and interstate traffic. Table T-17 presents the monthly variation of traffic on Interstate 495 and the I-495 ramps with Route 110, which provide somewhat of an estimation of the monthly variation of traffic on Macy Street.

Table T-17
Estimation of Seasonal Variation on Route 110 (Macy Street), east of I-495*

	I-495, south of Rt. 110***		I-495, north of Rt. 110+		I-495 ramps with Rt. 110++	
Month	**ADT**	**% of AADT**	**ADT**	**% of AADT**	**ADT**	**% of AADT**
January	42,408	74 %	32,712	77 %	9,696	65 %
February	44,845	78 %	32,685	77 %	12,160	81 %
March	46,320	81 %	31,360	74 %	14,960	100 %
April	52,307	91 %	37,819	91 %	14,488	97 %
May	61,000	106 %	47,000	111 %	14,000	93 %
June	67,995	119 %	49,791	118 %	18,204	121 %
July	77,751	136 %	57,909	137 %	19,842	132 %
August	77,800	136 %	58,820	139 %	18,890	126 %
September	60,164	105 %	44,691	106 %	15,473	103 %
October	56,305	98 %	41,089	97 %	15,216	101 %
November	51,911	91 %	38,382	91 %	13,529	90 %
December	48,843	85 %	35,409	84 %	13,434	90 %
AADT**	**57,310**		**42,306**		**15,004**	

* Source: MassHighway. ADT = Average Daily Traffic volume data (from 2001).
** AADT = Annual Average Daily Traffic volume in vehicles per day.
*** MassHighway Permanent Count Station #5238 = Interstate 495 in Amesbury, north of Route 150.
\+ MassHighway Permanent Count Station #5241 = Interstate 495 in Amesbury, at the Salisbury Town line.
++ The daily traffic on the I-495 ramps with Route 110 is the difference in volumes between Stations #5238 and 5241.

As shown in Table T-17, traffic volumes on I-495 were approximately 36 to 39 percent higher during the summer months of July and August than the annual average, according to data gathered at the permanent count station numbers 5238 and 5241 during the year 2001. The difference between the traffic volumes at these two stations is the traffic volume on the ramps between Route 110 and I-495. The regional and interstate traffic on these ramps were between 26 and 32 percent higher during the months of July and August than the annual average. The seasonal variation on Macy Street, between I-495 and I-95, most likely approximates the variation of ramp volumes. According to the analysis, traffic volumes on Macy Street approximate average annual conditions during the months of April, May, September, and October. Traffic volumes on the I-495 ramps with Route 110, which vary much like traffic volumes on Macy Street, are estimated to be between 21 and 36 percent higher during the summer months of June, July and August than the annual average. This is probably a high estimate in variation, since a large component of the traffic on Route 110, west of the I-495 interchange has local commuter traffic, which has little seasonal variation and therefore will have a more "normalizing" effect on the estimated total.

After the Chain Bridge closed on May 6, 2002, local traffic that would otherwise be on Main Street and Evans Place to travel to and from Newburyport via the bridge was diverted primarily onto Macy Street. This traffic traveled over the Whittier Bridge on Interstate 95, instead, to make the river crossing. On July 3, 2003, the Chain Bridge reopened to traffic. As shown earlier in Table T-7, Merrill Street carried approximately 10,100 vpd in 1996, prior to the bridge closing, and it carried only 3,200 vpd in 2002, after the bridge closing.

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Operations Analysis Methodology

The operations of the signalized intersection of Route 110 at Route 150 were conducted by the methodology presented in the 2000 Highway Capacity Manual.

Level of Service

A primary result of operations analyses is the assignment of level of service (LOS) to traffic facilities under various traffic flow conditions. Level of service is a qualitative measure describing operational conditions within a traffic stream and the perception of these conditions by motorists and/or passengers. A LOS definition provides an index to the quality of traffic flow in terms of such factors as speed, travel time, freedom to maneuver, traffic interruptions, comfort, convenience, and safety.

Six levels of service are defined for each type of facility. They are given letter designations from A to F, with LOS A representing the best operating conditions and LOS F representing the worst.

Since the LOS of a traffic facility is a function of the traffic flows placed upon it, such a facility may operate at a wide range of levels of service, depending on the time of day, day of week, or period of year.

The six levels of service for signalized intersections may be described as follows:

- *LOS A* describes operations with very small delay; most vehicles do not stop at all.
- *LOS B* describes operations with relatively small delay; however, more vehicles stop than LOS A.
- *LOS C* describes operations with higher delays. Individual cycle failures may begin to appear in this level. The number of vehicles stopping is significant at this level, although many still pass through the intersection without stopping.
- *LOS D* describes operations with delay in the range where the influence of congestion becomes more noticeable. Many vehicles stop and individual cycle failures are noticeable.
- *LOS E* describes operations with high delay values. Individual cycle failures are frequent occurrences.
- *LOS F* describes operations with high delay values that often occur with over-saturation. Poor progression and long cycle lengths may also be major contributing causes to such delay levels.

Evaluation Criteria

Evaluation criteria used in the capacity analyses are described below.

Levels of service for signalized intersections are calculated using the operational analysis methodology of the 2000 Highway Capacity Manual. This method assesses the effect of signal type, timing, phasing, progression, vehicle mix, and geometrics on delay. Level-of-service designations are based solely on the criterion of calculated control delay, also known as signal delay. Control delay includes the initial deceleration delay, queue move-up time, stopped delay, and final acceleration delay. Delay can also be a measure of driver discomfort, frustration, fuel consumption, and increased travel time. Table T-18 summarizes the relationship between LOS and delay. The tabulated delay criterion may be applied in assigning LOS designations to individual lane groups, intersection approaches, or to entire intersections.

Table T-18
Level-of-Service Criteria For Signalized Intersections*

Level of Service	Average Control Delay (seconds per vehicle)
A	<=10
B	>10 and <=20
C	>20 and <=35
D	>35 and <=55
E	>55 and <=80
F	>80

[a]Source: Highway Capacity Manual; Transportation Research Board; Washington, DC; 2000; page 16-2.

■

Operations Analysis Results for Congested Locations

Table T-19 presents the results of the operations analysis results for the signalized intersection of Route 110 at Route 150.

Table T-19
Operations Analysis Results for Route 110 at Route 150

Peak Hour	Movement/Total*	V/C**	AD***	LOS+	Queue++	Length+++
Weekday Morning	Route 110 EB LT/TH	0.52	9.6	A	9.4	235
	Route 110 WB LT/TH	0.37	8.5	A	5.4	135
	Route 150 NB TH/RT	0.36	14.1	B	5.1	128
	Route 150 SB TH/RT	0.53	15.4	B	8.3	208
	Intersection	0.52	11.6	B		
Weekday Evening	Route 110 EB LT/TH	0.54	12.4	B	8.6	215
	Route 110 WB LT/TH	0.45	11.5	B	5.9	148
	Route 150 NB TH/RT	0.67	15.1	B	13.1	328
	Route 150 SB TH/RT	0.30	11.1	B	4.9	123
	Intersection	0.60	13.0	B		

* NB = Northbound; SB = Southbound; EB = Eastbound; WB = Westbound; LT = Left-Turn; TH = Through movement; RT = Right Turn.
** Volume-to-Capacity ratio.
*** Average Control Delay is in seconds per vehicle.
\+ Level of Service.
++ 95th percentile queue is in vehicles.
+++ Length of queue is in feet; assumes 25 feet per vehicle.

As shown in Table T-19, the intersection of Route 110 at Route 150 currently operates at LOS B during both the weekday morning and evening peak hours. According to the analysis, the longest maximum vehicle queues occur on the Route 150 northbound approach. The queues on this approach can reach approximately 328 feet in length (or 13 cars) during the weekday evening peak hour.

Build Out Condition Traffic Volumes on South Hampton Road and Market Street

Local officials requested that MVPC analyze how traffic volumes on South Hampton Road and Market Street would change should the community achieve a build out state under existing zoning. MVPC conducted a buildout analysis of the remaining developable land in the Town of Amesbury and other communities in the Merrimack Valley region under Massachusetts Executive Order Number 418, issued by Governor Cellucci on January 21, 2000. This analysis included a tally of developable land in Amesbury excluding land that is considered permanently protected open space or is protected by the Wetlands Protection Act or the Rivers Protection Act. Also, land that is constrained due to severe physical conditions, such as adverse topography, was excluded. The most intensive by-right development, in accordance with the Town's zoning requirements, was assumed to occupy all of the developable land that was not absolutely constrained. The analysis also assumed that there would be no new development on property that is currently developed. The MVPC build out analyses showed that the Town of Amesbury could hold 5,349 new residents under the current zoning and accommodate 7,046,504 square feet of commercial/industrial space.

Future year traffic volumes for South Hampton Road and Market Street, both located in the northeastern section of the town, were developed using the Merrimack Valley Planning Commission's regional traffic model. This was accomplished by calculating the number of additional jobs and dwelling units that could be added to each Traffic Analysis Zone (TAZ) in Amesbury based on the square footage of developable commercial/industrial space and number of dwellings allowed under existing zoning as identified in the community's build out analysis. Similar calculations were also performed for the other communities in the Merrimack Valley region. This latter step is necessary to account for the impact of traffic passing through Amesbury during peak travel periods.

MVPC assumed that build out conditions across the region would occur in the year 2040. This year was selected based on the rate of population growth in the region over the past 30 years, which shows an average 10-year population growth rate of about 8.7%. At that rate, the region would achieve its residential build out population limit of approximately 406,000 in just under 30 years. Build out of the region's commercial and industrial land would likely occur subsequent to the attainment of the residential build out. Consequently, a 40-year build out time horizon was selected.

As noted above, MVPC used its regional traffic simulation model to estimate how traffic volumes along South Hampton Road and Market Street would grow assuming that the build out development condition was achieved. These volumes are shown in Table T-20.

Table T-20: Buildout Analysis Results
Projected Average Daily Traffic on South Hampton Road and Market Street

Street Name	Location	2000 ADT[a]	2040 ADT[a]	Percentage Increase
South Hampton Road	South of Fern Street	3,900	7,901	102.56%
Market Street	North of Fern Street	3,340	6,809	103.86%

[a]Average daily traffic volumes in vehicles per day (vpd).

Table shows that traffic volumes on both roadways will roughly double under the build out scenario. These percentage increases in traffic volumes are well above the 32.5% increase in the population that is expected to take place in Amesbury between 2000 and the build out year of 2040. This is due to two factors. One is that there will be relatively more residential growth in this section of the town as compared to some of the more developed areas. The second reason for this large rate of traffic volume increase is that people will be entering the region on these two roadways to travel to the many new jobs that will be located in both in Amesbury and other areas in the eastern Merrimack Valley region under the build out scenario.

It should be noted that none of the volumes shown for the above roadways indicate that additional travel lanes will be needed. However, the additional volumes expected on these roadways will be such that congestion is likely to occur in Market Square resulting in a noticeable increase in traffic delay at that location.

Transportation Recommendations

The following sections outline the work of the Master Plan Steering Committee and the Transportation Focus Group to develop recommendations to guide future development patterns in the Town of Amesbury over the next 20 years. The recommendations are summarized on the Transportation Action Map.

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Transportation Vision

The Transportation Focus Group developed the following Vision Statement to guide their efforts to develop recommendations.

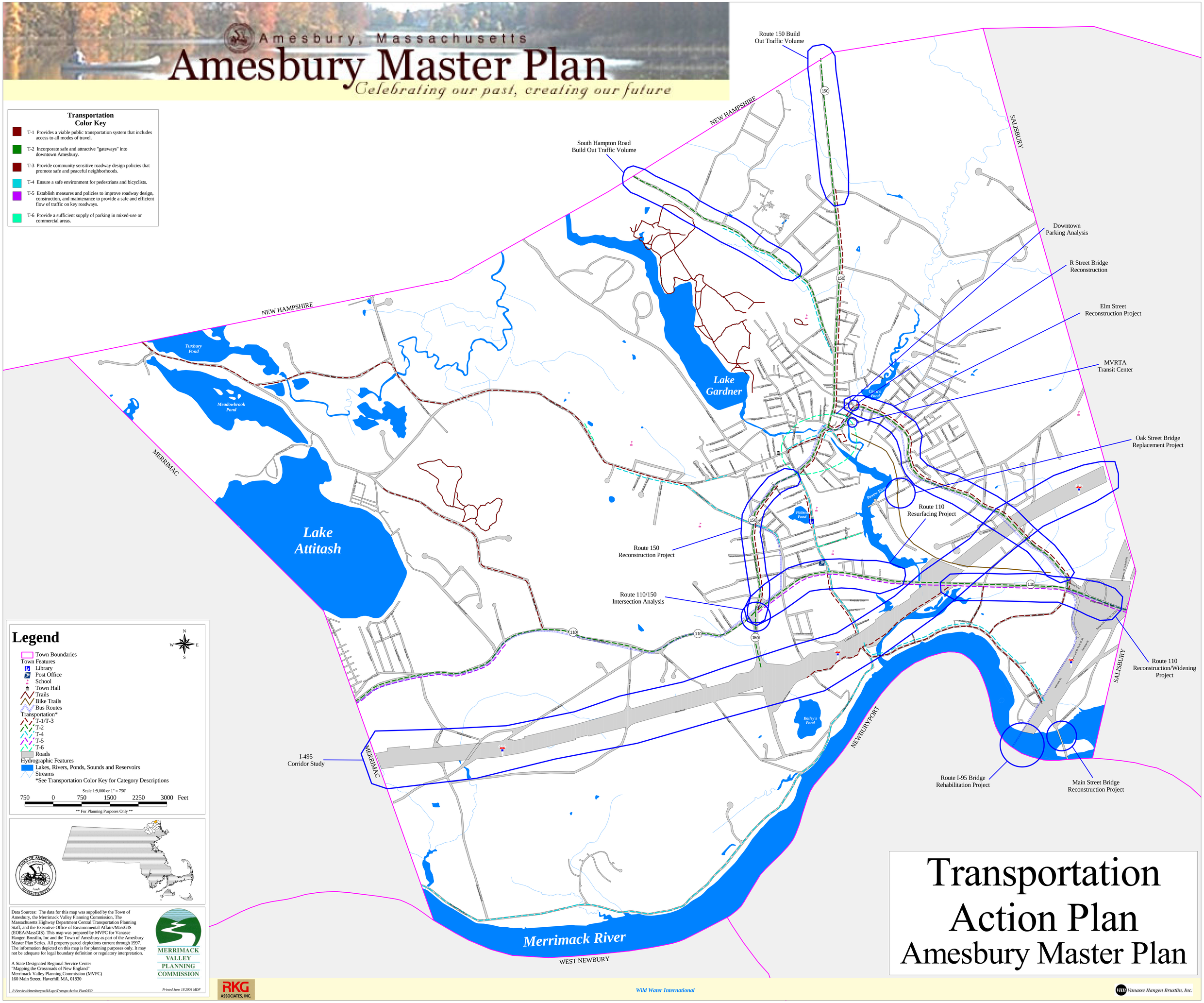
Continue to be a Community That is Safe and Easy to Move About In

Amesbury will provide and maintain safe, healthy, efficient and environmentally friendly networks for all modes of transportation. Safe streets and efficient transportation systems will reinforce the quality of life in our neighborhoods. We will continue to be a community that is safe and easy to move about, particularly for pedestrians and bicyclists who will have access to a wide-range of community resources. We will continue to explore methods to enhance the use of public transportation, especially for connections to regional attractions, jobs and other transportation systems. To support commercial and residential viability, promote a pedestrian oriented downtown environment supported by a convenient parking supply, and streets and sidewalks that are safely connected to adjacent neighborhoods and recreational amenities.

Amesbury, Massachusetts

Amesbury Master Plan

Celebrating our past, creating our future



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Goals, Strategies and Actions

T-1	**Provide a viable public transportation system that includes access to all modes of travel.**
T-1.1	Identify and respond to needs and demands by expanding public transportation services.
	➢ Survey the needs of the community to accommodate the current and projected transportation needs.
	➢ Explore implementation of alternative transportation services that are offered by the MVRTA, such as demand response transportation, and identify methods to expand upon services provided from the new Transportation Center in the Lower Millyard to provide improved access to regional amenities and transportation connections, especially to the MBTA services in Newburyport.
	➢ Identify methods to provide enhanced pedestrian, bicycle and automobile connections from surrounding neighborhoods to the new Transportation Center.
	➢ Implement quiet clean efficient transportation solutions i.e. electric or natural gas powered buses. This will include an investigation of measures to reduce or eliminate the ill effects of having diesel buses serve the facility.
	➢ Continue regularly scheduled communications with the Merrimack Valley Regional Transit Authority (MVRTA) to review service needs and problems, and identify methods to collaborate on providing enhanced transit services.
	➢ Involve the MVRTA in site plan review for major development projects to identify the potential for connections to transit services.
	➢ Monitor and plan for additional locations, as warranted, in Town that could serve as transit hubs in different neighborhoods in outlying areas, and work with MVRTA to provide amenities such as shelters, bike racks, park-n-ride lots and other services at these locations.
	➢ Ensure that handicapped-accessibility is incorporated.

T-2	**Incorporate safe and attractive "gateways" into downtown Amesbury.**
T-2.1	Maintain or improve Amesbury's "gateway" roadways to improve aesthetic qualities, safety conditions and traffic operations. The "gateway" roadways include Rt. 110, Rt. 150, Elm Street, Friend Street, and South Hampton Road.
	➢ Implement the Route 150 and Elm Street projects currently under design and ensure that they are consistent with the Master Plan guidelines.
	➢ Develop improvement projects for other "gateway" roadways as determined to be necessary by residents and local officials.
T-2.2	Use gateway treatments (traffic calming measures) to alert motorists that they are entering neighborhoods or areas with high levels of pedestrian activity where responsible driving is necessary.
	➢ Identify areas where medians, signage, banners, landscape treatments or other urban design elements could be incorporated to alert drivers they are entering neighborhood or commercial districts.
	➢ Utilize gateway treatments to announce and promote the unique character of the downtown area or individual neighborhoods. Incorporate historic or cultural elements into signage, landscape or sculpture to reinforce this identity.

T-3	**Provide community sensitive roadway design policies that promote safe and peaceful neighborhoods.**
T-3.1	Investigate options to reduce the speed, noise, and volume of traffic on Amesbury's neighborhood roads.
	➢ Identify and prioritize areas where traffic volumes and speeds are a key concern for neighborhood residents.
	➢ Increase enforcement of traffic regulations at problem areas and consider restrictions such as "resident-only access" or "time-restricted access" as in many cities, including Cambridge, Massachusetts
	➢ Review the state's Traffic Calming Guidelines as well as the solutions and techniques of cities and communities that have implemented Traffic Calming Measures and adopt appropriate measures to control traffic speeds along residential collector and minor arterial roadways.
	➢ Consider time restrictions for large trucking activities in residential areas.
	➢ Establish and enforce noise ordinances for cars, trucks, motorcycles, audio systems.
	➢ Implement appropriate mitigation measures to address highway noise (I-495 and I-95) in neighborhoods.

T-4	**Ensure a safe environment for pedestrians and bicyclists.**
T-4.1	Provide safe and convenient connections between neighborhoods, schools, parks and open space areas, commercial areas and other resources located near the downtown area. *See also Public Facilities and Infrastructure Goal 2.1.*
	➢ Develop a policy to guide the prioritization of funding pedestrian and bicycle transportation improvements.
	➢ Prepare an inventory of where sidewalk improvements are needed and establish a system to update this information regularly.
	➢ Identify areas where new sidewalks and pedestrian/bicycle routes are needed.
	➢ Provide enhanced crosswalks at key locations either through enhanced striping and signage, raised or textured surface materials.
	➢ Seek State and alternate funding sources to assist with new or rehabilitated pedestrian and bikeway improvements.

T-4.2	Enhance resources for bicyclists for both recreational and commuting purposes.
	➢ Identify and improve potential linkages to the Riverwalk from adjacent neighborhoods.
	➢ Coordinate with regional communities to create a plan for a bicycle route along the Merrimack River to Newburyport and Merrimac.
	➢ Expand the Riverwalk to connect with Rail Trail in Salisbury and to provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to Clark's pond and the Cedar Street areas via the river banks extending from the Lower Mill Yard.
	➢ Explore the potential for off-road bike paths where feasible.
	➢ Provide a well integrated bicycle path system connecting all neighborhoods with the downtown area.
	➢ Prepare a map of bicycle routes and walking trails/paths in town and distribute through schools and other recreational venues.
	➢ Provide amenities such as bike racks, benches, lighting and trash receptacles along key pedestrian and bikeways to ensure comfort and convenience of these areas.

T-5	**Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.**
T-5.1	Reduce traffic congestion and traffic safety problems at locations within the community while preserving the character of roadways and neighborhoods.
	➢ Monitor the design and permitting of roadway improvement projects on the Route 110 Corridor from Route 150 to the Salisbury Town line.
	➢ Participate in the MHD study of the I-495 corridor to discuss improvement options to Exits 54 and 55 in Amesbury and potential to create direct/better connections between I-495 and I-95.
	➢ Monitor traffic congestion and safety conditions on roadways in the community and develop improvement projects based on a prioritized listing of problem locations.
	➢ Review school bus-stopping policy to promote traffic flow without compromising student safety.
T-5.2	➢ Promote enhanced access management tools and techniques to mitigate congestion and improve safety.
	➢ Monitor and identify transportation corridors where congestion is significant, and prepare access management plans to enhance the flow of traffic.
	➢ Where necessary, revise zoning/subdivision regulations governing driveway spacing, sight distances, number of driveways per existing parcel or lot, and corner lot clearances to minimize conflicts with vehicles entering roadways.
	➢ Where necessary, revise zoning/subdivision regulations to require connection of parking areas on adjacent commercial lots on busy roadways such as Route 110 so traffic can move between them without traveling on the highway.
	➢ Where necessary, revise zoning/subdivision regulations to require, where appropriate, shared use of driveways to limit the number of access points on busy roadways. Following either of these strategies will require the promotion of unified on-site circulation and parking plans.
	➢ Where necessary, revise zoning/subdivision regulations to align driveways where developments are situated on either side of a roadway, to reduce conflicts from turning traffic.

T-5.3	Utilize innovative roadway design and construction methods to maximize efficiency.
	➢ Consider MHD's Highway design standards when adopting town policies and procedures for construction and improvement projects. These changes, when implemented, should result in projects that improve traffic flow while better preserving the Town's character.
	➢ Develop a Pavement Management Program to examine road conditions, identify appropriate treatment measures, and maximize the productivity of the Town's road maintenance budget.
T-5.4	➢ Guarantee coordination of major transportation and public works projects.
	➢ Establish regular meetings between Town Department of Public Works officials and utility companies to review schedule of roads/ bridge projects. Such policy should help to prevent unnecessary opening of recently repaired/ reconstructed roadways.
	➢ Consider establishing a Roadway Advisory Committee to assist in the development of the road improvement program.

T-6	**Provide a sufficient supply of parking in mixed-use or commercial areas.**
T-6.1	Ensure that there is adequate downtown parking areas that are safe, convenient and easy to find.
	➢ Work with the Merrimack Valley Planning Commission to implement and monitor the recommendations made in the 2002 parking study of the downtown area, and update the recommendations as build-out of the area advances.
	➢ Continue efforts to work with private property owners to identify where private lots could be converted to public parking facilities and develop flexible zoning regulations to promote shared parking where appropriate and feasible including the potential for incentives for downtown employed persons to use neighboring churches for parking during weekday hours.
	➢ Develop and implement appropriate parking management strategies to ensure a balance of parking for visitors, employees and residents within the downtown core.
	➢ Continue to plan for construction of additional parking facilities on identified lots, including provisions for a public parking garage if warranted.
	➢ Enhance pedestrian linkages between parking lots and downtown buildings to give more options to downtown parkers.
	➢ Conduct a way finding study to develop a coherent signage program to direct visitors to parking facilities in the downtown business district.
T-6.2	➢ Provide sufficient parking in outlying areas.
	➢ Investigate opportunities, including flexible zoning regulations, to promote shared parking between adjoining land uses with different hours of operations.
	➢ Develop a management plan that will address parking procedures/ policies for events that do not have adequate parking available.

Implementation Schedule

Introduction

The following sections contain a succinct, numbered list of the recommendations contained within all of the Master Plan Elements. The tables provide primary and secondary parties responsible for carrying out the actions, potential time frames for achieving the objectives, and a listing of potential costs and community benefits related to each item. These tables are a work in progress. The Master Plan Implementation and Oversight Committee and the Office of Community and Economic Development will be working with the entities listed and others on an ongoing basis to obtain commitments for taking on the project listed.

A list of definitions and acronyms for the Implementation Schedule is provided below.

■

Responsible Parties

AHF	Amesbury Heritage Fund
AT	Amesbury Treasures
CC	Cultural Council
CFO	Chief Financial Officer
CK	Camp Kent
COA	Council on Aging
ConCom	Conservation Commission
DHCD	Department of Housing and Community Development
DPW	Department of Public Works
DRC	Design Review Committee
ENG	Town Engineer
ENHA	Essex National Heritage Area
FD	Fire Department
HA	Housing Authority
HC	Historical Commission
MHC	Massachusetts Historical Commission
MHD	Massachusetts Highway Department/MassHighway
MO	Mayors Office, Including Municipal Council
MVPC	Merrimac Valley Planning Commission
MVRTA	Merrimack Valley Regional Transportation Authority

NBHD	Neighborhood Groups
NSHC	North Shore Housing Consortium
NTHP	Natural Trust for Historic Preservation
OCED	Office of Community and Economic Development
OSC	Open Space Committee
PB	Planning Board
PD	Police Department
PR	Parks & Recreation
SC	School Committee
TC	Tree Committee
TTC	Traffic and Transportation Committee
ZEO	Zoning Enforcement Officer

■

Time Frames

Immediate	Within the next 12 months
Near Term	1 to 5 years
Medium Term	5 to 10 years
Long Term	10 years and beyond.
Ongoing	Continuing projects or policies

■

Potential Costs

Low	None to $50,000 *Master Plan implementation items that are policy oriented or that are estimated to require minimal capital/operating investments.*
Medium	$50,000 to $250,000 *Master Plan implementation items that will require financial investments for capital and operating costs on a one-time or ongoing basis, but that are estimated to be moderate in terms of financial subsidies.*
High	Greater than $250,000 *Master Plan implementation actions that will require significant capital investments on a one-time or ongoing basis.*

General Action Items

Number	Goal		
	Strategies/Actions	**Responsible Party**	**Time Frame**
G-1	➢ Appoint a Master Plan Implementation and Oversight Committee, and appropriate subcommittees as feasible and necessary, to oversee and monitor the status of implementing the action items contained in the Plan.	➢ Mayors Office	Immediate
G-2	➢ Coordinate a Master Plan Implementation "Service Fair," which includes various groups or Town Departments responsible for implementation, in an effort to promote ongoing activities and projects related to the Master Plan. Use the Service Fair as a way to communicate with Amesbury residents and stakeholders about ways they can get involved in the community through the implementation actions, and as a way to recognize the efforts of all of the volunteers involved.	➢ Master Plan Implementation and Oversight Committee ➢ OCED	Immediate Annually
G-3	➢ Maintain the Master Plan as a vision and policy guide for use in making decisions affecting future growth and development in Amesbury.	➢ All Boards, Commissions ➢ Town Departments	Ongoing
G-3	➢ Provide copies of the final Master Plan to all Town Departments, Boards and Commissions, and other community stakeholders.	➢ Mayors Office	Immediate
G-4	➢ Coordinate study sessions for elected officials, boards and commission members, and appropriate Town Staff, especially when newly elected or appointed, to provide an overview of the Master Plan and its importance as a guide for future planning implications for the Town.	➢ Master Plan Implementation and Oversight Committee	Ongoing
G-5	➢ Include a report in the Annual Town Report that provides an update of the status of implementation of the Master Plan actions and strategies.	➢ Master Plan Implementation and Oversight Committee ➢ Responsible Parties	Annual
G-6	➢ Reexamine, on a periodic basis, Amesbury's Zoning Bylaw and relevant neighborhoods mapping for compatibility with the vision of the Master Plan.	➢ Master Plan Implementation and Oversight Committee ➢ Planning Board ➢ OCED	Annual
G-7	➢ Utilize the Financial Capacity Decision-Making tool, developed by the Master Plan Finance Committee, to prioritize and time-sequence the multiple goals and objectives of the focus groups of the Master Plan Steering committee. This tool would be updated and used as part of the annual budget planning process, to be presented to the Municipal Council as part of the annual budget.	➢ Mayor's Office ➢ Master Plan Implementation and Oversight Committee	Annual

Land Use and Growth Management Element

Number	Goal					
LU-1	**Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-1.1	Continue to develop incentives to reuse historic buildings in the village center, especially mill sites and other buildings which reflect Amesbury's industrial heritage. *See also Public Facilities and Infrastructure, Goal 2*					
LU-1.1.1	➢ Evaluate and recommend revisions or additions to Town and state regulations (zoning, design guidelines, building codes, etc.) and permitting polices/procedures to expedite reuse and redevelopment of properties in a manner consistent with goals for preservation and maintaining the historic Town character.	➢ OCED ➢ ENG ➢ PB	Immediate Ongoing	Low	➢ Revitalization ➢ Economic Development ➢ Preservation	➢ Staff Time ➢ Volunteers
LU-1.1.2	➢ Ensure that Town regulations, policies and permitting approval processes encourage redevelopment and reuse of properties.	➢ OCED ➢ PB ➢ DRC	Immediate Ongoing	Low	➢ Revitalization ➢ Economic Development ➢ Preservation	➢ Staff Time ➢ Volunteers
LU-1.1.3	➢ Identify and develop and maintain an inventory of abandoned or underutilized buildings, properties and other sites within the village center, and conduct site assessments to evaluate reuse potential, including any limitations, deterrents or obstacles which would limit redevelopment.	➢ OCED	Near Term	Low	➢ Revitalization ➢ Sustainability ➢ Environmental enhancement ➢ Economic Development ➢ Preservation	➢ MVPC Brownfields Assessment Program ➢ DHCD ➢ Mass Development ➢ CDBG ➢ Mass Housing

Number	Goal					
LU-1	**Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village center.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-1.1.4	➢ Identify options to provide financial assistance to promote adaptive reuse and infill development within the downtown center and surrounding neighborhoods. Research and summarize potential Federal, State and regional funding sources and eligibility requirements to assist with reuse and redevelopment initiatives.	➢ OCED	Ongoing	Low	➢ Revitalization ➢ Sustainability ➢ Environmental enhancement ➢ Economic Development ➢ Preservation	➢ Staff Time ➢ Mass Development ➢ DHCD ➢ CDBG
LU-1.2	Encourage the clean-up and reuse of existing brownfield sites.					
LU-1.2.1	➢ Prepare a Brownfields Action Plan, with PB and Municipal Council approval, to identify and prioritize clean-up efforts and assess redevelopment potential of effected parcels. Proactively explore funding sources and eligibility requirements for grants or subsidies to assist with revitalization of key sites.	➢ OCED ➢ Alliance	Near Term	Low	➢ Revitalization ➢ Environmental enhancement ➢ Sustainability ➢ Economic Development ➢ Preservation	➢ MVPC Brownfields Assessment Program ➢ Mass Development ➢ DHCD ➢ EPA
LU-1.2.2	➢ Develop strategies to actively market brownfield sites for redevelopment and/or reuse.	➢ OCED ➢ Alliance	Ongoing	Low	➢ Revitalization ➢ Environmental enhancement ➢ Sustainability ➢ Economic Development ➢ Preservation	➢ MVPC Brownfields Assessment Program ➢ Mass Development ➢ DHCD ➢ Alliance

Number	Goal					
LU-1	**Preserve the unique identity of Amesbury's neighborhoods; strengthen linkages between all neighborhoods, and their relationship to Amesbury's village core.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-1.3	Encourage reinvestment in established older neighborhoods to enhance and preserve neighborhood character. *See also Public Facilities and Infrastructure, Goal 2*					
LU-1.3.1	➢ Modify the Neighborhood Conservation District zoning by-law to make it easier to implement, then formally endorse and adopt a map identifying Amesbury's Neighborhood Districts, as provided in the Preservation Plan.	➢ OCED ➢ PB ➢ MO	Immediate	Low	➢ Neighborhood identification and protection. ➢ Sustainability.	➢ Staff Time ➢ General Fund
LU-1.3.2	➢ Identify and prioritize neighborhoods most in need of upgrades by conducting assessments of neighborhood conditions (land use patterns, public infrastructure, neighborhood amenities, housing stock, etc.) and holding neighborhood meetings to identify desired improvements and potential benefits.	➢ OCED ➢ DPW	Near Term Ongoing	Low	➢ Neighborhood identification and protection ➢ Sustainability ➢ Public Improvements	➢ Staff Time ➢ Interns/Student programs ➢ General Fund.
LU-1.3.3	➢ Continue building on the past funding of the Neighborhood Improvements Projects program to strengthen and support existing neighborhoods.	➢ OCED ➢ DPW ➢ MO	Ongoing	High	➢ Neighborhood identification and protection ➢ Sustainability ➢ Public Improvements	➢ Staff Time ➢ General Fund ➢ EOTC PWED Grants
LU-1.3.4	➢ Encourage the use of Zoning Overlay Districts, and include appropriate design guidelines, requirements for provision of public improvements and land use regulations to preserve and reinforce the unique characteristics of these areas.	➢ OCED ➢ PB	Ongoing	Low	➢ Neighborhood identification and protection ➢ Sustainability ➢ Public Improvements	➢ Staff Time ➢ General Fund

Number	Goal					
LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-2.1	Plan and promote redevelopment of the Lower Millyard, including the area's integration with the surrounding downtown center. *See also Economic Development, Goal 2*					
LU-2.1.1	➢ Explore additional design techniques to link the Upper and Lower Millyard through open space, enhanced pedestrian connections and other urban design techniques.	➢ OCED ➢ DPW ➢ ENG ➢ Alliance	Near-Term	High	➢ Revitalization ➢ Economic Development ➢ Community amenities	➢ Staff Time ➢ EOTC PWED Grants ➢ Alliance ➢ Private Investment
LU-2.1.2	➢ Present for Municipal Council approval a development action plan for the redevelopment of the Lower Millyard incorporating the findings of the recent Lower Millyard Study with recalculations of potential costs.	➢ OCED ➢ MO ➢ Alliance	Immediate	Low	➢ Revitalization ➢ Economic Development ➢ Community amenities	➢ Staff Time ➢ EOTC PWED Grants ➢ Alliance ➢ Private Investment
LU-2.1.3	➢ Present for Municipal Council approval a development action plan for the redevelopment of Carriage Hill and the R Street area	➢ OCED ➢ MO ➢ Alliance	Immediate	Low	➢ Revitalization ➢ Economic Development ➢ Community amenities	➢ Staff Time ➢ EOTC PWED Grants ➢ Alliance ➢ Private Investment
LU-2.2	Provide additional public gathering spaces and recreational amenities in the downtown. *See also Transportation, Goal 4, and Natural Resources, Goal 2*					
LU-2.2.1	➢ Provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to the Back River, Clark's Pond and the Cedar Street areas, as well as to Camp Kent, both extending from the Lower Mill Yard.	➢ OCED ➢ ENG ➢ MO	Long-Term	High	➢ Neighborhood links ➢ Recreation Improvements ➢ Community Amenities	➢ PWED Grants ➢ General Fund

Number	Goal					
LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-2.2.2	➢ Identify areas where public plazas and green space could be developed to serve as places for outdoor events, and active or passive recreational uses.	➢ OCED ➢ DPW/ENG	Mid-Term	High	➢ Community Gathering Space ➢ Recreation Opportunities	➢ General Fund ➢ CPA
LU-2.3	Create a critical mass of downtown residents to support commercial establishments in a revitalized downtown area.					
LU-2.3.1	➢ Actively market downtown sites for re-use and infill developments to provide mixed-income housing opportunities interspersed with commercial and office uses in the downtown center.	➢ Alliance ➢ OCED	Ongoing	Medium	➢ Additional housing opportunities ➢ Sustainability ➢ Growth Control	➢ Staff Time ➢ CDBG ➢ Tax relief ➢ Grants ➢ Low interest loans ➢ Technical assistance
LU-2.4	Promote methods to attract and sustain a variety of commercial uses in the downtown area to provide goods and services for residents and visitors.					
LU-2.4.1	➢ Encourage a mix of uses that provide daytime, evening and weekend attractions, including a variety of restaurants, coffee shops, cultural/theatrical venues, and retail shops that serve residents needs and attract tourists.	➢ Alliance ➢ OCED	Ongoing	Low	➢ Revitalization ➢ Economic Development	➢ Staff Time ➢ Private Investment
LU-2.5	Reinforce the DRC Committee's role in the advisory process for review of projects in the downtown.					
LU-2.5.1	➢ Update the Design Guidelines to show clear distinctions between design review for the village center as opposed to design review for an outlying industrial/commercial zone.	➢ DRC ➢ OCED ➢ Alliance ➢ PB	Immediate	Low	➢ Design Control ➢ Community Character ➢ Preservation	➢ Staff Time ➢ General Fund ➢ Volunteers
LU-2.5.2	➢ Explore the means which will encourage developments to reflect Amesbury's distinct New England village character and layout, and that fit the scale and character of surrounding neighborhoods.	➢ DRC ➢ OCED ➢ PB	Near-Term	Low	➢ Design Control ➢ Community Character ➢ Preservation	➢ Staff Time ➢ General Fund ➢ Volunteers

Number	Goal					
LU-2	**Promote growth and development within the downtown business district to encourage a vibrant mixed use environment.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-2.5.4	➢ Explore incentives that encourage developers to maintain the historic character of the downtown through implementation of the Design Guidelines during redevelopment of buildings and properties.	➢ DRC ➢ Alliance ➢ OCED ➢ PB	Immediate Ongoing	Medium	➢ Design Control ➢ Community Character ➢ Preservation	➢ Staff Time ➢ General Fund ➢ Volunteers ➢ Tax relief ➢ Grants ➢ Low interest loans ➢ Technical assistance

Number	Goal					
LU-3	**Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-3.1	Evaluate existing regulatory measures and consider new techniques to manage development in outlying areas. *See also Natural Resources, Goal 2,and Public Facilities and Infrastructure, Goal 1*					
LU-3.1.1	➢ Consider provisions such as Transfer of Development Rights (TDR), revisions to the Cluster Development Permit, Scenic Overlay Districts or hill-top development restrictions to appropriately guide and manage new development patterns.	➢ OCED ➢ PB	Near Term	Low	➢ Growth Management ➢ Sustainability	➢ Staff Time ➢ General Fund
LU-3.1.2	➢ Protect agricultural and open space properties through programs such as Purchase of Development Rights, incentives under Chapter 61 and other Agricultural Preservation Restrictions.	➢ OCED ➢ PB	Ongoing	Medium to High	➢ Growth Management ➢ Sustainability ➢ Agricultural Preservation.	➢ Staff Time ➢ Volunteers ➢ (Chapter 61)

Number	Goal					
LU-3	**Manage growth and development in outlying areas to preserve Amesbury's environmental and cultural resources consistent with the Town's historic New England village character.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-3.2	Plan for appropriate long range commercial and industrial development in suitable areas.					
LU-3.2.1	➢ Evaluate the appropriateness and suitability of existing industrial and commercial zoning districts.	➢ OCED ➢ PB	Near Term	Low	➢ Managed Growth and Development	➢ Staff Time
LU-3.2.2	➢ Evaluate the feasibility of developing areas where regional access and infrastructure already exist; particularly on the Golden Triangle, Hunt Road and the Route 150 Gateway.	➢ OCED ➢ PB	Ongoing	Low	➢ Sustainable development ➢ Controlled Growth	➢ Staff Time
LU-3.2.4	➢ Develop a Route 110 Corridor Overlay District that provides appropriate controls and design guidelines for commercial and industrial development to achieve a harmonious blend for a mixed use environment that is well integrated with the character of the surrounding neighborhoods.	➢ OCED ➢ ZEO ➢ PB ➢ ZBA ➢ Alliance	Near Term	Low	➢ Sustainable development ➢ Controlled Growth	➢ Staff Time

Number	Goal					
LU-4	**Improve the Town's administrative capacity to manage growth and development.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-4.1	Address the need for better enforcement of regulations. *See also Public Facilities and Infrastructure, Goal 3*					
LU-4.1.1	➢ Complete a comprehensive analysis of the Town's permitting process, including defining the precise legal and planning role of each reviewing board, the bounds of each board's discretion, permissible development timelines, and recommendations for methods to improve the effectiveness of the process.	➢ OCED ➢ DPW ➢ ENG ➢ Alliance ➢ ZEO ➢ MO	Immediate	Low to Medium (if consultants are hired)	➢ Efficient review and permitting process.	➢ Staff Time
LU-4.1.2	➢ Consult with current Building Commissioner as to the scope of his work, what resources are needed to better do his work, and what, if any, required tasks prevent timely completion of inspections.	➢ OCED ➢ Inspectors ➢ DPW/ENG ➢ PB	Near Term	Low	➢ Improved and predictable enforcement of regulations.	➢ Staff Time
LU-4.1.3	➢ Consult with recent contractors/developers as to their perspective on policies and procedures for permitting, obtaining inspections and/or enforcement, and on interactions with boards and committees.	➢ OCED ➢ DPW/ENG ➢ Inspectors ➢ PB	Near Term	Low	➢ Improved and predictable permitting process and enforcement of regulations.	➢ Staff Time
LU-4.2	Improve local administrative capacity to manage growth.					
LU-4.2.1	➢ Provide regular training for Town employees and Board and Commission members on measures and techniques to manage growth and development patterns. Require referencing the Master Plan in their decision making process.	➢ MO	Ongoing	Low to Medium	➢ Technical skill building. ➢ Enhanced resources for staff and board members ➢ Networking; "lessons learned" in other communities	➢ General Fund

Number	Goal					
LU-4	**Improve the Town's administrative capacity to manage growth and development.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
LU-4.2.2	➢ Evaluate long-range fiscal impacts of future growth and development for Town services, infrastructure and facilities by developing a comprehensive build-out report that addresses all forms of development and sets out a range of scenarios under present zoning,.	➢ OCED ➢ DPW ➢ ENG ➢ CFO ➢ Assessors	Near Term	Medium to High	➢ Sustainability ➢ Growth Control ➢ Prioritization and potential to implement necessary repairs	➢ EOEA Build-out Analysis ➢ MVPC GIS modeling for Build-out ➢ EO418 Implementation Funds ➢ Staff Time
LU-4.2.3	➢ Ensure that the Zoning By-Law and other ordinances affecting land use are consistent with the Master Plan.	➢ OCED	Annual	Low	➢ Sustainability ➢ Growth Control ➢ Master Plan Implementation	➢ Staff Time
LU-4.2.4	➢ Adopt a permanent zoning bylaw that will replace the smart growth by-law, yet utilize a more evenly administered performance based point system.	➢ OCED ➢ ZEO ➢ PB	Ongoing	Low	➢ Growth Control ➢ Sustainability	➢ Staff Time
LU-4.2.5	➢ Institute implementation and updates of GIS data sets and software applications to maintain mapping of Town land use patterns, zoning, environmental resources and identified neighborhood areas consistent with state standards through MassGIS. Use GIS systems as a decision making tool for evaluating long range impacts of future development proposals for consistency with the Master Plan.	➢ OCED ➢ ZEO ➢ PB	Immediate	Low	➢ Growth Control ➢ Sustainability	➢ Staff Time
	➢ Using GIS systems develop maps to monitor those areas suitable for growth (i.e. the village center) and development and those areas prioritized for preservation.	➢ OCED ➢ ZEO ➢ PB	Immediate	Low	➢ Growth Control ➢ Sustainability	➢ Staff Time

Natural Resources Element

Number	Goal					
NR-1	**Protect existing natural features in all new development.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-1.1	Develop zoning requirements that ensure new development will blend carefully with existing natural features. *See also Land Use Goal 3.*					
NR-1.1.1	➢ Update town by-laws to ensure sustainable development practices with lesser impacts to the environment; give consideration to incentives for new development that is Leadership in Energy and Environmental Design (LEED) Certified to promote state of the art strategies for sustainable site development, water savings, energy efficiency, materials selection and environmental quality.	➢ OCED ➢ DPW ➢ PB ➢ ConCom ➢ OSC ➢ ENG	Near Term	Low	➢ Preserve local resources ➢ Reduce infrastructure costs ➢ Promotes sustainability	➢ Staff Time ➢ US Green Building Council ➢ Tax Incentives
NR-1.1.2	➢ Develop requirements for developers to pay impact fees towards schools for new residential development.	➢ OCED ➢ PB ➢ SC	Near Term	Low	➢ Funding for school improvements ➢ Reduces burden on taxpayers	➢ Staff Time ➢ Self Funding
NR-1.1.3	➢ Develop a tree and/or existing landscape preservation ordinance to protect mature trees, including fees for removal of mature trees during large-scale development, to encourage preservation of existing landscapes to the greatest extent possible.	➢ TC ➢ ConCom ➢ PB ➢ OSC	Near Term	Low	➢ Preserve visual landscapes ➢ Preserve biological value of trees ➢ Avoids costs of tree replacement	➢ Staff Time ➢ Volunteers ➢ Private funding
NR-1.1.4	➢ Require developers to dedicate open space in exchange for developing on or near environmentally sensitive areas.	➢ OCED ➢ DPW ➢ PB ➢ OSC ➢ ConCom	Near Term	Low	➢ Maintain high percentage of open space ➢ Minimize use of tax dollars to acquire open space ➢ Scenic viewshed protection	➢ Self Funding ➢ Staff Time

Number	Goal					
NR-1	**Protect existing natural features in all new development.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-1.1.5	➢ Ensure that new residential subdivisions include dedication of land, or a fee in lieu, for public parks and open space areas.	➢ OCED ➢ DPW ➢ PB ➢ OSC ➢ ConCom	Near Term	Low	➢ Increased fees for parks and open space acquisition and management	➢ Staff Time ➢ Private Investment
NR-1.1.6	➢ Encourage the use of native plant species with low water and fertilization requirements for commercial development and new home subdivision landscaping.	➢ PB ➢ OSC ➢ ConCom	Near Term	Low	➢ Avoid nuisance species ➢ Add to natural landscape character	➢ Private Investment
NR-1.1.7	➢ Consider requirements for testing soils characteristics to determine land use suitability.	➢ DPW ➢ PB ➢ OSC ➢ ConCom	Near Term	Low	➢ Avoid development with chronic problems that require town funds to rectify	➢ Staff Time
NR-1.1.8	➢ Post Open Space/Greenways/Water Resources/ Wetlands/Endangered Species maps in public meeting areas for Town Council, Planning Board, Zoning Board of Appeals and the ConCom to review when evaluating land use proposals.	➢ OSC	Immediate	Low	➢ Resource materials for decision making about development in sensitive areas	➢ General Fund
NR-1.1.9	➢ Develop informational materials to include as part of the Design Review process to inform developers about the importance of maintaining open space, environmentally sensitive areas and trails to maintain the desired quality of life in Amesbury.	➢ PB ➢ OSC ➢ ConCom ➢ ENG ➢ DRC	Immediate	Low	➢ Incorporates the element of environmental planning into the development review process to the greatest extent.	➢ General Fund ➢ Staff Time
NR-1.1.10	➢ Develop more stringent regulations for septic system development on small and 'marginal' lots.	➢ PB ➢ OSC ➢ ConCom ➢ DPW ➢ ENG	Near Term	Low	➢ Water quality improvement and protection ➢ Avoid having to spend town tax dollars on wastewater collection.	➢ Staff Time

Number	Goal					
NR-2	**Preserve and enhance open space and natural resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-2.1	Explore new avenues to ensure that larger tracts of open space and other natural environments are preserved and maintained. *See also Land Use Goal 3.*					
NR-2.1.1	➢ Update the Open Space and Recreation Plan, and adopt a formal policy on the preservation and maintenance of community open space.	➢ OSC ➢ ConCom ➢ MO	Immediate	Low	➢ Ensures protection of open space and natural resources ➢ Provides consistent guidance to decision making.	➢ Policy Decision
NR-2.1.2	➢ Prioritize, improve, and maintain areas of greatest sensitivity/beauty.	➢ OSC ➢ ConCom	Near Term	Low	➢ Prioritizes areas for protection of open space and natural resources	➢ Volunteers ➢ Staff Time ➢ DCR
NR-2.1.3	➢ Create an Amesbury Greenbelt and focus on preserving parcels to connect and encourage development of greenways.	➢ OSC ➢ ConCom	Long Term	High	➢ Ensures protection of open space, natural resources and recreational amenities.	➢ CPA ➢ DCR Greenways Program ➢ General Fund ➢ Private Investments ➢ Conservation Restrictions
NR-2.1.4	➢ Prioritize areas for Town acquisition and work with property owners to develop a first right of refusal for future land transactions.	➢ OSC ➢ OCED ➢ MO	Near Term Ongoing	High	➢ Identify and protect key areas that provide greatest benefit ➢ Use tax dollars wisely.	➢ CPA ➢ General Fund ➢ Private Investments ➢ Conservation Restrictions ➢ Tax Incentives

Number	Goal					
NR-2	**Preserve and enhance open space and natural resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-2.1.5	➢ Provide awareness and solicit community support for institution of the Community Preservation Act, including surveying other MA communities for successes, to provide resources for acquisition of key properties and for protection of properties with significant environmental or cultural resources.	➢ OSC ➢ CFO ➢ MO ➢ OCED	Immediate	Low	➢ Makes use of a program that can leverage additional funding from the state.	➢ Local tax increases
NR-2.1.6	➢ Explore the feasibility of developing a local Land Trust, or a cooperative effort with regional affiliations, to actively pursue and monitor land conservation efforts.	➢ OSC ➢ OCED ➢ MO	Near Term	High	➢ Provides dedicated effort, thus reducing burden on town hall ➢ Ability to generate funds through grants and donations.	➢ Private funding and donations ➢ Grants ➢ CPA ➢ Land Trust Alliance ➢ Mass Land Trust Coalition
NR-2.1.7	➢ Support a town-wide inventory of flora and fauna to determine most sensitive areas ecologically as well as to protect known wildlife corridors.	➢ CK ➢ SC ➢ PRWA ➢ OSC ➢ ConCom	Immediate	Low	➢ Helps prioritize sensitive areas ➢ Educates youth on the value of environmental resources	➢ Camp Kent ➢ PWRA
NR-2.1.8	➢ Develop a program of public awareness and education towards the needs and benefits of conservation and preservation of open space and explore feasibility of implementation.	➢ OSC ➢ ConCom ➢ CK ➢ OCED	Near Term	Low	➢ Promotes the importance to protect open space, natural resources and recreational amenities.	➢ Staff Time ➢ Volunteers
NR-2.1.9	➢ Enhance Woodsom Farm for recreational and preservation purposes.	➢ OSC ➢ ConCom ➢ OCED	Mid-Term	High	➢ Satisfy the varied interests while preserving the integrity of this wonderful resource.	➢ General Fund ➢ Grants ➢ CPA

Number	Goal					
NR-2	**Preserve and enhance open space and natural resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-2.1.10	➢ Preserve wildlife areas through Town land acquisitions or other appropriate land dedications, and include designated wildlife viewing areas on trail maps.	➢ OSC ➢ ConCom ➢ OCED ➢ TC ➢ MVPC	Ongoing	High	➢ Preserves ecological and wildlife habitat.	➢ US Fish and Wildlife Service Grants ➢ DFW Land Protection Program
NR-2.2	Develop programs to enhance existing areas of natural resources and promote environmental protection.					
NR-2.2.1	➢ Develop programs to work with and encourage school students to maintain trails and open space areas.	➢ OCED ➢ OSC ➢ PR ➢ SC ➢ CK	Near Term Ongoing	Low to Medium	➢ Students informed about resources ➢ Town benefits from volunteer efforts	➢ Volunteers ➢ General Fund ➢ Staff Time
NR-2.2.2	➢ Create a position for a School Garden Representative to establish native plant gardens at the schools using native plants rescued from new development.	➢ OSC ➢ PR ➢ SC	Ongoing	Low to Medium	➢ Preserves natural resources ➢ Providing educational opportunities ➢ Sustainability	➢ Schools ➢ General Fund
NR-2.2.3	➢ Adopt a formal policy on municipal pesticide reduction.	➢ OSC ➢ ConCom ➢ DPW ➢ MO	Near Term Ongoing	Low	➢ Reduce toxic pollutants in water and soils ➢ Provides consistent policy for town departments.	➢ Staff Time
NR-2.2.4	➢ Adopt an urban street tree plan for the R-8 District.	➢ TC ➢ OSC ➢ DPW	Near Term Ongoing	Medium	➢ Streetscape enhancements ➢ Environmental quality enhancements	➢ General Fund ➢ Staff Time
NR-2.2.5	➢ Encourage use of environmentally sustainable building materials and supplies to be used in school construction and town offices.	➢ OSC ➢ SC ➢ MO ➢ DPW	Ongoing	High	➢ Reduces waste and contributes to reducing energy demands.	➢ Staff Time ➢ US Green Building Council ➢ Tax Incentives

Number	Goal					
NR-2	**Preserve and enhance open space and natural resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-2.2.6	➢ Require school buses to use non-polluting fuels.	➢ ConCom ➢ SC	Long Term	High	➢ Improve air quality ➢ Potentially benefit from innovative grant programs	➢ School Budgets ➢ Grants

Number	Goal					
NR-3	**Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-3.1	Promote activities that create an awareness of the benefits found in Amesbury's natural resources.					
NR-3.1.1	➢ Develop methods to promote ecotourism based upon the valuable natural resources available in Town (kayak rentals, dory rides from Lowell's Boat Shop to downtown, carriage rides through town, kayaking up Powow River from Camp Kent/Lake Gardner, mountain biking through Woodsom, Town Forest, etc.).	➢ OCED ➢ ConCom ➢ OSC ➢ PR ➢ Alliance	Near Term	Medium	➢ Provides sound tourist based economic activity ➢ Enhance the value of these areas through physical linkages.	➢ Staff Time ➢ Alliance ➢ Private investments
NR-3.1.2	➢ Research and apply for grants to create an eco-circuit, either private or town-operated.	➢ OSC ➢ OCED ➢ PR	Mid Term	Low to Medium	➢ Avoids use of municipal tax dollars	➢ Staff Time ➢ DCR Trails Program ➢ Grants
NR-3.1.3	➢ Create a brochure of trails, parks, waterways and recreational facilities and the natural resource amenities found at Camp Kent, including year round programs and activities, use of dories, youth and family programs and trails through the Powow Conservation Area.	➢ OSC ➢ ConCom ➢ CK ➢ OCED ➢ PWRA	Near Term	Low	➢ Promotes resources to residents and visitors ➢ Visitors contribute to local economy.	➢ Staff Time ➢ Volunteers
NR-3.1.4	➢ Develop a visitor's center with kiosk and other information about natural resource and open space amenities in Town.	➢ OSC ➢ ConCom ➢ OCED	Mid-Term	High	➢ Centralized information center for residents and visitors.	➢ Staff Time ➢ Volunteers ➢ DCR Grants

Number	Goal					
NR-3	**Create greater public awareness about the natural resources, open spaces and recreational amenities in Amesbury.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
NR-3.1.5	➢ Develop innovative signage for all town open space trails, including those developed as part of cluster subdivisions.	➢ OSC ➢ ConCom ➢ OCED ➢ PR ➢ DPW	Mid-Term	Low to Medium	➢ Contributes to better local understanding of resources as well as enhances the attraction for visitors.	➢ General Fund ➢ Grants
NR-3.2	Develop actions to improve recreational opportunities. *See also Transportation, Goal 4*					
NR-3.2.1	➢ Research funding mechanisms to reuse a mill building to create a Teen Center.	➢ OCED ➢ PB ➢ OSC ➢ PR	Mid-Term	High	➢ Provides recreational amenities and healthy environments for youth activities.	➢ Staff Time ➢ General Fund
NR-3.2.2	➢ Develop an inventory of deficiencies and improve handicapped access to all town recreation areas.	➢ DPW ➢ OSC ➢ PR	Mid-Term	High	➢ Compliance with ADA standards. ➢ Provides equal access ➢ Helps secure grants	➢ General Fund ➢ Grants ➢ Staff Time
NR-3.2.3	➢ Develop an urban recreational park on Powow Hill.	➢ OSC ➢ PR ➢ OCED	Long-Term	High	➢ Provides passive recreation in a central location.	➢ CPA ➢ DCR Historic Landscapes Program
NR-3.2.4	➢ Identify areas to provide increased public access to rivers, lakes and ponds.	➢ OSC ➢ ConCom ➢ PR	Mid-Term	Medium to High	➢ Provides greater access to amenities. ➢ Natural resource protection.	➢ DCR Lakes and Ponds ➢ General Fund
NR-3.2.8	➢ Determine the feasibility of developing a YMCA or a Town Pool.	➢ OSC ➢ PR ➢ DPW	Long Term	High	➢ Provides recreational amenities ➢ Possible economic opportunity	➢ YMCA ➢ General Fund
NR-3.2.9	➢ Create transportation hub historical park in the Downtown/Lower Millyard.	➢ OSC ➢ OCED ➢ PR ➢ DPW	Long Term	High	➢ Provides aesthetic benefit and well as fosters more foot traffic.	➢ CPA ➢ DCR Historic Grant Program

Historic and Cultural Resources Element

Number	Goal					
HCR-1	**Provide a coordinated approach to protecting and promoting cultural and historic resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-1.1	Minimize duplication of efforts through improved communication and coordination and maximize cooperation on important preservation initiatives.					
HCR-1.1.1	➢ Retain the services of a public relations specialist, funded through grants, to collect information from local groups involved in preservation and arts/cultural initiatives.	➢ AT ➢ AHF ➢ HC ➢ CC ➢ OCED ➢ Alliance ➢ MO	Near Term	Low	➢ Improved coordination of preservation and cultural initiatives and resources.	➢ NTHP -- Preservation Services Fund.
HCR-1.1.2	➢ Create informational materials in a cohesive and appealing format, such as brochures, web sites or periodicals, to help create informational programs that promote the various historic and cultural preservation initiatives.	➢ AT ➢ AHF ➢ HC ➢ CC ➢ OCED ➢ Alliance	Near Term Ongoing	Low	➢ Greater awareness and marketing of initiatives and resources.	➢ NTHP -- Preservation Services Fund ➢ ENHA ➢ NTHP -- Heritage Tourism Program ➢ CALM
HCR-1.1.3	➢ Form a town historic or cultural society to oversee historic preservation initiatives and protect historic sites and buildings.	➢ AT ➢ AHF ➢ HC ➢ OCED	Immediate	Low	➢ Improved oversight of preservation and awareness of impacts.	➢ Merrimack Valley Preservation Group, Inc.
HCR-1.1.4	➢ Develop an annual "coordination day" for the various groups and organizations involved with aspects of historic and cultural resources at the local and regional level.	➢ AT ➢ AHF ➢ HC ➢ CC ➢ OCED	Annual	Low	➢ Improved coordination and communication about preservation and cultural initiatives and resources.	➢ Merrimack Valley Preservation Group, Inc.

Number	Goal					
HCR-1	**Provide a coordinated approach to protecting and promoting cultural and historic resources.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-1.2	Preserve open space and prevent the unnecessary demolition of historic properties.					
HCR-1.2.1	➢ Reinvigorate the Amesbury Heritage Fund with new members, a focused mission statement, and fundraising plan.	➢ AT ➢ AHF ➢ OCED	Near Term	Low	➢ Improved oversight and resources for preservation initiatives.	➢ NTHP – Preservation Services Fund

Number	Goal					
HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-2.1	Actively pursue initiatives to document and protect historic resources.					
HCR-2.1.1	➢ Conduct a survey and identify planning needs related to historic preservation.	➢ AT ➢ HC ➢ AHF ➢ OCED	Near Term	Low	➢ Improved planning and coordination for preservation efforts.	➢ MHC- Survey and Planning Grants
HCR-2.1.2	➢ Complete survey of Amesbury's historic resources for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth.	➢ AT ➢ HC ➢ AHF ➢ OCED	Near Term	Low	➢ Documentation of historic sites, buildings and districts.	➢ MHC- Survey and Planning Grants
HCR-2.1.3	➢ Identify important archaeological sites for inclusion in the Inventory of Historic and Archaeological Assets of the Commonwealth and take appropriate measures to ensure their protection.	➢ AT ➢ HC ➢ AHF ➢ OCED	Ongoing	Low	➢ Documentation of historic sites, buildings and districts.	➢ MHC- Survey and Planning Grants
HCR-2.1.4	➢ Prepare and submit new district and individual nominations to the National Register of Historic Places.	➢ AT ➢ HC ➢ AHF	Ongoing	Low	➢ Documentation of historic sites, buildings and districts.	➢ MHC- Survey and Planning Grants

Number	Goal					
HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-2.2	Preserve the historic resources of downtown as part of larger revitalization effort. *See also Land Use Goal 2, and Economic Development Goal 3.*					
HCR-2.2.1	➢ Officially endorse the Town ongoing initiatives by developing a Main Street program similar to the model put forth by the National Trust for Historic Preservation.	➢ Alliance ➢ AT ➢ AHF ➢ OCED	Near-Term	Medium	➢ Improved oversight and resources for preservation initiatives ➢ Economic development resource	➢ NTHP – National Main Street Center
HCR-2.2.2	➢ Develop a central site for historical interpretation.	➢ AT ➢ CC ➢ Alliance ➢ Mayor	Mid-Term	Medium	➢ Central Community focal point ➢ Tourist amenity ➢ Awareness of cultural and historic influences	➢ NTHP – National Main Street Center
HCR-2.2.3	➢ Develop artist/artisans center.	➢ AT ➢ CC ➢ Alliance ➢ OCED ➢ Mayor	Long-Term	High	➢ Community gathering place ➢ Tourist attraction ➢ Cooperative facility ➢ Cultural resource enhancement	➢ ENHA ➢ Mass. CC
HCR-2.3	Preserve the historic and architectural integrity of Amesbury's neighborhoods. *See also Land Use Strategy 1.4*					
HCR-2.3.1	➢ Increase owner awareness of the values of maintaining historic properties, including promotional efforts such as the creation of an "historic house plaque" program.	➢ AT ➢ HC ➢ AHF	Ongoing	Low	➢ Markets preservation initiatives. ➢ Documents historic sites and buildings ➢ Promotes restoration and enhances community character	➢ ENHA ➢ MHC ➢ NTHP – Preservation Services Fund

Number	Goal					
HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-2.3.2	➢ Gather additional information and resources on techniques for rehabilitating and preserving historic properties and provide it to property owners.	➢ AT ➢ AHF ➢ HC	Near Term Ongoing	Low	➢ Markets initiatives and resources ➢ Promotes restoration and enhances community character	➢ ENHA ➢ MHC ➢ NTHP – Preservation Services Fund
HCR-2.4	Preserve Amesbury's historic landscapes. *See also Natural Resources Strategy NR-2.1.*					
HCR-2.4.1	➢ Identify historic agricultural landscapes and work with the Town or property owners to identify techniques to preserve these areas.	➢ AT ➢ OSC ➢ AHF ➢ OCED ➢ ConCom	Near Term Ongoing	Medium	➢ Land preservation ➢ Scenic Viewshed protection ➢ Growth Control	➢ NTHP – Preservation Services Fund ➢ NTHP – Johanna Favron Fund ➢ Chapter 61
HCR-2.4.2	➢ Work with property owners to preserve historic barns and outbuildings through maintenance, rehabilitation, and reuse.	➢ AT ➢ AHF ➢ HC ➢ OSC ➢ ConCom ➢ OCED	Ongoing	Low	➢ Structure reuse and preservation ➢ Scenic Viewshed protection	➢ NTHP – Barn Again! Program
HCR-2.4.3	➢ Protect historic river landscapes through appropriate waterfront protection measures.	➢ AT ➢ OSC ➢ ConCom ➢ OCED ➢ ENG	Ongoing	Low	➢ Scenic Viewshed protection ➢ Recreation amenities ➢ Environmental resource protection	➢ ENHA ➢ Merrimack Valley Preservation Group, Inc. ➢ Merrimack River Watershed Council

Number	Goal					
HCR-2	**Proactively protect important architecturally significant buildings and important sites that depict the Town's history.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-2.4.4	➢ Enhance historic parks and recreational areas with additional features such as signage, sculptures or other elements that provide awareness and interpretation of historical significance.	➢ AT ➢ AHF ➢ HC ➢ OSC ➢ ConCom ➢ Parks and Recreation ➢ ENG	Near Term	Medium	➢ Central Community focal point ➢ Tourist amenity ➢ Awareness of cultural and historic influences	➢ ENHA – Partnership Grant Program ➢ DCR Signage Grants

Number	Goal					
HCR-3	**Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-3.1	Preserve the identity of our community and prevent the town from turning into a bedroom commuter suburb.					
HCR-3.1.1	➢ Encourage the establishment of neighborhood associations, based upon the Neighborhood Map, and create a "congress" of neighborhoods where representatives from each can meet, talk about common issues, feel more vested in both the successes and the concerns emerging in individual neighborhoods, and engage in activities that will encourage mingling, etc.	➢ Mayors Office	Immediate and Ongoing	Low	➢ Enhanced communications ➢ Community building ➢ Promotes citizen involvement	➢ General Fund ➢ Staff Time ➢ Volunteers
HCR-3.1.2	➢ Develop an annual forum for citizens to learn how local government works and how they can become more involved in a proactive and productive manner.	➢ Mayors Office	Annual	Low	➢ Education ➢ Promotes citizen involvement	➢ General Fund
HCR-3.1.3	➢ Build, renovate or appropriate space in town to hold regular get-togethers where residents can meet and mingle socially (i.e., a community center, Town Hall, a classroom in one of the schools, etc.).	➢ OCED ➢ Cultural Director ➢ Mayors Office	Long Term	High	➢ Provides central gathering place ➢ New community facility	➢ General Fund

Number	Goal					
HCR-3	**Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-3.1.4	➢ Develop an infomercial about "the Amesbury story" (perhaps in collaboration with Adelphia) that can be made available to newcomers. Work with realtors to provide the information to new residents.	➢ AT ➢ Middle School ➢ OCED ➢ Realtors	Near Term	Low	➢ Community information and awareness ➢ Markets initiatives and resources ➢ Education ➢ Promotes citizen involvement	➢ General Fund
HCR-3.1.5	➢ Create a "newcomers' club" or some such group that can tap the energy of new members of the community while they are still idealistic and enthusiastic.	➢ AT ➢ Alliance	Ongoing	Low	➢ Education ➢ Promotes citizen involvement	➢ PTA's ➢ Social Groups
HCR-3.1.6	➢ Develop a non-political community bulletin board or other internet-based communications device for residents to exchange information.	➢ OCED	Near Term	Low	➢ Education ➢ Promotes citizen involvement	➢ General Fund ➢ Staff Time ➢ Volunteers
HCR-3.1.7	➢ Give the annual block party more of a purpose or focus, perhaps by encouraging a multi-ethnic food (or music) festival that celebrates the culinary/musical heritage of Amesbury's diverse population.	➢ Alliance	Annual	Medium	➢ Celebrates culture ➢ Community events	➢ Alliance
HCR-3.1.8	➢ Support efforts to establish an Amesbury Heritage Center/Museum in the Upper Millyard.	➢ AT ➢ HC ➢ Alliance ➢ OCED	Immediate	High	➢ Central Community focal point ➢ Tourist amenity ➢ Awareness of cultural and historic influences	➢ ENHA – Partnership Grant Program
HCR-3.1.9	➢ Hold an annual festival (independently, or incorporated into something else such as Amesbury Days or Woodsom Farm Festival) that celebrates the "heritage arts and crafts," especially those that played a role in Amesbury's history.	➢ Alliance ➢ MO ➢ CC ➢ Artists Network	Annual	Medium	➢ Celebrates culture ➢ Community events	➢ Merrimack Valley Preservation Group, Inc. ➢ Mass. CC

Number	Goal					
HCR-3	**Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
HCR-3.2	Promote local arts and cultural resources to reinforce the importance of personal expression and enrichment.					
HCR-3.2.1	➢ Encourage the creation of an Amesbury Art Association dedicated to mounting events, exhibits, and activities that promote greater cultural awareness and enrichment for the community.	➢ Artists ➢ CC ➢ Artists' Network	Near Term Ongoing	Medium	➢ Generates cultural awareness ➢ Networking ➢ Community building	➢ Mass. CC
HCR-3.2.2	➢ Encourage the public schools to adopt an arts-based curriculum to broaden its extracurricular arts programs to enhance critical thinking skills and provide opportunities for enrichment.	➢ MO ➢ SC ➢ School Officials and Teachers	Near Term	Medium	➢ Generates cultural awareness ➢ Alternative education resources.	➢ School Funding ➢ Course fees ➢ Grants ➢ Volunteer Efforts
HCR-3.2.3	➢ Encourage better interaction between AHS and Whittier (perhaps through partial "choicing in" for specific subjects, such as fashion design, culinary arts, computer technology, and high-tech "trades" etc.	➢ AHS ➢ Whittier	Near Term	Medium	➢ Generates cultural awareness ➢ Alternative education resources.	➢ School Funding ➢ Course fees ➢ Grants ➢ Volunteer Efforts
HCR-3.2.4	➢ Revise the high school curriculum to include a "track" for arts/humanities oriented students, rather than the current generic system of "honors," "college prep," etc.	➢ SC ➢ Curriculum Director	Near Term	Medium	➢ Generates cultural awareness ➢ Alternative education resources.	➢ School Funding ➢ Course fees ➢ Grants ➢ Volunteer Efforts
HCR-3.2.5	➢ Encourage the use of our public school facilities for life-long learning opportunities for all residents, especially for courses for creative expression and personal enrichment (dance, pottery, painting, fiber arts, languages, etc)	➢ MO ➢ SC	Near Term	Medium	➢ Generates cultural awareness ➢ Alternative education resources.	➢ Course fees ➢ Grants ➢ Volunteer Efforts
HCR-3.2.6	➢ Expand/change the role of "Youth Director" to that of "Community Director, to facilitate the above effort.	➢ MO	Near Term	Medium	➢	➢ General Fund

Number	Goal					
HCR-3	Build upon the unique cultural resources within Amesbury to encourage greater interaction within the community and to promote attractions for visitors.					
	Strategies/Actions	Responsible Party	Time Frame	Potential Costs	Potential Community Benefits	Potential Funding Sources
HCR-3.2.7	➢ Create a corps of artist volunteers to work in the schools to ensure that school artistic efforts are implemented, regardless of budget cuts or economic flux.	➢ Art Association ➢ CC ➢ OCED ➢ PTA/	Ongoing	Low	➢	➢ Volunteer Efforts

Housing Element

Number	Goal					
H-1	**Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-1.1	Meet the Chapter 40B ten percent affordable housing criteria (150 to 200 additional certified units) by 2009.					
H-1.1.1	➢ Explore methods to provide incentives in the form of tax relief, grants, low interest loans and/or technical assistance for property owners willing to create new qualified affordable units within their existing single family residences	➢ OCED ➢ MO ➢ CFO	Immediate	High	➢ Increased investment in affordable housing	➢ Staff time ➢ General Fund ➢ CDBG ➢ DHCD ➢ NSHC
H-1.1.2	➢ Explore means (such as offering density bonuses to developers) of supporting higher density cluster developments which include a substantial affordable housing component.	➢ OCED ➢ PB ➢ Assessor	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time
H-1.1.3	➢ Pass and support an inclusionary housing requirement for zoning bylaws which require 25% of housing units within all developments be dedicated as affordable housing.	➢ OCED ➢ PB ➢ MO ➢ City Atty	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time
H-1.2	Maintain 10 percent of Amesbury's housing stock as affordable units in perpetuity.					
H-1.2.1	➢ Study the feasibility of developing Town policies which encourage cooperative arrangements with the development community aimed at creating 40B projects in suitable locations ("friendly 40Bs").	➢ OCED ➢ PB	Near Term Ongoing	Low	➢ Increased investment in affordable housing	➢ Staff time
H-1.2.2	➢ Explore methods to provide incentives for private property owners to provide affordable housing ("informal 40Bs").	➢ OCED ➢ PB ➢ Assessor	Near Term Ongoing	Low	➢ Increased investment in affordable housing	➢ Staff time ➢ CPA ➢ Tax relief ➢ Grants ➢ Low interest loans ➢ Technical assistance

Number	Goal					
H-1	**Provide and maintain economically diverse housing while meeting the State's Chapter 40B requirements.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-1.2.3	➢ Market the Town's goal to satisfy 40B requirements, so that the Town can play a direct role to ensure that affordable housing is provided in suitable locations, and that 40B developments are transparent to any neighborhood where developed.	➢ OCED ➢ MO ➢ PB	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time
H-1.2.4	➢ Solicit community support for institution of the Community Preservation Act to provide resources for development and maintenance of new affordable housing units and programs.	➢ MO ➢ OCED	Immediate	Low	➢ Increased investment in affordable housing	➢ General Fund
H-1.2.5	➢ Study the feasibility of modifying the Town's tax title taking structure to allow the Town the ability to dedicate those properties to permanent affordable housing.	➢ MO ➢ CFO ➢ HA ➢ Assessor ➢ City Atty	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time
H-1.3	Address the needs of a significant number of households who are potentially at risk in their ability to afford quality housing in Amesbury.					
H-1.3.1	➢ Identify and encourage the reuse of underutilized buildings and land parcels, especially along the Route 110 corridor, for the purpose of creating additional housing, for both affordable as well as market rate units.	➢ OCED	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time ➢ Tax relief, ➢ Grants ➢ Low interest loans ➢ Technical assistance
H-1.3.2	➢ Explore possible incentives for property owners and developers to reuse and redevelop underutilized properties.	➢ OCED	Near Term	Low	➢ Increased investment in affordable housing	➢ Staff time ➢ Tax relief, ➢ Grants ➢ Low interest loans ➢ Technical assistance
H-1.3.3	➢ Study which demographic groups are most in need of housing and/or housing assistance, for example, the elderly, first time home buyers, very low and low income residents, single parent families, and the disabled.	➢ OCED	Ongoing	Low	➢ Increased investment in affordable housing	➢ Staff time ➢ Interns ➢ NSHC

Number	Goal					
H-2	**Promote a mixed-use environment in the downtown area to ensure a vibrant community during the day, evening and on weekends.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-2.1	Encourage and foster "mixed use" zoning in the downtown area encompassing both commercial and residential components. *See also Land Use Goal 2.*					
H-2.1.1	➢ Study the feasibility of additional mixed-use developments in and around the downtown and other selected areas such as along Macy Street/Route 110.	➢ OCED ➢ Alliance	Ongoing	Low	➢ Revitalization, reuse and redevelopment ➢ Sustainability	➢ Staff time
H-2.1.2	➢ Examine increasing allowable density of development to assure economic viability for mixed-use projects.	➢ OCED ➢ Alliance ➢ PB	Mid-Term	Low	➢ Revitalization, reuse and redevelopment ➢ Sustainability	➢ Staff time
H-2.1.3	➢ Explore redeveloping older, low-density properties with higher-density uses that maintain and enhance the "look and feel" of the downtown area.	➢ OCED ➢ Alliance ➢ PB ➢ DRC	Mid-Term	Low	➢ Revitalization, reuse and redevelopment ➢ Sustainability	➢ Staff time
H-2.1.4	➢ Study which commercial and residential establishments will succeed together.	➢ OCED	Near Term	Low	➢ Sustainable development patterns ➢ Compatible land uses	➢ Staff time ➢ Interns

Number	Goal					
H-3	**Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-3.1	Ensure a wide range of housing types to provide different housing options for a diverse mix of lifestyles and household incomes.					
H-3.1.1	➢ Identify appropriate areas to increase the number of rental units that meet the current and future needs of Amesbury residents, including non-family households, singles and the elderly.	➢ OCED	Ongoing	Low	➢ Provides a range of housing types for diverse households and income levels	➢ Staff time
H-3.1.2	➢ Stabilize the cost of taxes and maintenance in order to better maintain the inventory of affordable units.	➢ MO ➢ Assessor	Ongoing	Low	➢ Ensures affordability	➢ General Fund

Number	Goal					
H-3	**Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-3.1.3	➢ Study the prospect of creating planned neighborhood developments that incorporate a range of housing types such as rental units, multi-family homes, single-family homes and condominiums available for a variety of income levels.	➢ OCED	Ongoing	Low	➢ Provides a range of housing types for diverse households and income levels	➢ Staff time
H-3.1.4	➢ Investigate options to discourage the number of rental units that are converted into condominium ownership each year.	➢ OCED ➢ PB ➢ Assessor ➢ MO	Near Term	Low	➢ Provides a range of housing types for diverse households and income levels ➢ Ensures affordable housing options	➢ Staff time
H-3.1.5	➢ Work with appropriate agencies to support buildings (and/or homes) that are energy efficient and "green".	➢ OCED ➢ PB	Ongoing	Low	➢ Sustainability	➢ Staff time ➢ Volunteers ➢ US Green Building Council
H-3.2	Encourage all developments to include affordable housing to ensure it will continue to be well integrated throughout the community.					
H-3.2.1	➢ Utilize the existing flexible zoning code to foster mixed-income projects.	➢ OCED ➢ PB	Ongoing	Low	➢ Provides a range of housing types for diverse households and income levels ➢ Ensures affordable housing options	➢ Staff time
H-3.2.2	➢ Remove unnecessary barriers to future developments/ developers that recognize and tangibly address the need for affordable housing in their plans.	➢ OCED ➢ PB ➢ MO	Near Term	Low	➢ Ensures affordable housing options	➢ Staff time
H-3.3	Support the establishment of nonprofit entities that promote affordable housing.					
H-3.3.1	➢ Work with non profit organizations, such as Habitat for Humanity, in the effort to supply and maintain affordable housing.	➢ OCED ➢ MO	Near Term Ongoing	Low	➢ Provides a range of housing types for diverse households and income levels ➢ Ensures affordable housing options	➢ Staff time

Number	Goal					
H-3	**Encourage and maintain an assorted mix of housing types in various locations throughout the Town by supporting development that provides for households of all income levels.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-3.3.2	➢ Allow priority in issuance of permits to mixed-income projects that include affordable housing.	➢ OCED ➢ PB	Near Term Ongoing	Low	➢ Encourages development of affordable housing	➢ Staff time
H-3.3.3	➢ Explore the possibility of establishing a community land trust or a community development corporation for the purpose of acquiring and holding and/or developing properties for permanent affordable housing.	➢ OCED ➢ MO ➢ HA	Mid-Term	Moderate	➢ Increased investment in affordable housing	➢ General Fund ➢ CPA ➢ Enterprise fund

Number	Goal					
H-4	**Ensure fair housing opportunities throughout the town.**					
	Preliminary Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
H-4.1	➢ Work with Independent Living Center to ensure accessible housing for disable adults.					
H-4.1.1	➢ Provide fair housing counseling to landlords.	➢ OCED ➢ HA	Ongoing	Low	➢ Provides housing for those with special needs	➢ Staff Time
H-4.1.2	➢ Determine services needed for populations with special needs.	➢ OCED ➢ COA	Ongoing	Low	➢ Provides services for special needs	➢ Staff Time
H-4.1.3	➢ Work with MA Department of Mental Retardation and Department of Mental Health to assist in placement of individuals in supportive housing, group homes, independent living, or other care.	➢ OCED	Ongoing	Low	➢ Provides housing for those with special needs	➢ Staff Time
H-4.1.4	➢ Market the Town's Get the Lead Out Program to encourage landlords to abate lead-based paint from their properties.	➢ OCED	Ongoing	Low	➢ Environmental and public health protection.	➢ Staff Time ➢ CDBG
H-4.1.5	➢ Utilize Community Development Block Grant funds through Town's housing rehabilitation program to remove architectural barriers and to create supportive housing units.	➢ OCED	Ongoing	Low	➢ Provides housing for those with special needs	➢ CDBG

Economic Development Element

Number	Goal					
ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-1.1	Facilitate and foster a supportive environment for small, home-based, and startup businesses.					
ED-1.1.1	➢ Develop continually updated written guides to assist early-stage businesses by providing information about local permitting processes, local business-to-business contacts, and business development opportunities.	➢ OCED ➢ Alliance	Near Term	Low	➢ Greater business longevity ➢ Increased sales and employment ➢ Jobs ➢ Tax Revenue	➢ Leverage existing sources ➢ Volunteers ➢ Donated printing
ED-1.1.2	➢ Provide for and broaden access to volunteer business counseling and training services through local business groups.	➢ Alliance	Ongoing	Low	➢ Less turnover ➢ Higher success rate ➢ Increased sales and employment ➢ Jobs ➢ Tax Revenue ➢ Community Capital	➢ Volunteers ➢ Alliance
ED-1.1.3	➢ Provide staff support within the Office of Community and Economic Development to provide technical support and resources to small, home-based, and startup businesses, including guidance in the local permitting process.	➢ MO ➢ OCED	Near Term	Medium	➢ Jobs ➢ Tax Revenue	➢ General Fund ➢ Grant sources: SBA, EDA
ED-1.1.4	➢ Continue the community practice of holding regular small business networking sessions, making the opportunities continually more inclusive and useful to participants.	➢ Alliance	Ongoing	Low	➢ Increased sales ➢ Jobs ➢ Tax Revenue	➢ Alliance
ED-1.1.5	➢ Explore the feasibility of devoting space and support to an incubator business center to nurture startup firms.	➢ OCED ➢ Alliance	Mid-Term	Low-Medium	➢ Increased employment ➢ Jobs ➢ Tax Revenue	➢ Grants – SBA, ➢ Colleges ➢ Venture capital firms ➢ Developers

Number	Goal					
ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-1.2	Retain the diversity of local employers while meeting the employment needs of the business community and local residents.					
ED-1.2.1	➢ Survey existing businesses to determine their workforce needs and the qualifications needed for those positions.	➢ Alliance	Near Term (annual)	Low	➢ Critical data ➢ Jobs ➢ Proactivity	➢ Existing budget ➢ Volunteers ➢ Donated resources
ED-1.2.2	➢ Develop a report that details the skills and qualifications of resident workforce that can serve as a marketing tool for prospective commercial and industrial prospects.	➢ OCED ➢ Alliance	Near Term	Low to Medium	➢ Critical data ➢ Jobs ➢ Tax Revenue ➢ Proactivity	➢ Staff time ➢ Interns/ Class project ➢ Grants (DOL)
ED-1.2.3	➢ Sponsor a career day in the middle school and high schools closely coordinated with local business needs, emphasizing existing local jobs, and the skills needed to get those jobs.	➢ SC ➢ Alliance ➢ OCED	Ongoing	Low	➢ Increase employment opportunities ➢ Community Amenities	➢ General Fund ➢ Staff Time
ED-1.2.4	➢ Develop school curricula that provide students with the qualifications needed to work at local businesses, possibly including a work study or apprenticeship program linked to local commercial and industrial employers.	➢ SC ➢ Alliance ➢ OCED	Mid-Term	Low	➢ Increase employment opportunities ➢ Community Amenities	➢ General Fund ➢ Staff Time
ED-1.2.5	➢ Provide convenient access and support to local adult education programs that provide basic literacy skills and career retraining, coordinating local initiatives such as the Amesbury Learning and Literacy Partnership, with regional educational resources, such as community colleges and nearby universities.	➢ Library ➢ OCED ➢ Alliance ➢ SC ➢ MO ➢ ALLP	Ongoing	Low	➢ Increase employment opportunities ➢ Community Amenities	➢ General Fund ➢ Grants ➢ Staff Time
ED-1.3	Encourage a climate of positive collaboration between the Town and the Alliance for Amesbury and other organizations that contribute to economic development.					
ED-1.3.1	➢ Promote inclusive membership practices and public participation in the Alliance for Amesbury.	➢ Alliance ➢ OCED ➢ MO	Ongoing	Low	➢ Increased involvement and business support activity	➢ General Fund
ED-1.3.2	➢ Ensure that the Alliance and OCED have adequate and coordinated staffing support in place to provide community liaisons to provide business development resources for new and existing businesses of all sizes.	➢ Alliance ➢ OCED ➢ MO	Near Term	Low to Medium	➢ Community Capital ➢ Efficiency ➢ Effectiveness	➢ General Fund

Number	Goal					
ED-1	**Promote Amesbury as an attractive, supportive and business friendly community.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-1.3.3	➢ Support continual assessment and reevaluation of the Alliance's performance and relationship with the Town.	➢ Alliance ➢ OCED ➢ MO	Ongoing	Low	➢ Tax Revenue ➢ Efficiency ➢ Effectiveness ➢ Community Capital ➢ Accountability	➢ General Fund
ED-1.3.4	➢ Encourage the formation of diverse business and cultural groups to advocate their unique goals before policy makers and the community as a whole.	➢ Alliance OCED CC	Near Term	Low	➢ Community Capital	➢ General Fund
ED-1.3.5	➢ Encourage coordination between local and regional business organizations.	➢ Alliance ➢ OCED	Ongoing	Low	➢ Increased activity	➢ General Fund

Number	Goal					
ED-2	**Continue to create opportunities for business development and job creation initiatives.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-2.1	Promote further downtown revitalization through mixed uses, adaptive reuse of older buildings, and coordinated cultural programming.					
ED-2.1.1	➢ Encourage viable retail and service uses along with crafts and arts-related activities to enhance the downtown's vibrancy and livability.	➢ OCED ➢ Alliance ➢ CC ➢ MO	Ongoing	Low	➢ Tax Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs	➢ General Fund
ED-2.1.2	➢ Prioritize the assistance of downtown mixed-use developments that make use of existing infrastructure.	➢ OCED ➢ MO ➢ Alliance	Ongoing	Low	➢ Tax Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs ➢ Affordable Housing	➢ General Fund

Number	Goal					
ED-2	**Continue to create opportunities for business development and job creation initiatives.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-2.1.3	➢ Adopt a comprehensive approach to cultural resources and promotion, as described in ED-3, as a downtown redevelopment strategy.	➢ OCED ➢ MO ➢ CC	Near Term	Low	➢ Tax Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs	➢ General Fund
ED-2.1.4	➢ Identify attractions that will create necessary 'foot traffic' to support existing downtown businesses, including frequent events at the Millyard Amphitheater, events at Town Park, and promoting athletic tournaments at playing fields to bring more people downtown on evenings and weekends.	➢ Alliance ➢ OCED	Ongoing	Low	➢ Revitalization ➢ Economic Development ➢ Community Gathering	➢ Staff Time ➢ Alliance ➢ General Fund
ED-2.2	Encourage appropriate mixed-use development projects on previously identified potential sites in order to grow Amesbury's employment and tax base. *See also Land Use Goals 1 and 3.*					
ED-2.2.1	➢ Give a primary focus to promoting downtown redevelopment, including in-fill sites and through the identification of mill buildings and existing structures that could be developed specifically for cultural, commercial and residential uses.	➢ OCED ➢ Alliance ➢ MO	Ongoing	Low	➢ Tax Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs ➢ Affordable Housing	➢ General Fund ➢ Staff Time
ED-2.2.2	➢ Pursue and promote development in the vicinity of the Terrasphere Project, including the Route 150 Gateway and Hunt Road areas.	➢ OCED ➢ Alliance ➢ MO	Ongoing	Low	➢ Jobs ➢ Tax Revenue ➢ Affordable Housing	➢ General Fund ➢ Private investment
ED-2.2.3	➢ Conduct a study to assess the full range of conceptual development alternatives for the "Golden Triangle," all to include a single access road and a coordinated and integrated development theme, with the goal of marketing the development opportunity to a master developer.	➢ OCED ➢ Alliance ➢ MO	Mid-Term	Medium	➢ Jobs ➢ Tax Revenue ➢ Proactivity	➢ General Fund ➢ State/federal grants

Number	Goal					
ED-2	**Continue to create opportunities for business development and job creation initiatives.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-2.3	➢ Implement a focused business Retention and Expansion (R&E) strategy for the downtown					
ED-2.3.1	➢ Create a permanent R&E committee to oversee and implement the plans	➢ MO ➢ Alliance	Short-Term	Low	➢ Revitalization ➢ Jobs	➢ General Fund
ED-2.3.2	➢ Carry out the recommendations of the 1999 Downtown Technical Assistance Report regarding business retention, and recruitment	➢ MO ➢ OCED ➢ Alliance	Mid-Term	Low	➢ Revitalization ➢ Jobs ➢ Tax Revenues	➢ General Fund ➢ Staff Time ➢ State/federal grants

Number	Goal					
ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-3.1	Establish a central yet collaborative program for promoting the culture and arts in Amesbury.					
ED-3.1.1	➢ Provide staff support within the Office of Community and Economic Development to officially represent Amesbury's arts/cultural community, for raising funds for cultural programs and promotion and for strengthening connections between existing arts/cultural organizations, the business community, government agencies, and local residents.	➢ OCED ➢ CC	Near Term Ongoing	Medium	➢ Community Capital ➢ Jobs ➢ Tax Revenue ➢ Preservation	➢ General Fund ➢ Alliance ➢ Grant sources (state, federal)
ED-3.1.2	➢ Develop a comprehensive marketing plan for the town that leverages and enhances the seasonal influx of tourists and regional visitors to Amesbury for agricultural-related activities.	➢ MO ➢ OCED ➢ CC	Near Term	Low	➢ Jobs ➢ Tax Revenue ➢ Sustainability ➢ Efficiency	➢ General Fund ➢ Alliance ➢ Grant sources (state, federal)

Number	Goal					
ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-3.1.3	➢ Establish a comprehensive arts/culture marketing plan, including a website and/or videos, listing resources and containing a database of local and regional organizations, artisans, trades people, and projects.	➢ OCED ➢ MO ➢ CC	Near Term	Low	➢ Tax Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs	➢ General Fund ➢ Grants ➢ Staff Time ➢ MCC ➢ ENHC
ED-3.1.4	➢ Build collaborative relationships between the Amesbury Cultural Council, the Massachusetts Cultural Council, the National Endowment for the Arts, and other arts/cultural institutions to position Amesbury as a target community for cultural development.	➢ OCED	Near Term Ongoing	Low	➢ Revenue ➢ Revitalization ➢ Community Capital ➢ Community Amenities ➢ Preservation ➢ Sustainability ➢ Jobs	➢ General Fund ➢ Staff Time
ED-3.1.5	➢ Coordinate and strengthen ties between cultural businesses and activities in Amesbury and the public school system's arts, crafts, and culture curriculums.	➢ SC ➢ OCED	Ongoing	Low	➢ Proactivity ➢ Community Amenities ➢ Community Capital	➢ General Fund ➢ Staff Time
ED-3.1.7	➢ Create an arts/culture incentive program through the Office of Community and Economic Development to help obtain and distribute grants to cultural organizations, individuals, and businesses, and to encourage arts related and agricultural businesses to move to Amesbury.	➢ OCED	Near Term	Low	➢ Revenue ➢ Jobs ➢ Community Capital ➢ Sustainability ➢ Revitalization	➢ General Fund ➢ CDBG ➢ Staff Time
ED-3.1.8	➢ Establish a program to recognize the efforts and achievements of arts/cultural organizations and individuals who have made significant contributions to the social fabric of the community.	➢ OCED CC	Near Term	Low	➢ Community Capital	➢ General Fund
ED-3.2	Develop a comprehensive portfolio of data highlighting Amesbury's historic and current cultural resources and make this portfolio easily accessible to and usable by a large audience, including marketers, planners, and buyers.					
ED-3.2.1	➢ Conduct a comprehensive survey of Amesbury's existing cultural resources and businesses as a marketing and planning tool.	➢ OCED ➢ Alliance	Near Term	Low	➢ Community Capital ➢ Preservation ➢ Community Amenities ➢ Revitalization	➢ Volunteers ➢ Staff Time

Number	Goal					
ED-3	**Build upon the unique cultural resources within Amesbury as an economic development catalyst and a source of community identity.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-3.2.2	➢ Design a 'cultural map' of Amesbury's downtown and surrounding areas, marking out key sites for a potential 'arts/culture district' and supporting businesses.	➢ OCED	Near Term	Low to Medium	➢ Community Capital ➢ Preservation ➢ Community Amenities ➢ Revitalization ➢ Jobs ➢ Revenues	➢ Grants ➢ Volunteers ➢ Purchased Services ➢ Staff Time
ED-3.2.3	➢ Create a research document outlining Amesbury's cultural history including trades, industries, agriculture and arts.	➢ OCED	Near Term	Low	➢ Community Capital ➢ Preservation ➢ Community Amenities	➢ Volunteers ➢ Staff Time ➢ Donated printing
ED-3.3	Support the use of public and private space in Amesbury for cultural and arts-related purposes					
ED-3.3.1	➢ Formally designate and name arts district(s), which should be areas with studios and galleries, or have buildings of significant architectural features or landscapes, and incorporate well-lighted pedestrian access, to correspond to the cultural map.	➢ OCED ➢ MO ➢ PB	Near Term	Low to Medium	➢ Community Capital ➢ Preservation ➢ Community Amenities ➢ Revitalization ➢ Jobs ➢ Revenues	➢ General Fund ➢ Grants
ED 3.3.2	➢ Develop a signage plan to direct people to arts districts, coordinated with any way-finding signage plan directing visitors to parking	➢ OCED ➢ Alliance ➢ MO ➢ DPW	Near Term	Medium	➢ Efficiency ➢ Community Capital	➢ General Fund ➢ Grants
ED-3.3.3	➢ Enhance public access and use of existing public spaces for cultural programming and special events, including the Millyard, Market Square, the downtown business district, Town Hall, and the public schools.	➢ OCED ➢ Alliance ➢ SC	Near Term	Low	➢ Community Amenities ➢ Preservation ➢ Revitalization ➢ Community Capital	➢ General Fund

Number	Goal					
ED-4	**Position Amesbury to take advantage of business expansion and growth opportunities**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
ED-4.1	Provide mechanisms to monitor economic trends and to promote the incorporation of those trends into the Town's economic development initiatives.					
ED-4.1.1	➢ Analyze and review economic data and trend indicators to inform economic development efforts in the future, including relevant comparisons with national, state, and regional data and trends.	➢ OCED ➢ Alliance	Ongoing	Low to Medium	➢ Critical data ➢ Proactivity ➢ Efficiency ➢ Jobs ➢ Revenues ➢ Effectiveness	➢ General fund ➢ Alliance
ED-4.1.2	➢ Create a comprehensive economic marketing program for Amesbury under the auspices of the Economic Development Director that incorporates all regional data and trend indicators, development action plans, the resident workforce report, the business employment needs survey, the small business guidance, and the cultural assessment and promotion efforts.	➢ OCED	Mid-Term	Medium	➢ Critical data ➢ Proactivity ➢ Efficiency ➢ Jobs ➢ Revenues ➢ Effectiveness	➢ General fund ➢ State or Federal grants ➢ Staff Time
ED-4.2	Provide a full complement of local development tools to attract and plan for economic development opportunities. *See also Land Use Goal 4*					
ED-4.2.1	➢ Draft a tax increment financing policy for Amesbury, outlining criteria that reflect the Master Plan's long-term community vision for offering tax incentives to businesses during the first five years of development or 75% of project build-out.	➢ OCED MO ➢ CFO ➢ Assessor	Near Term	Medium	➢ Critical data ➢ Legislation	➢ General fund ➢ State/Federal grants
ED-4.2.2	➢ As an indicator of where town resources/ finances and legislative acts and ordinances are heading, incorporate into the annual Town Report a section on business development initiatives, additional needs, and the benefits of these initiatives to the community.	➢ OCED ➢ MO	Annual	Low	➢ Revenues ➢ Community Capital ➢ Accountability	➢ Internal Budget

Public Facilities and Infrastructure Element

Number	Goal					
PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-1.1	Protect outlying areas and critical natural resource areas from unmanaged growth by ensuring provisions of infrastructure are sufficiently dealt with. *See also Land Use, Goal 3 and Natural Resources, Goal 2*					
PFI-1.1.1	➢ Limit demands for additional/future growth and development in outlying areas to only those areas with adequate provisions of infrastructure.	➢ DPW ➢ OCED ➢ PB	Ongoing	Low	➢ Controlled Growth ➢ Sustainability	➢ Staff Time
PFI-1.1.2	➢ Strengthen local development bylaws to protect natural resources by incorporating new state and federal environmental regulations.	➢ DPW ➢ OCED ➢ PB	Near Term	Low	➢ Increased resource area protection	➢ Staff Time
PFI-1.1.3	➢ Evaluate all existing ordinances to ensure compliance with National Pollutant Discharge Elimination System Phase II for regulations regarding construction site runoff, illegal discharges into the storm drain system, and long-term maintenance of sites after they have been constructed.	➢ DPW ➢ OCED ➢ PB	Near Term	Low	➢ Improved Water Quality Protection ➢ Reduced storm drain maintenance costs	➢ Stormwater enterprise fund
PFI-1.2	Provide all departments with an updated operational Watershed Management Plan for public water supply quantity management.					
PFI-1.2.1	➢ Update the 1999 Water Management Plan to reflect 2003 conditions and the future results of modeling. Institute an annual review and update schedule for the Plan.	➢ DPW	Annual	Low to Medium	➢ Protection of water supply for quality and volume	➢ Staff Time ➢ Water Bills
PFI-1.2.2	➢ Form a Watershed Management Team that includes individuals from various departments and groups that may comment on, and assist, in the implementation of the Plan.	➢ DPW ➢ MO ➢ OCED	Ongoing	Low to Medium	➢ Protection of water supply for quality and volume	➢ Staff Time
PFI-1.2.3	➢ After the Management Plan has been revisited and updated, prepare operational guidelines, which may then be used in the overall Town-wide Water Management Plan.	➢ DPW	Annual	Low	➢ Improved Water Supply Management and Protection	➢ Staff Time

Number	Goal					
PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-1.3	Prepare and implement a written policy for dam inspections, maintenance and repair. Educate staff on all aspects of dam operation and requirements as it applies to the Water Management Plan.					
PFI-1.3.1	➢ Conduct permanent repairs and continued detailed inspections with proper maintenance of the wier at Newton Road.	➢ DPW	Immediate	Medium	➢ Protection of the Water Supply /Distribution System	➢ Staff Time ➢ General Fund ➢ Water Bills
PFI-1.3.2	➢ Compile a complete file for each water control structure that can be used for developing a database of existing conditions, operating procedures, inspection reports, repairs completed, complaints, operational problems.	➢ DPW	Annual	Medium	➢ Improved efficiency of water system management ➢ Asset management ➢ Capital planning	➢ Staff Time ➢ General Fund ➢ Water Bills
PFI-1.3.3	➢ Review Lake Gardner Dam Operation and Maintenance Manual for sections that may be applicable to other Dams in the Town. Develop a minimum standard for Operation and Maintenance procedures for all water control structures.	➢ DPW	Near Term	Low	➢ Better Dam Inspection and Maintenance requirements ➢ Lower maintenance costs	➢ Staff Time ➢ General Fund ➢ Water Bills
PFI-1.4	Prepare a Facilities Plan for the Water Supply System that details existing water supply needs, future expected needs, and Water Treatment Plant upgrade requirements.					
PFI-1.4.1	➢ Complete the evaluation of the Water Treatment Plant to identify deficiencies modifications to comply with Federal regulations; and prepare cost estimates for upgrades.	➢ DPW	Immediate	Medium	➢ Improved efficiency of water system management ➢ Asset management ➢ Capital planning	➢ Staff Time ➢ General Fund ➢ Water Bills

Number	Goal					
PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-1.5	Develop a policy for addressing water quality concerns backed up by procedures for implementing water quality protection efforts.					
PFI-1.5.1	➢ Work with the Merrimack River Watershed and Powow River Watershed groups to prioritize concerns and share resources for pollution prevention in the watershed and prepare a definitive Action Plan to address them.	➢ DPW	Near Term	Low	➢ Water Quality Improvement and Protection	➢ DEP 319 Grants ➢ Merrimack River Watershed Council
PFI-1.5.2	➢ Continue through the 5-Year Municipal Stormwater Management Plan to focus on the control of pollutants that may result from stormwater runoff. Expand stormwater education and BMP implementation in future years.	➢ DPW	Ongoing	Medium	➢ Water Quality Improvement and Protection	➢ Staff Time ➢ Volunteers ➢ Merrimack River Watershed Council
PFI-1.5.3	➢ Gain public support through stormwater education/ involvement so they may be participants in the plan and educated about future funding needs.	➢ DPW	Ongoing	Low	➢ Water Quality Improvement and Protection	➢ Staff Time ➢ Volunteers ➢ Merrimack River Watershed Council
PFI-1.5.4	➢ Directly address sedimentation and erosion control in the new By-Laws to be prepared in accordance with the 5-Year Municipal Stormwater Management Plan.	➢ DPW	Must be completed by 2008	Low	➢ Water Quality Protection	➢ Staff Time
PFI-1.5.5	➢ For wellhead protection requirements, submit a copy of any existing land use controls and water supply protection measures and draft proposed changes to meet state regulations.	➢ DPW	Near Term	Low	➢ Water Quality Improvement and Protection	➢ Staff Time
PFI-1.5.6	➢ For surface water protection requirements, develop a DEP approved protection plan that meets state regulations and develop local land use controls within Zone A.	➢ DPW	Near Term	Low	➢ Water Quality Improvement and Protection	➢ Staff Time

Number	Goal					
PFI-1	**Enforce regulatory policies that protect environmentally sensitive areas, conserve critical resources and minimize risks to public health and safety.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-1.6	Develop a unified program, procedure or policy for all departments regarding storm water management in the Town to identify management requirements and funding needs in accordance with Federal EPA Regulations.					
PFI-1.6.1	➢ Develop a database management system for implementation, record keeping and ongoing operations required for the Municipal Stormwater Management program.	➢ DPW	Near Term	Medium	➢ Efficient Stormwater System Management ➢ Less maintenance and infrastructure cost	➢ Potential Stormwater Enterprise Fund
PFI-1.6.2	➢ Prioritize information relative to water quality control that would be most desirable on maps to develop plans for protection.	➢ DPW	Ongoing	Low	➢ Improved Water Quality Control	➢ Staff Time
PFI-1.6.3	➢ Prepare Town storm drain mapping and asset management databases so they are compatible and linked so maintenance records, schedules, planned improvements and reports can all be managed in a cohesive fashion.	➢ DPW	Near Term	Medium to High	➢ Improved infrastructure management ➢ Reduced maintenance and improvement costs	➢ Staff Time ➢ General Fund
PFI-1.6.4	➢ Evaluate and prioritize flood prone areas for improvements.	➢ DPW	Near Term	Low	➢ Reduced flooding	➢ Staff Time
PFI-1.6.5	➢ Evaluate the possibility/need/desire for developing a stormwater enterprise fund.	➢ DPW ➢ CFO ➢ MO	Near Term	Low	➢ Generates revenue to support stormwater management	➢ Staff Time

Number	Goal					
PFI-2	**Encourage and sustain economic growth in commercial and industrial districts in the village center through suitable infrastructure development.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-2.1	Provide a sufficient supply and capacity of utilities and infrastructure services to meet current and future needs. *See also Land Use, Goal 1 and Transportation, Goal 4*					
PFI-2.1.1	➢ Prioritize needed upgrades to utility systems, improvements to streets and sidewalks, and enhancements to parks and open spaces to improve efficiency of infrastructure and maximize potential for planned growth in the village core.	➢ DPW ➢ ENG ➢ OCED	Long Term Ongoing	Medium	➢ More efficient utility services ➢ Improvements to public areas	➢ Staff Time ➢ General Fund ➢ EOTC PWED Grants
PFI-2.1.2	➢ Continue infrastructure and pedestrian improvements along Main Street, Friend Street and Market Square to areas including Elm Street, Market Street and the Lower Millyard.	➢ DPW ➢ OCED ➢ MO ➢ Alliance	Long Term	High	➢ Connectivity between major neighborhoods	➢ Staff Time ➢ General Fund ➢ EOTC PWED Grants ➢ Alliance
PFI-2.1.3	➢ Investigate needed improvements to the electrical service to ensure adequate capacity in the downtown area.	➢ DPW ➢ OCED	Near Term	Medium	➢ Fewer interruptions in electric service.	➢ MassElectric
PFI-2.1.4	➢ Extend public infrastructure to underutilized millyards, and town owned parcels determined suitable for economic development.	➢ DPW ➢ OCED ➢ MO ➢ Alliance	Long Term	High	➢ Potential increase in tax revenue with business development	➢ General Fund ➢ EOTC PWED Grants ➢ Alliance
PFI-2.1.5	➢ Investigate alternatives for improving the public water supply system, which could include upgrading older lines and increasing the size of transmission lines from the Water Treatment Plant and Powow Hill Tank.	➢ DPW	Near Term Ongoing	Medium to High	➢ Increase in Water Pressure	➢ Town ➢ General Fund ➢ Water Bills

Number	Goal					
PFI-3	**Provide new avenues for generating funds to help meet infrastructure development costs.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-3.1	Explore different options for ensuring improved public services and amenities.					
PFI-3.1.1	➢ Share service delivery costs through regional collaboration for infrastructure development.	➢ DPW ➢ MO	Ongoing	Low	➢ Improved efficiency of service delivery	➢ Shared Cost with Collaborating Communities
PFI-3.1.2	➢ Explore methods, such as access fees, that require developers to pay costs for public improvements necessary to accommodate any additional impacts or burden on infrastructure.	➢ DPW ➢ OCED ➢ PB ➢ ENG	Near Term	Low	➢ Private funding for public improvements	➢ Staff Time ➢ Privately Funded
PFI-3.1.3	➢ Revisit the potential for selling water to other communities in the region during the wet season.	➢ DPW ➢ ENG ➢ MO	Near Term	Low	➢ Additional Revenues	➢ Staff Time ➢
PFI-3.1.4	➢ Review all permitting fees to ensure that all costs are covered for Town review and needed improvements.	➢ DPW ➢ OCED ➢ PB	Near Term	Low	➢ Additional Revenues	➢ Staff Time
PFI-3.1.5	➢ Review all fee and source revenues to ensure that costs are competitive and sufficient to cover services.	➢ DPW	Near Term	Low	➢ Additional Revenues	➢ Staff Time
PFI-3.1.6	➢ Establish an enterprise fund or special accounts (trusts) for areas such as cultural and recreation amenities, housing, downtown parking, public improvements (water and sewer, road, sidewalks, beautification) as an alternative to waivers granted by the Planning Board.	➢ DPW ➢ OCED ➢ PB ➢ ENG ➢ Alliance	Near Term	Low	➢ Additional revenues for improvements	➢ Staff Time ➢ Private Funding
PFI-3.2	Monitor future rezoning on a town wide basis to determine the effects on public infrastructure.					
PFI-3.2.1	➢ Calculate the impacts on domestic water supply and sanitary sewer services with any increases or decreases in minimum lot sizes in unsewered areas of Town.	➢ DPW ➢ OCED ➢ PB	Medium	Medium	➢ Sufficient long-term capacity/supply	➢ Staff Time
PFI-3.2.2	➢ Monitor capacity at the Wastewater Treatment Plan as new developments are proposed.	➢ DPW	Ongoing	Low	➢ Sufficient long-term capacity/supply	➢ Staff Time

PFI-3.2.3	➢ Expand upon the Subdivision Regulations requirements for Environmental and Community Impact Analyses to include stormwater runoff impacts, sewage disposal effects on groundwater, and public service elements such as schools and solid waste disposal.	➢ DPW ➢ OCED ➢ PB ➢ ENG	Immediate	Low to Medium	➢ Sustainability ➢ Growth Control	➢ Staff Time
PFI-3.2.4	➢ Establish and fund Best Management Practices for all infrastructure elements.	➢ DPW ➢ PB ➢ ENG	Near Term	Medium to High	➢ Improved Services	➢ General Fund

Number	**Goal**					
PFI-4	**Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-4.1	Develop new methods to coordinate the delivery of public services.					
PFI-4.1.1	➢ Prepare an infrastructure management plan to prioritize needed improvements for existing infrastructure, public facilities and program funding.	➢ DPW ➢ PB ➢ MO ➢ ENG	Ongoing	Medium	➢ Sufficient long-term capacity	➢ Staff Time ➢ General Fund
PFI-4.1.2	➢ Support efforts to develop a Capital Improvement Plan to program funding on an annual basis for ongoing maintenance needs for existing facilities and to identify priorities for immediate and long-term public improvements.	➢ DPW ➢ PB ➢ MO ➢ ENG	Immediate Annual	Low	➢ Sufficient long-term capacity ➢ Programming enhancement	➢ Staff Time ➢ General Fund
PFI-4.1.3	➢ Implement technological resources that result in database management and paper reduction, and the needed training for staff, in order to provide better customer service and outreach.	➢ DPW ➢ MO	Ongoing	Medium	➢ Improved service delivery	➢ Staff Time ➢ General Fund
PFI-4.1.4	➢ Map out utility networks to identify gaps in services and to determine which improvements are necessary to achieve the maximum return from investment.	➢ DPW ➢ ENG	Ongoing	Low to Medium	➢ Prioritization and potential to implement necessary repairs	➢ Staff Time ➢ Interns
PFI-4.1.5	➢ Integrate utility and public service plans.	➢ DPW	Near Term	Low to Medium	➢ Prioritization and potential to implement necessary repairs	➢ Staff Time

PFI-4.1.6	➢ Review options for pavement management contracts through a greater emphasis on preventative maintenance to roadways in fair to good condition and a logical program for the rehabilitation of poor roadways.	➢ DPW	Near Term	Medium	➢ Improved street conditions ➢ Public safety	➢ Staff Time
PFI-4.2	Integrate the Public Works Department to accurately address water management issues and understand and implement water management activities and policies.					
PFI-4.2.1	➢ Reorganize Public Works related positions and consolidation into a single department.	➢ MO	Near Term Ongoing	Low	➢ Improved coordination and service delivery	➢ Staff Time
PFI-4.2.2	➢ Develop an infrastructure assessment and management procedure in an integrated database that is multi-faceted and used for assessment, evaluation for upgrades as well as operation/maintenance and record keeping functions.	➢ DPW ➢ ENG	Near Term	Medium	➢ Prioritization and potential to implement necessary repairs	➢ Staff Time

Number	**Goal**					
PFI-4	**Enhance the technical and administrative capacity of municipal government to manage infrastructure development and maintenance in town.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-4.3	Provide documentation and resources to all Town departments on a regular basis.					
PFI-4.3.1	➢ Integrate past plans and recommendations developed by the Town and consultants, and evaluate these items on a regular basis.	➢ DPW	Annual	Low to Medium	➢ Improved documentation, coordination and efficiency	➢ Staff Time
PFI-4.3.2	➢ Ensure that useful information that has been obtained is discussed and reviewed among multiple staff and department heads.	➢ DPW ➢ MO	Ongoing	Low	➢ Improved documentation, coordination and efficiency	➢ Staff Time
PFI-4.3.3	➢ Catalogue existing studies and reports for distribution through all Town offices.	➢ DPW ➢ ENG	Ongoing	Low	➢ Improved documentation, coordination and efficiency	➢ Staff Time

Number	Goal					
PFI-5	**Support development of public facilities to meet long-term community service and educational needs.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-5.1	Upgrade public buildings and Town Offices to provide updated facilities for improved public services.					
PFI-5.1.1	➢ Prepare a Facility Capital Plan to identify programming needs for Town departments and to address ongoing needs for maintenance and future improvements.	➢ MO	Near Term	Medium	➢ Prioritization and potential to implement necessary maintenance and improvements	➢ Staff Time ➢ General Fund
PFI-5.1.2	➢ Support the plans for expansion of the Library to provide enhanced services for Amesbury residents.	➢ Library Trustees ➢ MO	Near Term	High	➢ Up-to-date structure	➢ General Fund ➢ Board of Library Commissioners ➢ Private Grants
PFI-5.1.3	➢ Prepare a programming study of the DPW yard to define space needs to accommodate needed functions for the facility in order to facilitate relocation of the yard to a site of feasible size that has minimal impacts to adjacent uses.	➢ MO ➢ DPW	Near Term	High	➢ Sale of property will recapture investments for relocation. ➢ Lower Millyard Revitalization.	➢ General Fund
PFI-5.1.4	➢ Prepare a build-out analysis to project capacity and future needs and options for cemetery expansion.	➢ DPW	Medium	Low	➢ Planning for future expansion needs.	➢ Staff Time
PFI-5.1.5	➢ Conduct a study of school goals and operations to develop recommendations for maintaining facilities and programs in accordance with State standards, and to promote academic excellence at a level of local spending the townspeople will support.	➢ SC ➢ MP	Medium	Medium	➢ Prioritization and potential to implement necessary maintenance and improvements.	➢ General Fund
PFI-5.1.6	➢ Research the feasibility and funding sources to develop a recreation center with appropriate programming to provide activities for youth, families and senior citizens.	➢ MO ➢ DPW ➢ OCED	Medium	High	➢ New community facility. ➢ Recreation amenities.	➢ Staff Time

Number	Goal					
PFI-5	**Support development of public facilities to meet long-term community service and educational needs.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
PFI-5.1.7	➢ Form a building committee and prepare a programming study for expansion or relocation of the Fire Department, including suitable centralized locations to ensure sufficient response times to all areas of Town.	➢ FD ➢ MO	Near Term	High	➢ New state of the art facility. ➢ Ensure sufficient response times for public safety needs.	➢ Staff Time ➢ General Fund
PFI-5.1.8	➢ Prepare a long range programming study to ensure sufficient capacity of the Police Department and Emergency Management to maintain state accreditation.	➢ PD ➢ MO	Medium	High	➢ Planning for future expansion needs. ➢ Ensure sufficient response times for public safety needs.	➢

Transportation Element

Number	Goal					
T-1	**Provide a viable public transportation system that includes access to all modes of travel.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-1.1	Identify and respond to needs and demands by expanding public transportation services.					
T-1.1.1	➢ Survey the needs of the community to accommodate the current and projected transportation needs.	➢ MO ➢ OCED	Immediate Near Term	Low	➢ Greater community input on transportation issues	➢ General Fund ➢ Staff Time
T-1.1.2	➢ Explore implementation of alternative transportation services that are offered by the MVRTA, such as demand response transportation, and identify methods to expand upon services provided from the new Transportation Center in the Lower Millyard to provide improved access to regional amenities and transportation connections, especially to the MBTA services in Newburyport.	➢ MO ➢ MVRTA	Near Term	Low	➢ Improved mobility ➢ Sustainable development	➢ General Fund ➢ MVRTA
T-1.1.3	➢ Identify methods to provide enhanced pedestrian, bicycle and automobile connections from surrounding neighborhoods to the new Transportation Center.	➢ OCED ➢ PB ➢ DPW ➢ TTC ➢ NBHD ➢ MVRTA	Immediate Near Term	Low	➢ Improved pedestrian/ bicycle mobility	➢ General Fund ➢ Staff Time
T-1.1.4	➢ Implement quiet clean efficient transportation solutions i.e. electric or natural gas powered buses. This will include an investigation of measures to reduce or eliminate the ill effects of having diesel buses serve the facility.	➢ MO ➢ MVRTA	Immediate Near Term	High	➢ Reduced Congestion ➢ Cleaner Air ➢ Improved health	➢ MVRTA
T-1.1.5	➢ Continue regularly scheduled communications with the Merrimack Valley Regional Transit Authority (MVRTA) to review service needs and problems, and identify methods to collaborate on providing enhanced transit services.	➢ MO	Ongoing	Low	➢ Improved mobility	➢ Staff Time
T-1.1.6	➢ Involve the MVRTA in site plan review for major development projects to identify the potential for connections to transit services.	➢ MO ➢ OCED ➢ PB ➢ MVRTA	Immediate	Low	➢ Improved mobility	➢ Staff Time

Number	Goal					
T-1	**Provide a viable public transportation system that includes access to all modes of travel.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-1.1.7	➢ Monitor and plan for additional locations, as warranted, in Town that could serve as transit hubs in different neighborhoods in outlying areas, and work with MVRTA to provide amenities such as shelters, bike racks, park-n-ride lots and other services at these locations.	➢ MO ➢ OCED ➢ PB ➢ MVRTA	Near Term	Low	➢ Improved mobility	➢ Staff Time
T-1.1.9	➢ Ensure that handicapped-accessibility is incorporated.	➢ PB ➢ MVRTA	Ongoing	Low	➢ Accessible transportation facilities	➢ Staff Time ➢ MVRTA

Number	Goal					
T-2	**Incorporate safe and attractive "gateways" into downtown Amesbury.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-2.1	Maintain or improve Amesbury's "gateway" roadways to improve aesthetic qualities, safety conditions and traffic operations. The "gateway" roadways include Route 110, Route 150, Elm Street, Friend Street, and South Hampton Road.					
T-2.1.1	➢ Implement the Route 150 and Elm Street projects currently under design and ensure that they are consistent with the Master Plan guidelines.	➢ DPW ➢ ENG	Immediate Near Term	Low/ Medium	➢ Enhanced gateways to Downtown	➢ General Fund ➢ Staff Time
T-2.1.2	➢ Develop improvement projects for other "gateway" roadways as determined to be necessary by residents and local officials.	➢ OCED ➢ ENG ➢ MO ➢ NBHD	Near Term	Medium	➢ Enhanced gateways to Downtown	➢ General Fund ➢ Staff Time
T-2.2	Use gateway treatments (traffic calming measures) to alert motorists that they are entering neighborhoods or areas with high levels of pedestrian activity where responsible driving is necessary.					
T-2.2.1	➢ Identify areas where medians, signage, banners, landscape treatments or other urban design elements could be incorporated to alert drivers they are entering neighborhood or commercial districts.	➢ DPW ➢ NBHD ➢ TTC ➢ CC	Immediate Near Term	Low	➢ Enhanced community aesthetics ➢ Traffic Calming	➢ General Fund
T-2.2.2	➢ Utilize gateway treatments to announce and promote the unique character of the downtown area or individual neighborhoods. Incorporate historic or cultural elements into signage, landscape or sculpture to reinforce this identity.	➢ DPW ➢ NBHD ➢ OCED ➢ NBHD	Near Term Ongoing	Various	➢ Enhanced community Aesthetics	➢ General Fund ➢ MHD

Number	Goal					
T-3	**Provide community sensitive roadway design policies that promote safe and peaceful neighborhoods.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-3.1	Investigate options to reduce the speed, noise, and volume of traffic on Amesbury's neighborhood roads.					
T-3.1.1	➢ Identify and prioritize areas where traffic volumes and speeds are a key concern for neighborhood residents.	➢ NBHD ➢ TTC ➢ MVPC ➢ Police	Immediate	Low	➢ Reduced vehicle speed, volume, noise ➢ Increased pedestrian safety	➢ General Fund ➢ Staff Time
T-3.1.2	➢ Increase enforcement of traffic regulations at problem areas and consider restrictions such as "resident-only access" or "time-restricted access" as in many cities, including Cambridge, Massachusetts	➢ Police ➢ DPW ➢ ENG ➢ TTC	Immediate	Low	➢ Reduced vehicle speed, volume, noise ➢ Increased pedestrian safety	➢ Staff Time
T-3.1.3	➢ Review the state's Traffic Calming Guidelines as well as the solutions and techniques of cities and communities that have implemented Traffic Calming Measures and adopt appropriate measures to control traffic speeds along residential collector and minor arterial roadways.	➢ DPW ➢ Police ➢ ENG ➢ TTC	Immediate Near Term	Low	➢ Quieter	➢ General Fund ➢ Staff Time
T-3.1.4	➢ Consider time restrictions for large trucking activities in residential areas.	➢ DPW ➢ Police ➢ OCED ➢ MVPC	Near Term	Low	➢ Assignment of heavy vehicles to appropriate Town roadways	➢ General Fund ➢ Staff Time
T-3.1.5	➢ Establish and enforce noise ordinances for cars, trucks, motorcycles, audio systems.	➢ Police ➢ TTC ➢ CC	Immediate Near Term	Low	➢ Reduced noise levels in community	➢ General Fund ➢ Staff Time
T-3.1.6	➢ Implement appropriate mitigation measures to address highway noise (I-495 and I-95) in neighborhoods.	➢ DPW ➢ MHD	Near Term	Medium	➢ Quieter neighborhoods	➢ MHD

Number	Goal					
T-4	**Ensure a safe environment for pedestrians and bicyclists.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-4.1	Provide safe and convenient connections between neighborhoods, schools, parks and open space areas, commercial areas and other resources located near the downtown area. *See also Public Facilities and Infrastructure Goal 2.1.*					
T-4.1.1	➢ Develop a policy to guide the prioritization of funding pedestrian and bicycle transportation improvements.	➢ OCED ➢ PB ➢ TTC	Immediate	Low	➢ Clearly defined process to identify, evaluate and select transportation projects	➢ General Fund ➢ Staff Time
T-4.1.2	➢ Prepare an inventory of where sidewalk improvements are needed and establish a system to update this information regularly.	➢ DPW ➢ NBHD ➢ TTC	Immediate Near Term	Low	➢ Improved pedestrian transportation	➢ General Fund ➢ Staff Time
T-4.1.3	➢ Identify areas where new sidewalks and pedestrian/bicycle routes are needed.	➢ DPW ➢ NBHD ➢ TTC	Immediate	Low	➢ Improved pedestrian transportation/ ➢ Safety	➢ General Fund ➢ Staff Time
T-4.1.4	➢ Provide enhanced crosswalks at key locations either through enhanced striping and signage, raised or textured surface materials.	➢ DPW	Immediate Near Term	Low to Medium	➢ Improved Pedestrian Transportation/ ➢ Safety	➢ General Fund ➢ Staff Time
T-4.1.5	➢ Seek State and alternate funding sources to assist with new or rehabilitated pedestrian and bikeway improvements.	➢ OCED ➢ MO	Near Term	Low	➢ Less burden on local taxes	➢ Staff Time
T-4.2	Enhance resources for bicyclists for both recreational and commuting purposes.					
T-4.2.1	➢ Identify and improve potential linkages to the Riverwalk from adjacent neighborhoods.	➢ OCED ➢ NBHD	Ongoing	High	➢ Greater mobility for bicyclists and pedestrians	➢ General Fund ➢ TE
T-4.2.2	➢ Coordinate with regional communities to create a plan for a bicycle route along the Merrimack River to Newburyport and Merrimac.	➢ OCED	Immediate Near Term	Medium	➢ Greater mobility for bicyclists and pedestrians	➢ General Fund ➢ Staff Time
T-4.2.3	➢ Expand the Riverwalk to connect with Rail Trail in Salisbury and to provide bicycle and pedestrian linkages to surrounding neighborhoods, including access to Clarks pond and the Cedar Street areas via the river banks extending from the Lower Mill Yard.	➢ OCED ➢ DPW ➢ ENG	Ongoing Near Term	Medium to High	➢ Bicycle and pedestrian access to surrounding neighborhoods, Salisbury and Newburyport	➢ General Fund ➢ TE
T-4.2.4	➢ Explore the potential for off-road bike paths where feasible.	➢ OCED	Immediate Near Term	Low	➢ Greater mobility for bicyclists and pedestrians	➢ General Fund ➢ Staff Time

Number	Goal					
T-4	**Ensure a safe environment for pedestrians and bicyclists.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-4.2.5	➢ Provide a well integrated bicycle path system connecting all neighborhoods with the downtown area.	➢ OCED	Ongoing	Medium to High	➢ Improved safety and mobility for bicyclists and pedestrians	➢ General Fund ➢ MHD
T-4.2.6	➢ Prepare a map of bicycle routes and walking trails/paths in town and distribute through schools and other recreational venues.	➢ DPW ➢ OCED ➢ OSC ➢ MVPC	Immediate Near Term	Low	➢ Improved awareness of bicycle and pedestrian options	➢ General Fund/Staff Time
T-4.2.7	➢ Provide amenities such as bike racks, benches, lighting and trash receptacles along key pedestrian and bikeways to ensure comfort and convenience of these areas.	➢ DPW	Near Term	Low to Medium	➢ Improvement to bicycle and pedestrian facilities	➢ General Fund/Staff Time

Number	Goal					
T-5	**Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-5.1	Reduce traffic congestion and traffic safety problems at locations within the community while preserving the character of roadways and neighborhoods.					
T-5.1.1	➢ Monitor the design and permitting of roadway improvement projects on the Route 110 Corridor from Route 150 to the Salisbury Town line.	➢ DPW	Ongoing	Low	➢ Improved traffic flow on major transportation facility	➢ Staff Time
T-5.1.2	➢ Participate in the MHD study of the I-495 corridor to discuss improvement options to Exits 54 and 55 in Amesbury and potential to create direct/better connections between I-495 and I-95.	➢ Reps on I-495 Study ➢ MO	Immediate	High	➢ Reduced traffic congestion and noise on Route 110	➢ Staff Time
T-5.1.3	➢ Monitor traffic congestion and safety conditions on roadways in the community and develop improvement projects based on a prioritized listing of problem locations.	➢ TTC ➢ OCED ➢ ENG ➢ MVPC	Immediate	Low	➢ Timely implementation of needed transportation improvements	➢ Staff Time
T-5.1.4	➢ Review school bus-stopping policy to promote traffic flow without compromising student safety.	➢ SC ➢ Police ➢ NBHD ➢ TTC	Near Term	Low	➢ Reduced congestion on busy roadways	➢ Staff Time

Number	Goal					
T-5	**Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-5.2	➢ Promote enhanced access management tools and techniques to mitigate congestion and improve safety along roadways.					
T-5.2.1	➢ Monitor and identify transportation corridors where congestion is significant, and prepare access management plans to enhance the flow of traffic.	➢ OCED ➢ PB ➢ MVPC	Near Term	Low	➢ Reduced traffic conflicts on busy roadways	➢ Staff Time
T-5.2.2	➢ Where necessary, revise zoning/subdivision regulations governing driveway spacing, sight distances, number of driveways per existing parcel or lot, and corner lot clearances to minimize conflicts with vehicles entering roadways.	➢ PB ➢ ENG	Immediate Near Term	Low to Medium	➢ Reduced traffic conflicts on busy roadways	➢ General Fund ➢ Staff Time
T-5.2.3	➢ Where necessary, revise zoning/subdivision regulations to require connection of parking areas on adjacent commercial lots on busy roadways such as Route 110 so traffic can move between them without traveling on the highway.	➢ PB	Immediate Near Term	Low to Medium	➢ Reduced traffic conflicts on busy roadways	➢ General Fund ➢ Staff Time
T-5.2.4	➢ Where necessary, revise zoning/subdivision regulations to require, where appropriate, shared use of driveways to limit the number of access points on busy roadways. Following either of these strategies will require the promotion of unified on-site circulation and parking plans.	➢ PB	Immediate Near Term	Low to Medium	➢ Reduced traffic conflicts on busy roadways	➢ General Fund ➢ Staff Time
T-5.2.5	➢ Where necessary, revise zoning/subdivision regulations to align driveways where developments are situated on either side of a roadway, to reduce conflicts from turning traffic.	➢ ENG ➢ PB	Immediate Near Term	Low	➢ Improved traffic flow and safety	➢ Staff Time
T-5.3	Utilize innovative roadway design and construction methods to maximize efficiency.					
T-5.3.1	➢ Consider MHD's Highway design standards when adopting town policies and procedures for construction and improvement projects. These changes, when implemented, should result in projects that improve traffic flow while better preserving the Town's character.	➢ PB ➢ ENG ➢ DPW	Near Term	Low	➢ Community-based roadway improvement projects	➢ Staff Time
T-5.3.2	➢ Develop a Pavement Management Program to examine road conditions, identify appropriate treatment measures, and maximize the productivity of the Town's road maintenance budget.	➢ DPW ➢ ENG ➢ MVPC	Immediate Near Term	Medium	➢ Improved roadway conditions	➢ Chapter 90 Funds

Number	Goal					
T-5	**Establish measures and policies to improve roadway design, construction, and maintenance to provide a safe and efficient flow of traffic on key roadways.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-5.4	➢ Guarantee coordination of major transportation and public works projects.					
T-5.4.1	➢ Establish regular meetings between Town Department of Public Works officials and utility companies to review schedule of roads/ bridge projects. Such policy should help to prevent unnecessary opening of recently repaired/ reconstructed roadways.	➢ DPW	Immediate	Low	➢ Reduction/elimination of unnecessary road cuts ➢ Reduces construction time	➢ Staff Time
T-5.4.2	➢ Consider establishing a Roadway Advisory Committee to assist in the development of the road improvement program.	➢ DPW ➢ MO ➢ TTC	Immediate	Low	➢ Better community input into selection of road maintenance projects	➢ Staff Time

Number	Goal					
T-6	**Provide a sufficient supply of parking in mixed-use or commercial areas.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-6.1	Ensure that there is adequate downtown parking areas that are safe, convenient and easy to find.					
T-6.1.1	➢ Work with the Merrimack Valley Planning Commission to implement and monitor the recommendations made in the 2002 parking study of the downtown area, and update the recommendations as build-out of the area advances.	➢ OCED ➢ Alliance ➢ MVPC	Immediate Near Term	Low	➢ Improved Downtown parking management/ capacity	➢ General Fund
T-6.1.2	➢ Continue efforts to work with private property owners to identify where private lots could be converted to public parking facilities and develop flexible zoning regulations to promote shared parking where appropriate and feasible including the potential for incentives for downtown employed persons to use neighboring churches for parking during weekday hours.	➢ OCED ➢ PB	Immediate	Low	➢ Improved Downtown parking management/ capacity	➢ Staff Time

Number	Goal					
T-6	**Provide a sufficient supply of parking in mixed-use or commercial areas.**					
	Strategies/Actions	**Responsible Party**	**Time Frame**	**Potential Costs**	**Potential Community Benefits**	**Potential Funding Sources**
T-6.1.3	➢ Develop and implement appropriate parking management strategies to ensure a balance of parking for visitors, employees and residents within the downtown core.	➢ OCED ➢ Alliance For Amesbury ➢ TTC	Immediate Near Term	Low	➢ Improved Downtown parking management/ capacity	➢ Staff Time
T-6.1.4	➢ Continue to plan for construction of additional parking facilities on identified lots, including provisions for a public parking garage if warranted.	➢ OCED ➢ Alliance for Amesbury	Near Term Mid Term	Medium	➢ Improved Downtown parking management/ capacity	➢ General Fund
T-6.1.5	➢ Enhance pedestrian linkages between parking lots and downtown buildings to give more options to downtown parkers.	➢ OCED	Immediate	High	➢ Improved Downtown parking management/ capacity	➢ Staff Time
T-6.1.6	➢ Conduct a way finding study to develop a coherent signage program to direct visitors to parking facilities in the downtown business district.	➢ DPW ➢ TTC	Immediate Near Term	Low	➢ Enhanced accessibility to Downtown	➢ General Fund ➢ Staff Time
T-6.2	➢ Provide sufficient parking in outlying areas.					
T-6.2.1	➢ Investigate opportunities, including flexible zoning regulations, to promote shared parking between adjoining land uses with different hours of operations.	➢ OCED	Near Term	Low	➢ Provision of adequate parking capacity	➢ Staff Time
T-6.2.2	➢ Develop a management plan that will address parking procedures/ policies for events that do not have adequate parking available.	➢ OCED ➢ Alliance ➢ Police	Ongoing	Low	➢ Provision of adequate parking capacity	➢ Staff Time

Glossary

The following definitions were prepared by the Town of Amesbury Office of Community and Economic Development (OCED) to provide an explanation of technical terms referenced in the Master Plan.

A

American Association of State Highway and Transportation Officials (AASHTO)

The American Association of State Highway and Transportation Officials is a nonprofit, nonpartisan association representing highway and transportation departments throughout the United States and in Puerto Rico organized to foster the development, operation and maintenance of an integrated national transportation system. The association represents five transportation modes: air, highways, public transportation, rail and water.

Adaptive reuse

The conversion or renovation of an existing commercial development to residential uses or a combination of residential and commercial uses.

B

Brownout

A reduction or cutback in electric power, especially as a result of a shortage, a mechanical failure, or overuse by consumers.

Build-out

The maximum amount of building which can take place on a parcel under current zoning regulations and Bylaws.

C

Capacity assessment

The amount of development which the infrastructure and the environment can support.

Community Preservation Act

The Community Preservation Act is statewide enabling legislation to allow municipalities to exercise control over local planning decisions involving the acquisition and protection of open space, support for affordable housing, and the acquisition and preservation of historic buildings and landscapes. Individual communities must vote by ballot to adopt the Act and appoint a committee of local people to adopt a funding plan. The State requires that at least 10% of the annual fund revenues be used to address open space, affordable housing, and historic preservation issues. Up to 70% of the annual fund revenues can be allocated for any combination of the allowed uses, or for land for recreational use. Local communities such as Newburyport, Georgetown and Rowley have adopted the CPA.

Conservation Restrictions

- A conservation restriction is used in perpetuity, or for a specified number of years, to retain land or water areas predominantly in their natural, scenic or open condition or in agricultural, farming or forest use, to permit public recreational use, or to forbid or limit development in the conservation area that will adversely impact the resource(s).
- A preservation restriction preserves a structure or site that is historically significant for its architecture, archeology or associations. The restriction forbids or limits alterations, uses, and modifications of the structure or site.
- An agricultural preservation restriction retains land or water areas predominately in their agricultural farming or forest use. The restriction forbids or limits development that adversely impacts the area.
- A watershed preservation restriction retains land predominantly in such condition to protect the water supply or potential water supply of an area. The restriction forbids or limits development that adversely impacts the area.
- An affordable housing restriction limits the use of all or part of an area to occupancy by persons or families of low or moderate income in either rental housing or other housing.

Cluster Residential Development

A residential development in which the buildings and accessory uses are clustered together into one or more groups separate from adjacent property and other groups within the development by intervening open land.

Community Development Block Grant (CDBG) Program

Begun in 1974, the Community Development Block Grant (CDBG) is one of the oldest programs in the U.S. Department of Housing and Urban Development. The Program enables municipalities to engage in activities that improve the lives of low and moderate income people, or to eliminate slum and blight at specific properties or in a target area. Activities include but are not limited to, housing, economic development, social services, public facilities and infrastructure, and planning. The Town of

Amesbury receives funds through the Massachusetts Department of Housing and Community Development.

E

Electric DX cooling

A type of heating and/or cooling equipment that is built up from individual components to engineer specifications rather than factory-assembled as a packaged unit. Some types of electric packaged units are also called "Direct Expansion," or DX, units.

Environmental Impact Report

This report analyzes the effect on the environment of significant projects.

F

Farmland Assessment Act

The Farmland Assessment Act, approved in 1973, removes pressure on farmland owners to sell their land for non-farm purposes by permitting actively farmed land to be assessed and taxed on its farm use value rather than its potential development value.

G

Geographic Information Systems (GIS)

A specialized form of information system capable of assembling, storing, manipulating, and displaying geographically-referenced information, i.e. data identified according to their locations. GIS software can be used for scientific investigations, resource management, and development planning. For example, GIS might allow emergency response planners to calculate emergency response times in the event of a natural disaster or environmental engineers to identify wetland resource protection areas.

Greenbelt

Any stretch of park, open space or other natural setting in a community. An extensive area of largely undeveloped or sparsely occupied land associated with a community set aside to contain development, preserve the character of the countryside and community and provide open space.

H

Home-based business

Business operated by a resident from the premises of his or her own home.

I

Impoundments

A human-engineered, dammed lake, pond, or reservoir.

Inclusionary Zoning

A program with a mandatory requirement or voluntary goal to reserve a certain percentage of housing units for low- to moderate-income residents in new residential developments. These programs create more economically diverse communities, particularly in suburban municipalities. There is no cost to the program for the Town and, if complemented with grants and other incentives, there will not be any additional cost to the developer. Inclusionary zoning is allowable under current Massachusetts General Laws.

Incubator

An entity designed to nurture business concepts or new technologies to the point that they become attractive to venture capitalists. An incubator typically provides both physical space and some or all of the services – legal, managerial, technical – needed for a business concept to be developed. Incubators often are backed by venture firms, which use them to generate early-stage investment opportunities.

Independent Living Center

A consumer-controlled, community-based, cross-disability, nonresidential private nonprofit agency that (A) is designed and operated within a local community by individuals with disabilities, and (B) provides an array of independent living services.

Infill

Developing on empty lots of land within an urban area rather than on new undeveloped land outside the city or town.

Infiltration and Inflow (I/I)

Infiltration occurs when water enters a sewer system from groundwater through defective pipes, pipe joints, service connections, or manhole walls. It occurs whenever the groundwater table is at an elevation above sewer system defects like pipe cracks, joint separations, root intrusions and similar problems. Infiltration is

typically seasonal since groundwater rises during times of peak rainfall in the spring and fall. The rise in groundwater elevations will submerge the piping system under the groundwater table giving groundwater an opportunity to enter via any potential pathway.

Inflow occurs when storm water enters a sewer system from sources such as roof drains, cellar drains, basement or foundation drains, sump pumps, manhole covers, and inadvertent cross connections form between storm and sanitary sewers. Inflow typically occurs during or immediately after a rainstorm or other heavy precipitation.

Intermodal Surface Transportation Efficiency Act (ISTEA)

Federal legislation authorizing funding for highways, highway safety and mass transportation through fiscal year 1997. The ISTEA's stated purpose is to develop a National Intermodal Transportation System that is economically efficient, environmentally sound. The system provides the foundation for the nation to compete in the global economy and will move people and goods in an energy efficient manner.

L

Leadership in Energy and Environmental Design

A voluntary, consensus-based national standard for developing high-performance, sustainable buildings developed by members of the U.S. Green Building Council representing all segments of the building industry.

Low or Moderate Income

Defined by the U.S Bureau of the Census and the U.S. Department of Housing and Urban Development on an annual basis. An individual or family who is low-income is earning 50% or below the median income for the area. A person or family who is moderate-income is earning 80% or below the median income for the area. Amesbury is in the Boston Metropolitan Statistical Area.

M

Main Street Programs

Programs to revitalize central business districts of small cities and towns. Refers most commonly, but not exclusively, to efforts underwritten by the National Main Street Center of the National Trust for Historic Preservation. The term may also describe city neighborhood Main Street Programs, such as those in Boston.

Massachusetts General Law, Chapter 40B

In 1969, the State Legislature passed the so-called "anti-snob zoning" law in order to encourage affordable housing development, particularly in cases where public funding is involved and when a community does not have at least 10 percent of its housing stock restricted as affordable. In these cases, a nonprofit, limited dividend corporation, or public entity may apply for a comprehensive permit through the Zoning Board of Appeals to construct housing provided at least 25% of the units are deemed affordable. Affordability guidelines generally follow the U.S. Department of Housing and Urban Development rulings on Fair Market Rents and Low and Moderate Income Limits.

Median household income

The total monetary income received in a previous calendar year by all household members 15 years old and over, including household members not related to the householder, people living alone, and others in non-family households.

Mixed-use

A development that combines commercial, office and/or residential uses in the same structure.

Multiple Listing Service (MLS)

A service created and run by real estate professionals which gathers all of the property listings into a single place so that purchasers may review all available properties from one source. The MLS also deals with commission splitting and other relations between real estate brokers and agents.

N

National Register of Historic Places

A list (maintained by the U.S. National Park Service) of areas which have been designated as being of historical significance. The Register includes places of local and state significance as well as those of value to the Nation as a whole. The Register is a national inventory of our historical resources, providing an idea of the total size of this resource base.

Networking

Connecting two or more computers together so that they can communicate with each other. Networking relies on standardized forms of communications so that computers can understand and decipher the information sent from another computer.

New England Economic Project

A member supported economic think-tank which provides economic trend and projection information for all New England states and selected metropolitan areas.

O

Overlay Districts

A special zone that is drawn on a map outlining a special district or area in a town, or a significant resource, i.e. an aquifer, a watershed, a shoreline, an historic area or a mountain ridge. This district is "overlaid" on the existing land use regulations such as subdivision requirements, site plan review or zoning districts of the town. The overlay district supplements these existing regulations which allow a town to maintain or update current codes while addressing the special needs of particularly sensitive areas.

P

Permitting process

A process required by local and state authorities for proposed developments to be reviewed for compliance with any applicable Federal, State, and Local codes and regulations.

R

Request for Proposals (RFP)

The solicitation of proposals based on a generalized scope of work with a contract award to the responsible contractor submitting the most advantageous and responsive proposal.

Restriction

A limitation on the use of real property, generally originated by the owner or subdivider in a deed. Also termed a deed restriction. See also Conservation Restrictions.

Road definitions by Functional Class

- **Arterial:** A road segment that provides service to large land areas and usually connects with other arterial roads or public highway.
- **Collector - Intermediate Links:** Segments that connect major heavily traveled multiple purpose arterial routes and single source local roads.

- **Local:** Segments which connect terminal facilities such as log landings and recreation sites with Forest collector or arterial roads or with public highways. Usually single purpose.

S

Sustainable Developments

A shared commitment to orderly economic development and use, along with an understanding and respect for the capabilities and limitations of the environment to support growth and economic activity over time. Sustainability means managing resources in a manner that meets the needs of present generations without compromising the ability of future generations to meet theirs. Sustainable developments do not adversely affect people living elsewhere (near or far) and allow all elements of the community to flourish.

T

Tax-increment financing (TIF)

Massachusetts General Law, Chapter 40, Section 59 allows communities in Massachusetts to adopt and prosecute a tax increment financing plan which can be used to designate an area for improvement. TIFs allow for the reallocation of property tax revenues to such that future growth in property tax revenues is forwarded to the TIF authority to finance debt.

Transportation Efficiency Act for the 21st Century (TEA21)

TEA-21 authorizes the federal surface transportation program for the six-year period 1998-2003. See ISTEA definition.

V

Village Center

A traditional center of the community, typically comprised of a cohesive core of residential, civic, religious, and commercial buildings, arranged along a main street and intersecting streets. Industrial uses may be found within or immediately adjacent to these centers.

W

Wayfinding study

A study showing pathways and travel routes within a specific area for use by all modes of transportation.

Sources

American Association of State Highway and Transportation Officials
American Planning Association
Commonwealth of Massachusetts General Laws
Electric Law Library
Energy Information Administration
Fannie Mae Foundation
Massachusetts Department of Housing and Community Development
Massachusetts Executive Office of Transportation and Construction
Massachusetts Institute of Technology, Department of Urban Studies and Planning
National Low Income Housing Coalition
National Park Service
State of Vermont Department of Housing and Community Affairs
Town of Amesbury Zoning Bylaw
Website Upgrades, Real Estate Glossary
U.S. Census Bureau
U.S. Department of Agriculture
U.S. Department of Energy
U.S. Department of Housing and Urban Development
U.S. Department of Transportation
U.S. Environmental Protection Agency

Appendices

Brownfields Listing

Bureau of Waste Site Cleanup

Site/Reportable Release Look Up

- **RTN:** -
- **Site Name/Location Aid:**
- **Street:**
- **City:** AMESBURY
- **Status:**
- **Chemical Type:**

Search Results

Release Tracking Number (RTN)	City/Town	Release Address	Site Name/Location Aid	Reporting Category	Notification Date	Compliance Status	Date	Phase	RAO Class	Chemical Type
3-0015977	AMESBURY	ALLENCLAIR DR	HILLSIDE SUBSTATION	TWO HR	02/03/1998	RAO	06/04/1998		A2	
3-0000203	AMESBURY	14 CEDAR ST	POPLAR	120 DY	01/15/1987	WCSPRM	02/03/1999			Hazardous Material

3-0000622	AMESBURY	25 CEDAR ST AKA 17 CEDAR ST	MERRIMAC HAT CO	NONE	01/15/1990	RAO	08/11/1997			Oil
3-0012469	AMESBURY	47 CONGRESS ST	NEAR MELROSE ST	120 DY	05/11/1995	RAO	01/12/1998	PHASE II	A3	Hazardous Material
3-0017557	AMESBURY	144 ELM ST	CADO FABRICATIONS INC	120 DY	08/04/1998	RAO	11/27/2001	PHASE III	B1	Hazardous Material
3-0004855	AMESBURY	144 ELM ST	CADO FABRICATION	NONE	04/20/1994	RAO	10/03/1994	PHASE II	A2	Oil
3-0014431	AMESBURY	289 ELM ST	NO LOCATION AID	TWO HR	10/22/1996	RAO	10/20/1997		A2	Oil
3-0002092	AMESBURY	60 ELM ST	GONTHIERS SUNOCO	NONE	04/15/1989	DEPNFA	04/02/1996			
3-0002313	AMESBURY	63 ELM ST	TEXACO GASOLINE STATION	NONE	07/15/1993	RAO	05/13/1996		NC	Oil
3-0003650	AMESBURY	77 ELM ST	SHORTS EXPRESS	NONE	07/15/1991	LSPNFA	08/01/1997			Oil
3-0000544	AMESBURY	EXETER RD	RYAN PARCEL	NONE	01/15/1987	DPS	03/14/1997			
3-0022922	AMESBURY	28 FERN AVE	NO LOCATION AID	72 HR	06/12/2003	RAO	08/12/2003		A2	Oil
3-0002855	AMESBURY	37 FRIEND ST	COMMERCIAL PROPERTY	NONE	01/15/1990	TIER 1D	08/09/1996			Oil
3-0001792	AMESBURY	46-50 52-54 FRIEND ST	TEDS TEXACO FMR	NONE	01/15/1989	RAO	08/11/1997			
3-0016840	AMESBURY	98 FRIEND ST	NO LOCATION AID	72 HR	05/27/1998	RAO	06/01/1999	PHASE II	A2	Oil and Hazardous Material
3-		110	NO LOCATION							Hazardous

0019220	AMESBURY	HAVERHILL RD	AID	120 DY	01/26/2000	DPS	02/03/2000			Material
3-0002073	AMESBURY	110 HAVERHILL RD	BRAZONICS	NONE	04/15/1989	PENNFA	07/21/1997			
3-0013119	AMESBURY	9 HAVERHILL RD	GETTY	72 HR	11/07/1995	RAO	02/11/1997		A2	Oil and Hazardous Material
3-0002715	AMESBURY	9 HAVERHILL RD	GETTY STATION	NONE	07/15/1992	RAO	02/11/1997		A2	
3-0000201	AMESBURY	106 HAVERHILL RD RTE 110	MICROFAB INC FMR	NONE	01/15/1987	TIER 1A	10/01/1993			Oil
3-0021511	AMESBURY	36 HIGH ST	POND ST	120 DY	02/21/2002	TIER 2	02/28/2003	PHASE II		Hazardous Material
3-0020490	AMESBURY	91 HIGH ST	NO LOCATION AID	120 DY	03/01/2001	RAO	03/01/2001		B1	Hazardous Material
3-0011936	AMESBURY	21 HILLSIDE AVE	NO LOCATION AID	TWO HR	12/08/1994	RAO	02/08/1995		A1	Oil
3-0002184	AMESBURY	40 HILLSIDE AVE	FORD GARAGE FMR	NONE	10/15/1989	WCSPRM	09/30/1996			Oil
3-0001623	AMESBURY	HUNT RD RTE 150	SCA TITCOMB PIT FMR	NONE	01/15/1987	TIER 2	07/31/1998	PHASE IV		
3-0013798	AMESBURY	I 495 N	AT RTE 150 EXIT	TWO HR	05/21/1996	RAO	07/22/1996		A1	Oil
3-0020952	AMESBURY	10 INDUSTRIAL WAY	NO LOCATION AID	120 DY	06/21/2001	RAO	06/21/2001		B1	Hazardous Material
3-0020292	AMESBURY	2 INDUSTRIAL WAY	EASTERN MANUFACTURING	120 DY	12/20/2000	RAO	09/27/2001	PHASE II	A2	Hazardous Material

3-0000206	AMESBURY	2-4 MACY ST	PROPERTY	NONE	01/24/1986	WCSPRM	11/09/1998			Oil
3-0003249	AMESBURY	MACY ST RTE 110 ELM ST	MOBIL GASOLINE STATION 01 329	NONE	07/15/1990	RAO	03/08/1995		A2	
3-0014809	AMESBURY	125 MAIN ST	KIMBALL APARTMENTS	72 HR	02/10/1997	TIER 2	02/17/1998	PHASE II		Oil
3-0002068	AMESBURY	194 MAIN ST	PROPERTY	NONE	04/15/1989	RAO	08/25/1995		A2	
3-0017239	AMESBURY	241 MAIN ST	CUMBERLAND	72 HR	08/31/1998	TIER 2	08/03/1999	PHASE V		Oil
3-0022994	AMESBURY	241 MAIN ST	NO LOCATION AID	72 HR	07/09/2003	UNCLASSIFIED	07/09/2003			Oil
3-0001014	AMESBURY	242 MAIN ST	COMMERCIAL PROPERTY	NONE	11/24/1987	DEPNDS	05/06/1996			
3-0013943	AMESBURY	36 MAIN ST	NO LOCATION AID	120 DY	06/25/1996	RAO	06/25/1997		B2	Oil and Hazardous Material
3-0016855	AMESBURY	448 MAIN ST	RESIDENCE	TWO HR	05/28/1998	RAO	09/25/1998		A2	Oil
3-0000200	AMESBURY	MAIN ST HIGH ST	MILL YARD SITE	NONE	01/15/1987	DEPNFA	07/23/1993			
3-0012330	AMESBURY	120 MARKET ST	NO LOCATION AID	TWO HR	03/31/1995	RAO	07/28/1995		A2	Oil
3-0019327	AMESBURY	130 MARKET ST	FRASER PONTIAC GMC	72 HR	02/28/2000	RAO	07/09/2003	PHASE II	A3	Oil
3-0004747	AMESBURY	130 MARKET ST	FRASER PONTIAC	NONE	10/01/1993	RAO	04/26/1996			Oil
3-0023110	AMESBURY	65 MARKET ST	NO LOCATION AID	TWO HR	08/21/2003	UNCLASSIFIED	08/21/2003			Oil
3-0022657	AMESBURY	47 MERRIMAC	NO LOCATION AID	TWO HR	03/09/2003	RAO	10/24/2003		A2	Oil

		ST								
3-0000528	AMESBURY	60 MERRIMAC ST	MERRIMAC HAT FACTORY FMR	NONE	02/18/1986	STMRET	12/17/1998			Hazardous Material
3-0000204	AMESBURY	77 MERRIMAC ST	BAILEY POND PARCEL	NONE	02/13/1986	TIER 1B	07/07/1995	PHASE IV		Hazardous Material
3-0001615	AMESBURY	MERRIMAC ST	MERRIMAC HAT FMR	NONE	01/15/1989	TIER 1D	08/09/1996			Hazardous Material
3-0003173	AMESBURY	MERRIMAC ST	HAT FACTORY SEDIMENTS	NONE	10/15/1990	TIER 1D	08/09/1996			
3-0018206	AMESBURY	14 MERRIMACK ST	LARRYS MARINA	TWO HR	04/17/1999	RAO	11/03/1999		A2	Oil
3-0014817	AMESBURY	MILL ST	ABUTTING SUBSTATION	120 DY	12/26/1996	RAO	12/26/1997		B2	Oil and Hazardous Material
3-0000513	AMESBURY	MILL STREET EXT	REID S FOUNDRY	NONE	07/16/1986	DEPNFA	07/23/1993			
3-0019597	AMESBURY	12 NEWTON RD	WATER PLANT	TWO HR	06/03/2000	RAO	06/11/2001		A1	Oil
3-0012793	AMESBURY	23 NOEL ST	TEK COATING	TWO HR	08/09/1995	RAO	10/04/1995		A2	Oil and Hazardous Material
3-0000205	AMESBURY	23 NOEL ST	VULCAN	NONE	01/15/1987	DEPNDS	05/06/1996			
3-0023167	AMESBURY	24 OAK ST	NO LOCATION AID	120 DY	08/26/2003	UNCLASSIFIED	08/26/2003			Oil
3-0013096	AMESBURY	33-39 OAKLAND ST	AT MARSTON ST	120 DY	10/30/1995	RAO	10/14/1997	PHASE II	A3	Hazardous Material
3-		18	NO LOCATION							

0015452	AMESBURY	PLEASANT VALLEY RD	AID	TWO HR	08/19/1997	RAO	10/22/1997		A1	Oil
3-0020783	AMESBURY	19 POND ST	NO LOCATION AID	120 DY	05/07/2001	RAO	03/13/2002	PHASE II	A1	Oil and Hazardous Material
3-0022389	AMESBURY	19 POND ST	HIGH ST	TWO HR	12/13/2002	UNCLASSIFIED	12/13/2002			Hazardous Material
3-0015704	AMESBURY	RAILROAD AVE	NA NICHOLS CO NR CHESTNUT ST	120 DY	11/10/1997	RAO	12/04/2000	PHASE II	A2	Oil and Hazardous Material
3-0016882	AMESBURY	RAILROAD AVE	NA NICHOLS MONITORING WELL GW 2	72 HR	06/04/1998	TIER 2	11/16/1998			Oil
3-0017600	AMESBURY	RAILROAD AVE	NEAR CHESTNUT ST	120 DY	11/16/1998	TIER 2	11/16/1998			Hazardous Material
3-0011859	AMESBURY	2 RIVER ST	FMR NATHAN HALE FURNITURE	TWO HR	11/16/1994	RAO	07/14/1995		A2	Oil
3-0010707	AMESBURY	24 ROCKY HILL RD	CORNER OF MACY ST (RTE 110)	120 DY	02/04/1994	RAO	02/06/1995	PHASE II	B1	Hazardous Material
3-0022822	AMESBURY	24 ROCKY HILL RD	MACY STREET	120 DY	04/25/2003	UNCLASSIFIED	04/25/2003			Hazardous Material
3-0013590	AMESBURY	RTE 110	ZEKES FURNITURE	TWO HR	03/21/1996	RAO	07/23/1996		A1	Hazardous Material
3-0013812	AMESBURY	RTE 110 AND ELM ST	MOBIL RETAIL FACILITY #01-329	120 DY	05/22/1996	REMOPS	09/05/2003	PHASE V		Hazardous Material
3-0020715	AMESBURY	RTE 110 AND ELM ST	101 MACY ST	72 HR	05/16/2001	RTN CLOSED	03/15/2002			Hazardous Material
3-0001604	AMESBURY	RTE 150 EXETER RD	TRADER ALLEN TRUCK STOP	NONE	10/15/1988	RAO	08/08/1995			
3-0001619	AMESBURY	SUMMIT AVE	CHURCH PARCEL	NONE	10/15/1988	DEPNFA	07/23/1993			

3-0016715	AMESBURY	27 WATER ST	TOWN OF AMESBURY	72 HR	04/21/1998	TIER 2	05/28/1999	PHASE III		Oil and Hazardous Material
3-0019634	AMESBURY	31 WATER ST	AMESBURY WHARF BUILDING	120 DY	10/18/2000	TIER 2	10/25/2001	PHASE II		Oil and Hazardous Material
3-0020679	AMESBURY	31 WATER ST	WHARF BLDG	TWO HR	05/08/2001	RAO	08/10/2001		A1	Hazardous Material
3-0020198	AMESBURY	35 WATER ST	NO LOCATION AID	120 DY	09/25/2000	RTN CLOSED	11/06/2000			Hazardous Material
3-0004108	AMESBURY	35 WATER ST	BARTLEY MACHINE & MFG	NONE	10/15/1992	TIER 1B	11/08/2001	PHASE IV		Oil
Total of 74 Records Matched.										

** Search Again ** Definitions **

[Contact: dbakely@state.ma.us]

[Sites] [BWSC Publications] [BWSC Home] [DEP Home][Privacy Policy]

Recreation and Open Space Inventory

RECREATION/OPEN SPACE INVENTORY

Site	Ownership	Zoning	Acreage	Handicap Access	Equipment/Facilities	Condition	Maintenance Responsibility
Collins St. Park	Town	OSC	1.8	Yes	One Little League One General Purpose area Half Basketball Court Playground Equipment	Good	DPW
High School	Town	OSC	35.0	No	One Baseball One Track General Purpose Field	Good Poor Fair	School Dept
Middle School	Town	OSC	17.4	No No Yes No	One Pony League Baseball One Girls Softball One Stadium Facility Tennis Courts	Good Good Excellent Good	School Dept
Elementary School	Town	OSC	14	No	One Little League/Sorfball One General Purpose Area One Tot-Lot Playground	Good Good Excellent	School Dept
Cashman Elementary School	Town	OSC	35.3	No No No No Yes	One Girls Softball One Little League One General Purpose One Soccer Field One Tot-Lot Playground	Good Good Good Good Excellent	School Dept
Town Park	Town	OSC	23.4	No No No Yes No Yes No No No No No No No No No	One Softball One Little League One Baseball Field One Skate Park Benches and Stands Tot-Lot Parking (6) Cars at Tot Lot Parking (25) Cars at Baseball Field Parking (12) Cars at Skate Park Landscaping Wooded Area Basketball Area Disk Golf Course Bandstand Pond One General Purpose Field	Good Poor Poor Good Fair Good Good Good Good Fair Fair Fair Fair Good Fair Good	DPW
Total Playfields			112.01				

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RECREATION/OPEN SPACE INVENTORY

Site	Ownership	Zoning	Acreage	Handicap Access	Equipment/Facilities	Condition	Maintenance Responsibility
Woodsom Farm	Town	OSC	379	Yes	Passive Recreation	Good	DPW
				No	Cross Country Skiing	Good	
				No	Soccer Fields (unimproved)	Poor	
Powow River Conservation District	Town	OSC/RC	134	Yes	Battis Farm - Passive Recreation	Good	DPW
				No	Battis Farm -Community Gardens	Good	DPW
				Yes	Battis Farm - Parking	Good	DPW
				No	Powow Hill - Trails	Fair	DPW
				No	Batchelder Park - Parking	Fair	DPW
				No	Batchelder Park - Picnic Area	Fair	DPW
					Batchelder Park - Scenic Overlook	Good	DPW
				Yes	Camp Kent - Great Room/Toilets	Good	Caretaker
				Yes	Lake Gardner Beach	Good	DPW
Town Forest	Town	OSC	41	No	Forest area with Trails	Good	DPW
Deer Island	Town	OSC	4.69	No	Passive Recreation with Parking	Fair	DPW
TOTAL PARKS			558.69				
CONSERVATION							
Conservation Reserve	Town	OSC	28.82	Yes	Forested area near Town Forest	Good	DPW
Conservation Reserve	Town	OSC	5	Yes	Natural Area Fishing	Good	DPW
TOTAL			33.82				
Privately Owned							
Alliance Park	A.I.A.	OSC	0.97	Yes	Scenic Area Picnic Tables Benches	Excellent	A.I.A.
Patten's Pond	A.I.A.	R-8	3.03	No	Nature area near Pond, Benches	Good	A.I.A.
Huntington Park	A.I.A.	R-8	1	Yes	Sitting Area	Poor	A.I.A.
Golgotha Burial	A.I.A.	C	0.85	Yes	Stone, natural area	Good	A.I.A.
TOTAL			5.85				
CEMETARIES							
Ht. Prospect	Private	OSC	31.6	Yes			Private
Union	Town	OSC	18.2	Yes			DPW
Bartlett	Town	R-8	1.35	Yes			DPW
Monroe St.	Private	I	1	Yes			Private
St. Joseph	Archdiocese	OSC	64.3	Yes			Church
Salisbury Point	Private	R-20	9.5	Yes			Private
TOTAL			125.95				

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RECREATION/OPEN SPACE INVENTORY

Site	Ownership	Zoning	Acreage	Handicap Access	Equipment/Facilities	Condition	Maintenance Responsibility
SMALL PARKS							
Merrimack St.	Town	R-20	0.38	Yes	Boat Landings	Good	DPW
Lk. Attitash	Town	R-20	0.5	Yes	Boat Landing	Good	DPW
Training Field Park	Town	R-8	1.5	Yes	Picnic Tables/Benches	Good	DPW
Memorial Park	Town	C	1	Yes	Picnic Tables/Benches	Very Good	DPW
Tuxbury Dam	Town	OSC	2.2	No	Parking Area	Fair	DPW
Monument Park	Town	R-8	0.5	yes	Monument	Good	DPW
Gillis Park	Town	CB	0.13	Yes	Benches	Excellent	DPW
Polish American Mem.	Town	R-8	0.2	Yes	Monument	Excellent	DPW
Millyard Park	Town	CB	1.5	Yes	Walkways, performance	Good	DPW
Riverwalk	Town	IC, R-8,C	1.1	Yes	Walkway, bikeway	Excellent	DPW
TOTAL			13.72				
PRIVATE CAMPS							
Bauercrest	Private	OSC	17	Yes	Beach, Cabins, Tennis, Etc.	Good	Private
Boy Scouts	Private	OSC	0.5	yes	Beach	Good	Private
TOTAL			17.5				
PRIVATE FACILITIES							
Amesbury Country CLub	Private	RC	105.87	Yes	Nine hole golf course/lodge	Excellent	Owner
Baldinelli's Bowling	Private	C	2.24	Yes	Bowling Lanes		Owner
Lafayette Lanes	Private	R-8	0.5	Yes	Bowling Lanes		Owner
Tuxbury Pd. Camping	Private	R-80	19.5	Yes	Camping Area		Owner
Bartlett's Reach	Private	R-80	10.4	Yes	Walkway, Canoe Launch		Owner
Amesbury Sports Park	Private	I	19.8	Yes	Snow Tubing, Paint Ball		Owner
TOTAL			158.31				
MARINAS							
Golden Anchor	Private	R-80	1.5	Yes	Parking, boat ramp, storage, lift		Owner
Davy Jones	Private	R-80	1.1	Yes	Parking, boat ramp, storage, lift		Owner
Larry's Marina	Private	R-80	1.5	Yes	Parking, boat ramp, storage, lift		Owner
TOTAL			4.1				
UNDEVELOPED							
Stone Crusher	Town	R-40	6.3	No	None	Poor	DPW
Margaret Rice Park	Town	OSC	31.9	No	None	Poor	DPW
Back River	Town	IC	0.5	No	None	Poor	DPW
TOTAL			38.7				

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SCORP SITES IN THE TOWN OF AMESBURY

SITE NUMBER	SITE NAME	ADDRESS	OWNER	AGENCY	TOTAL AREA
7011	Allen B. Marina	16 Merrimac St.	Private	Marinas (Private)	1
7028	Alliance Park	Main St.	Private	Other Private, Non-profit	1
7018	Amesbury Elementary	South Hampton Road	Municipal	School Department	14
7012	Amesbury Golf Club	Monroe St.	Private	Golf Course, Private	114
7017	Amesbury High School	Highland St.	Municipal	School Department	35.8
7013	Amesbury Middle School	Middle St.		School Department	17.4
7033	Amesbury Millyard	Millyard Way		Municipal	99999.9
7014	Amesbury Park	Friend St.,		Parks/Recreation Com	23
7015	Amesbury Park	Green Park Ave.		Parks/Recreation Com	4
7030	Amesbury Ski Tows	South Hampton Road	Private	Ski Area/Slopes/Reso	4.8
7038	Amesbury Town Ramp	Merrimac St.	Municipal	Municipal	0.1
7026	Bog Area	Kimball Road		Dept. of Public Works	5
7016	Camp Baur Crest	Haverhill Road	Private	Private Campgrounds	21
7002	Camp Weemac	Kimball Road	Private	Other Private Non-Profit	18
7019	Cashman School	Friend Street	Municipal	School Department	35.3
7025	Conservation Reserve	Kimball Raod		Dept. of Public Works	28.2
7035	Deer Island	Chain Bridge		Conservation Commission	45.6
7007	Hawthorne Girl Scout	South Hampton Road	Private	Boy/Girl Scouts - CA	20
7029	Huntington Park	Main St.		Other Private Non-Profit	1
7003	Lake Gardner	High St.	Municipal	Parks/Recreation	5
7034	Lake Gardner	Not Listed		Conservation Commission	112
7036	Larry's Marina, Inc.	14 Merrimac St.	Private	Marinas (Private)	0.1
7004	Lake Attitash Birches	Lake Attitash	Private	Other Private Non-Profit	3
7037	MacKenzie's Marina	Pleasant Valley	Private	Marinas (Private)	0.1
7005	Malbar Marina Trust	Pleasant Valley	Private	Other Private Non-Profit	1
7032	Market Square Park	Market Square	Municipal	Parks/Recreation	99999.9
7023	Memorial park	Main St.		Dept. of Public Works	1
7020	Neighborhood Park	Collins St.		Other Municipal	2.3
7027	Patten's Pond Sanctu	Patten Pond Road	Private	Other Private Non-Profit	3
7008	Pond Meadow	Lake Attitash	Municipal	Other Municipal	18
7009	Powwow In the Pines	Kimball Road	Private	Other Private Non-Profit	6
7001	Seashore Marina	Merrimack St.	Private	Private For Profit	2
7010	Town Forest	Kimball Road	Municipal	Dept. of Public Works	40
7022	Training Field Park	Main St.		Dept. of Public Works	1.5
7024	Veterans Housing Place	Main St.		Other Municipal	3.3
7021	Victoria Batchelder	Main St.	Municipal	Dept. of Public Works	1.6

2002 Community Survey Results

TOWN OF AMESBURY, MA
2002 COMMUNITY SURVEY

INTRODUCTION

On December 7, 2001 the Town of Amesbury, Massachusetts, mailed the 2002 Amesbury Community Survey to 7,013 households in town. The objectives of this survey were to solicit public input on a number of issues regarding the quality of life in Amesbury, planning for future growth and development, and satisfaction with current town services. Much of the survey replicated one conducted by the Town in 1996. Twelve hundred seventy-one (1271) residents completed and returned surveys.

This report presents the general findings of the survey for the use of local officials in updating the master plan so that broad citizen input to planning the future growth of Amesbury is included in their decisions.

MAJOR FINDINGS

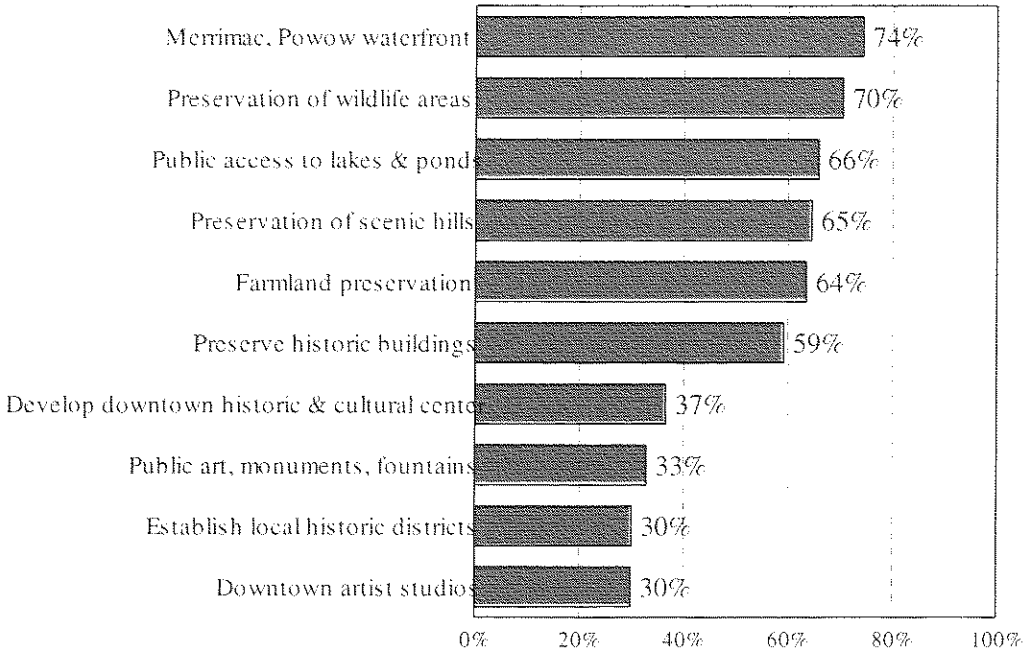
1. Cultural, Historic and Natural Resources

A series of questions were asked about the importance of several items to maintaining Amesbury's unique character. Of the items asked, it is clear that residents value the natural and scenic resources most strongly. Chart 1.1 displays the percentage of town residents who said each item was "very important".

- Preserving the geographic and natural features of Amesbury, (river fronts, wildlife areas, access to lakes & ponds, scenic hills, and farmland) are of highest importance to Amesbury residents.
- Preservation of the historic mill buildings downtown is thought to be somewhat important.
- Other economic development activities for downtown are significantly less important to town residents.
- There are few differences in how residents of different neighborhoods in Amesbury view the importance of these attributes.

Figure 1.1: Importance to Maintaining Amesbury's Community Character

(Percent "Very Important")

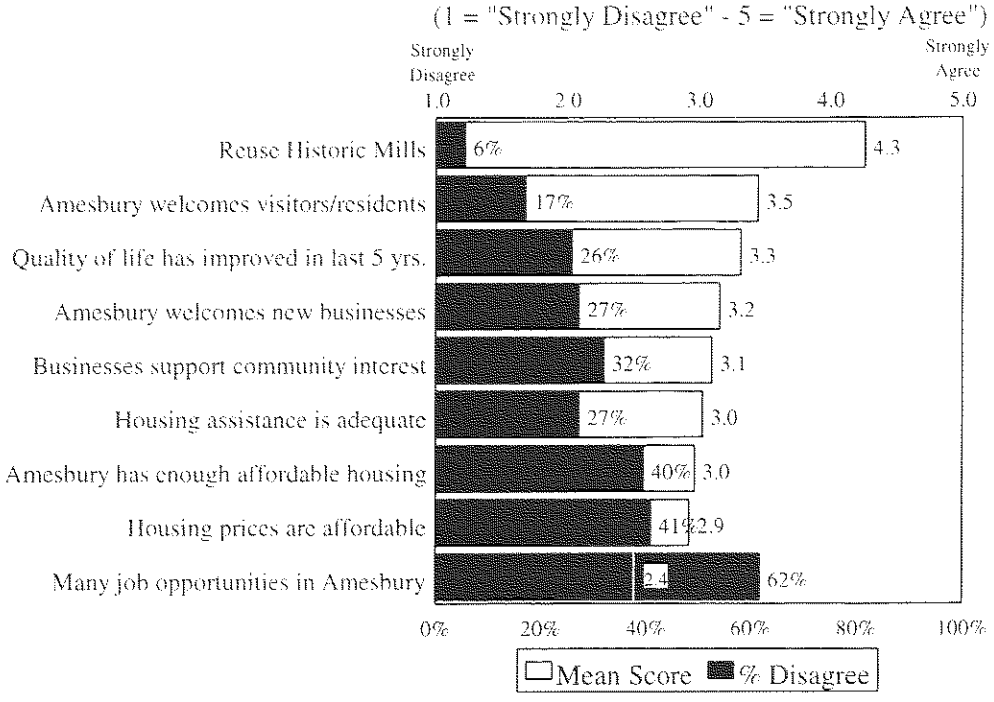


2. *Economic and Community Development*

In order to determine how Amesbury residents view the livability of their town, several questions were asked tapping their general sense of the community. For each item, residents were asked how strongly they agreed or disagreed with each item on a scale from 1 (strongly disagree) to 5 (strongly agree). Chart 2.1 displays the mean score for each item as well as the percentage of respondents who indicated they disagreed with the statement. Items that more than 10 percent of town residents disagree with indicate an area of concern.

- Amesbury residents believe that the quality of life in Amesbury has improved in the last 5 years.
- Amesbury residents identify the town strongly with the historic mill buildings. Only 6 percent of town residents believe the mill buildings should be destroyed rather than reused.
- There is a strong sense that housing opportunities in Amesbury are limited.
- There is also a sense that businesses have not stepped up to the plate and created more jobs for town residents. However, there is also a sense that the town of Amesbury does not welcome new businesses.

Chart 2.1: Amesbury's Sense of Community



3. *Land Use & Growth Management*

Growth Rate

Amesbury residents believe there has been too much growth in Amesbury (Table 3.1). This has increased significantly since the 1996 survey. (Figures from the 1996 survey have been re-percentaged to exclude "no opinion" and "no response" categories.)

- There are no significant differences in how residents of different Amesbury neighborhoods view the current growth rate.

Table 3.1: Rating Town Growth Rates, 1996 & 2002

	Too Much	**About Right**	**Not Enough**
Growth Rate - 1996	36%	47%	17%
Growth Rate - 2002	41%	52%	7%

Land Use & Management Tools

As shown in Table 3.1 above, a majority of Amesbury residents think that growth in the town has either been too much or at about the right amount. Another indication that residents support limiting growth can be seen in how they rate the use of environmental regulations and master planning, two of the most important tools town governments have to control and plan growth.

- As Table 3.2 clearly shows, Amesbury residents believe there has not been enough master planning for future growth and development in the town.
- Regarding the use of environmental regulations, the great majority of town residents believe that they have been used about right or not enough.

Table 3.2: Means of Controlling Growth & Development

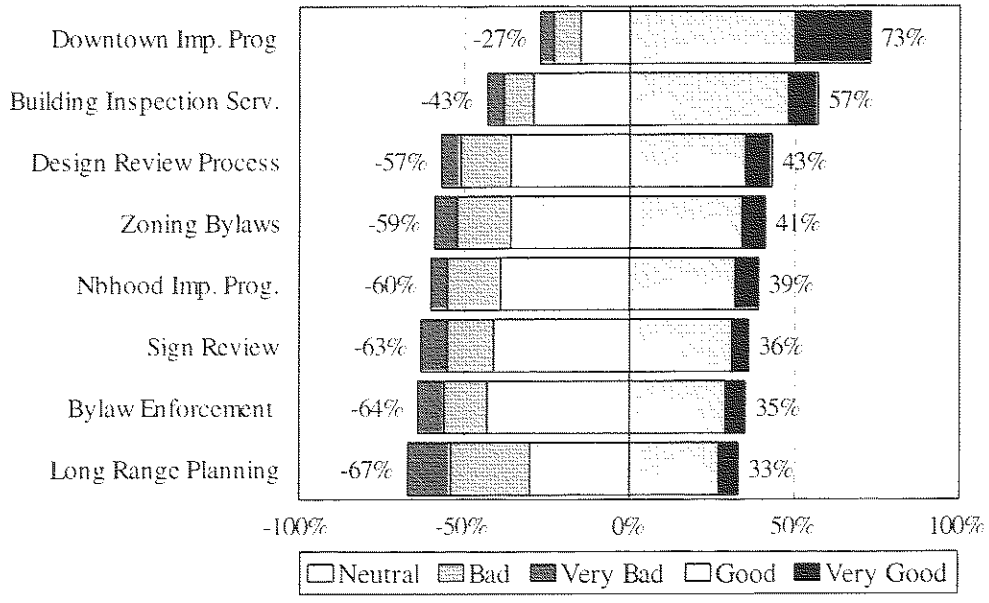
	Too Much	**About Right**	**Not Enough**
Environmental Regulations	9%	58%	33%
Master Planning for Future Growth	8%	32%	60%

A series of questions was asked designed to gauge citizen ratings of the effectiveness of several land use and management tools for protecting the quality of life in Amesbury. Figure 3.1 displays results to this series. (In this figure, "neutral" responses are displayed as negative ratings on the theory that citizens should be aware of the things its town does and can do for them. Only "good" ratings are recorded on the positive side of the figure.)

Amesbury residents are quite happy with the Downtown Improvement Program and the Building Inspection Service. Citizens know little about the Design Review Process, Zoning Bylaws, the Neighborhood Improvement Program, Sign Review, and Bylaw Enforcement. Citizens are aware of the Long Range Planning Process and view it negatively.

Surprisingly, residents who have recently moved to Amesbury are not significantly less informed about these land use and management tools than are long time residents. Indeed, there are few significant demographic differences between residents in their ratings of these land use and management tools.

Figure 3.1: Ratings of Land Use & Management Tools for Protecting the Quality of Life in Amesbury

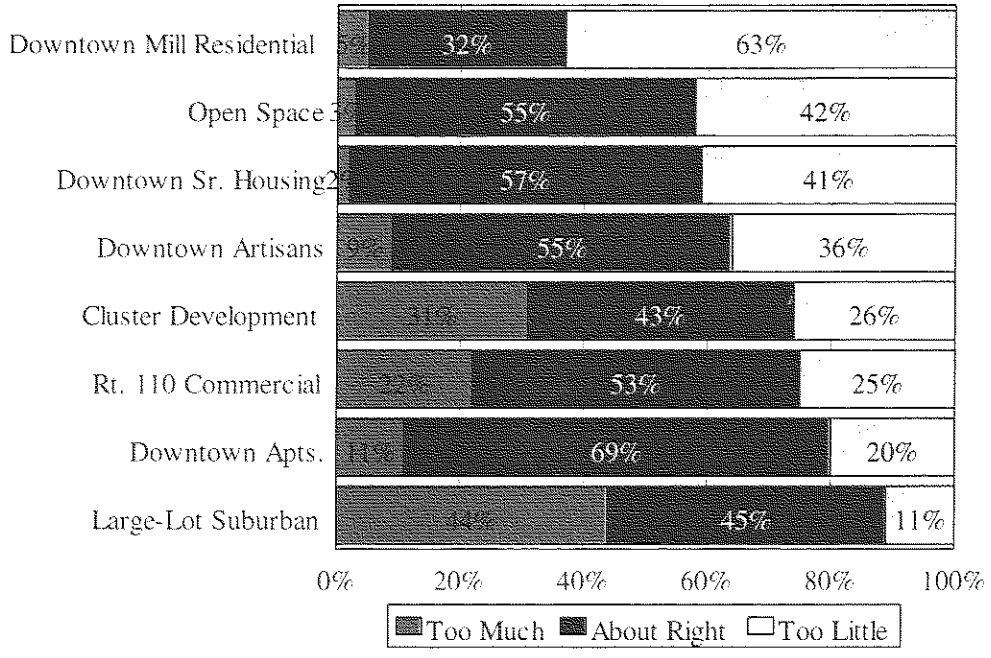


Land Use

Residents were next asked to rate a series of uses of land in Amesbury as to whether there is too much of it, too little, or if it is about right. (It is important that planners recognize that the "about right" category most likely does not include respondents who simply don't know much about a particular land use, as an explicit "no opinion" category was included as a response option.)

- Amesbury residents feel there have been too much large-lot suburban development (Figure 3.2).
- Residents believe there has been the right amount of cluster development and commercial development along Route 110.
- On other items rated (apartments over stores downtown, artisan uses downtown, open space, senior housing downtown, and using downtown mills for housing), residents say there is about the right amount or too little of each.

Figure 3.2: Attitudes Toward Current Land Use, 2002

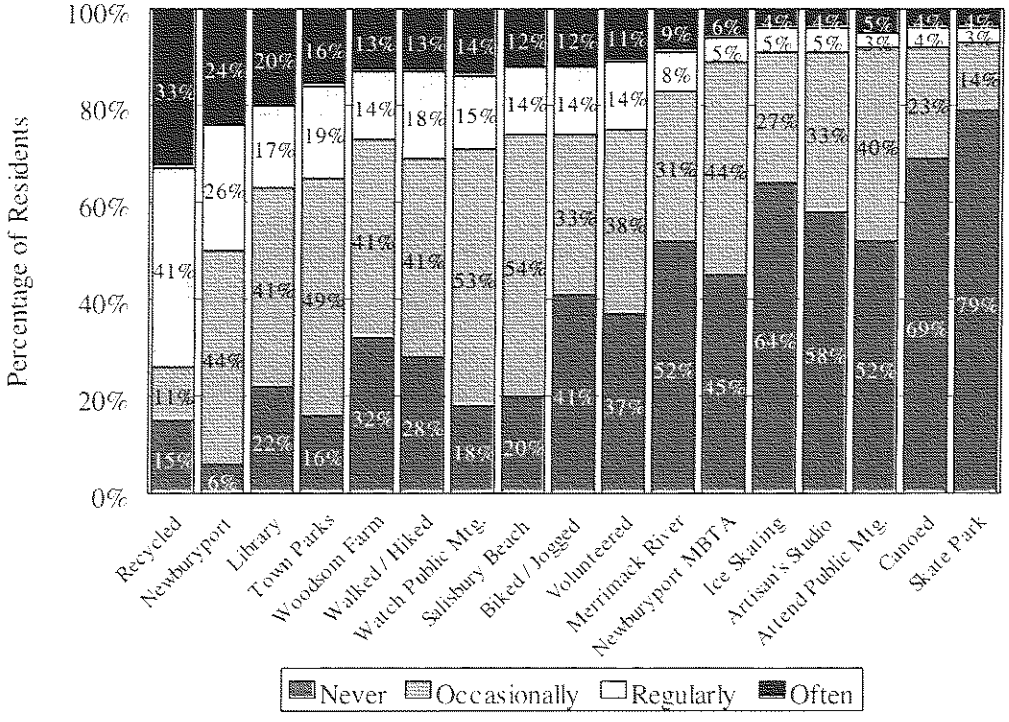


Open Space and Recreational Needs

In both 1996 and 2002, residents were asked to report if they had engaged in a number of recreational activities (Figure 3.3).

- The activities that Amesbury residents report engaging in most frequently are recycling, visiting downtown Newburyport, visiting the town library and visiting town parks.
- Residents report occasionally visiting Woodsom Farm, walking and hiking, watching public meetings on TV, visiting Salisbury Beach, biking or jogging, and volunteering.
- Most residents report that only occasionally or never engage in using the Merrimack River, using the MBTA from Newburyport, ice skating, visiting artisan studios, attending public meetings, canoeing, or using the skate park.
- Younger resident and residents with children are more likely regularly engage in outdoor activities than are older residents or those without children.

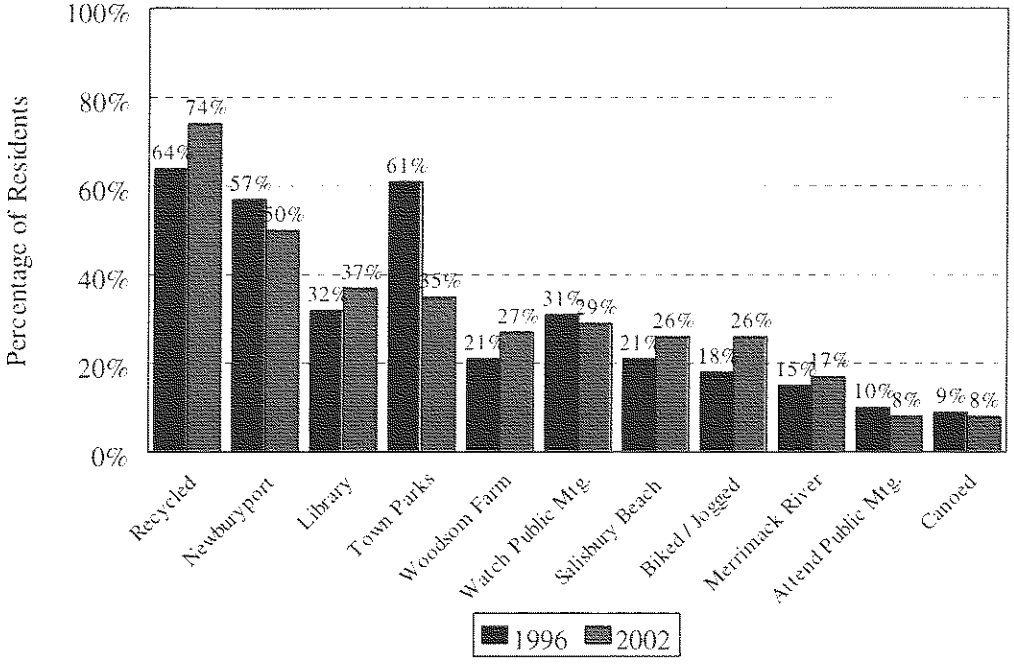
Figure 3.3: Activity and Usage Rates for the Amesbury Area, 2002



A number of these activities were asked about on both the 1996 and 2002 surveys. There have been few changes since the 1996 survey with the exception of a fairly large drop in the percentage of residents who report using Town Parks (Figure 3.4).

Figure 3.4: Activity and Usage Rates for the Amesbury Area, Activites Iincluded on 1996 & 2002 Surveys

(Percent responding "Often" or "Regularly")



4. *Public Facilities and Infrastructure*

Two series of questions were asked designed to gauge satisfaction ratings with a number of services the town provides as well as the level of support for increased funding for the service. Figure 4.1 displays a matrix where the X-Axis are satisfaction scores (on a scale where 1 = "very poor" to 5 = "excellent") and the Y-Axis ranges from 1 (no more funding) to 2 (more funding).

The upper, left-hand quadrant is most important for policy makers to focus on as this contains services that residents are not happy with, but ones that they are willing to increase funding for. These include:

- street repair;
- sidewalk maintenance;
- recreational and youth services;
- drinking water quality;
- maintenance of town property and parks; and
- the after school program.

The upper right-hand quadrant displays services that citizens are currently satisfied with, but ones that they also believe should receive increased funding. These services include:

- Amesbury Public School System;
- Amesbury Public Library;
- fire protection;
- ambulance service; and
- the summer youth program.

The lower left-hand quadrant contains services that residents are not particularly satisfied with and for which they do not think additional funding is advisable. These include:

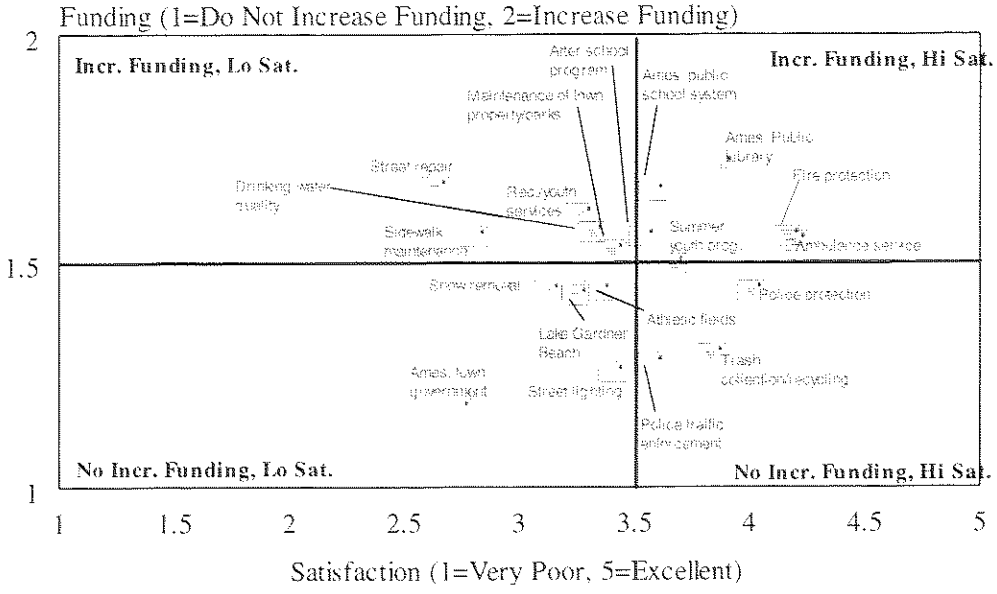
- Amesbury Town government;
- snow removal;
- Lake Gardner beach;
- athletic field; and
- street lighting.

The lower right-hand quadrant contains services that residents are satisfied with but which they feel do not warrant additional funding. These include:

- police protection;
- police traffic enforcement; and
- trash collection & recycling.

Because of question wording changes, it is difficult to compare service satisfaction and importance ratings with the 1996 survey.

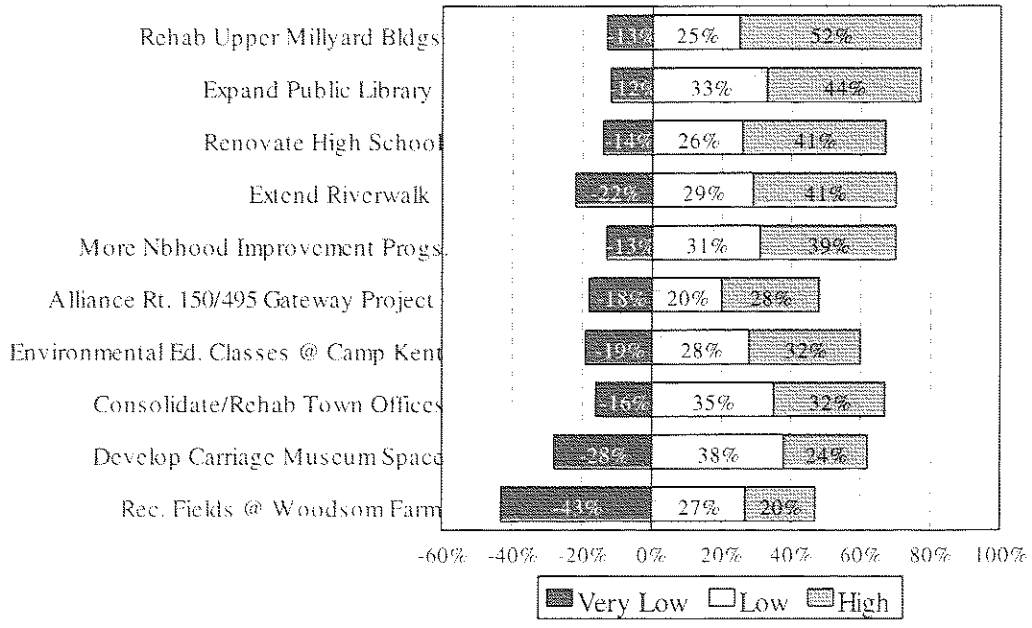
Figure 4.1: Satisfaction / Funding Matrix for Public Facilities & Infrastructure



Projects Directly Impacting Town Finances

Residents were next asked to rate how important several projects that may affect their tax rate are to them. It is important to note that no dollar figures were used in these questions and that further research should be done before initiating any of these projects. These data serve to provide planners with the public's sense of the relative importance of each project (Figure 4.2).

Figure 4.2: Level of Support for Projects in Amesbury



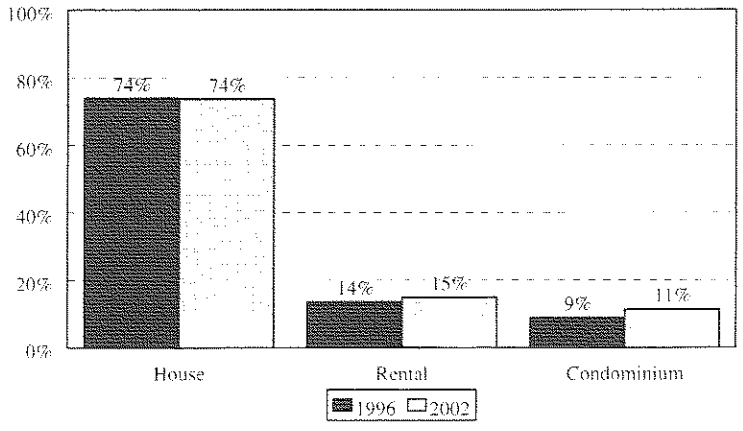
- The project of greatest importance to Amesbury residents is rehabilitation of the Millyard buildings.
- Expanding the public library, renovating the high school, extending the riverwalk to Salisbury and Newburyport, more neighborhood improvement projects, and the Alliance Rte 150/495 Gateway project are of moderate importance.
- Projects of lower importance include environmental education classes at Camp Kent, rehabilitating and consolidating Town offices, developing space for a carriage museum downtown, and constructing recreation fields at Woodsom Farm.
- Once again, there are few differences in the priorities placed on these projects by people living in different neighborhoods in Amesbury.

5. *Demographic Profile*

Living Situations

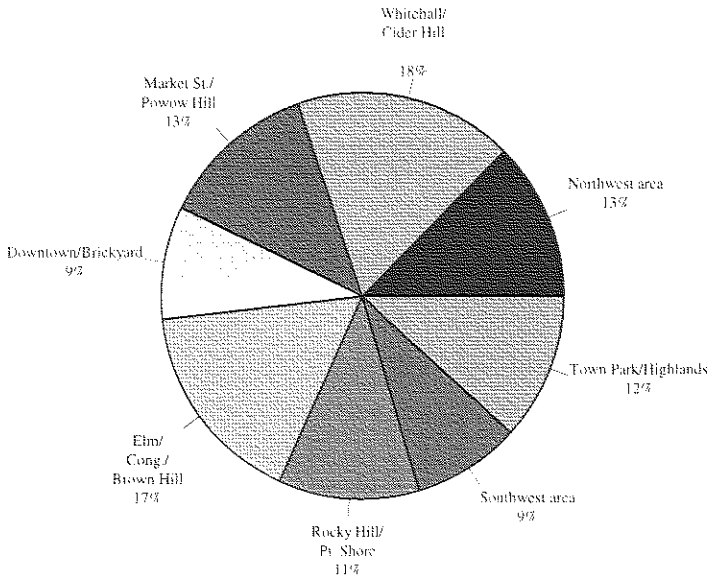
A series of questions to profile the demographics of the Amesbury residents responding to the survey was asked, as in 1996.

Figure 5.1: Type of Housing



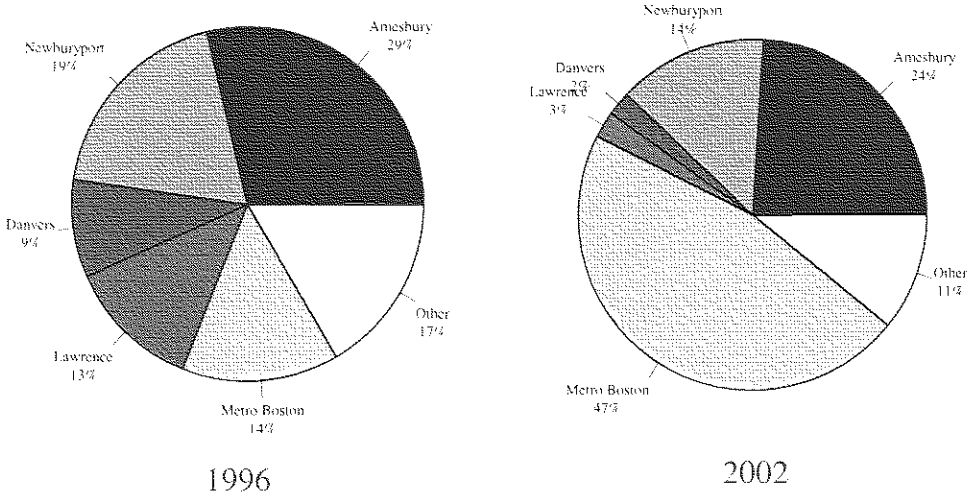
- The majority of Amesbury residents responding to the survey live in a home (74%, compared to a combined 74% who lived in single family homes or a duplex/triplex in 1996, re-percentaged to exclude non-responses). Fifteen percent reported that they rent (a combined 14% in 1996 lived in apartments in complexes or in multi-family homes, or nursing homes), while 11 percent live in a condominium, compared to 9 percent in 1996.
- Not quite two-thirds (62%) live in a two-adult household and just over one-fifth (21%) are the only adult in their household. Seventeen percent live in a household with three or more adults.
- Almost two-thirds (65%) report that their are no children in their household. Just over one-fifth (21%) have two or more children, and 14 percent have one child in their household.

Figure 5.2: Area of Residence



- Residents from a wide range of areas in Amesbury participated in the study, including the Downtown Brickyard section (9%) and the Cider Hill Farm, Whitehall Road and South Hampton Road area to the north (18%).
- Tenure of residence in Amesbury leans slightly towards more recently, as over half (56%) report having lived in Amesbury for 10 or fewer years (30% less than 5 years, 26% 5 to 10 years). However, almost one-quarter (24%) are long term residents (more than 20 years) while 19 percent have lived in Amesbury for 11 to 19 years.
- Over half (52%) of Amesbury residents interviewed said that they had moved there from the North Shore, and just over one-quarter (27%) had come from another area of Massachusetts. One-fifth (21%) reported moving to Amesbury from another state or country.

Figure 5.3: Respondents Place of Work



- Of particular interest is the difference between the 1996 and 2002 findings for the town where Amesbury residents work. The percentage who now work in the Metro Boston area has increased three-fold, approaching nearly half (47%) of those interviewed, while those working close to home in either Amesbury or the Newburyport area has decreased, and much more so when Danvers and Lawrence are taken into account.

Personal Information

Amesbury residents interviewed for the study were well educated, reflecting in higher income levels, and most were in their prime working years. About one-quarter of those responding were of retirement age.

Figure 5.4: Education

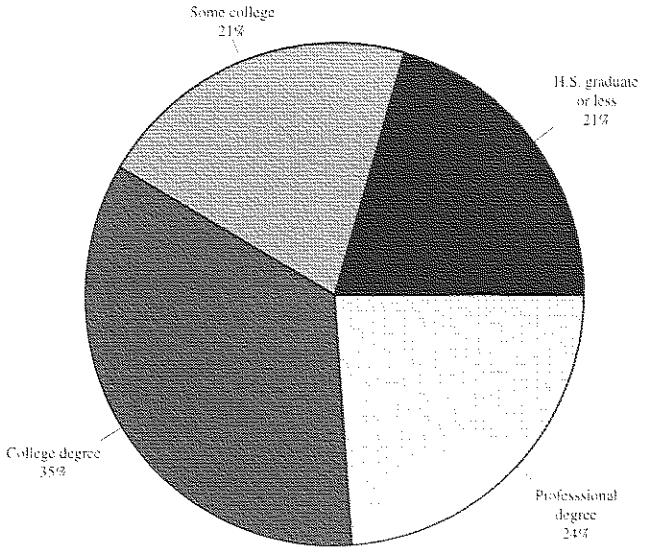


Figure 5.5: Income

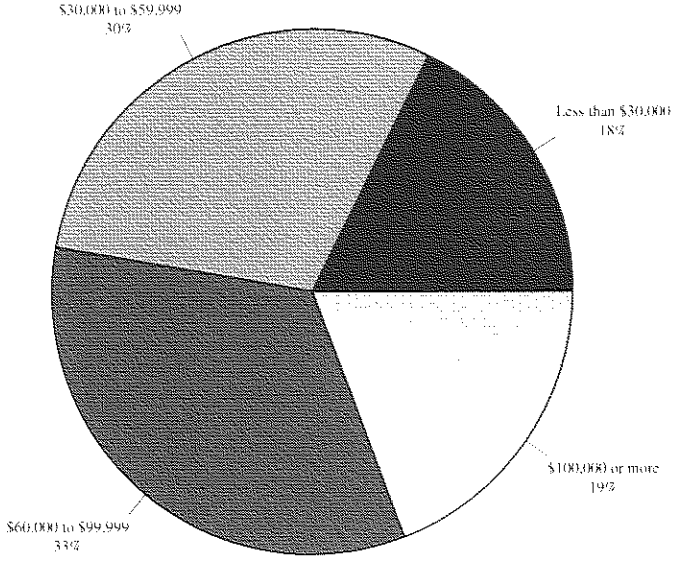
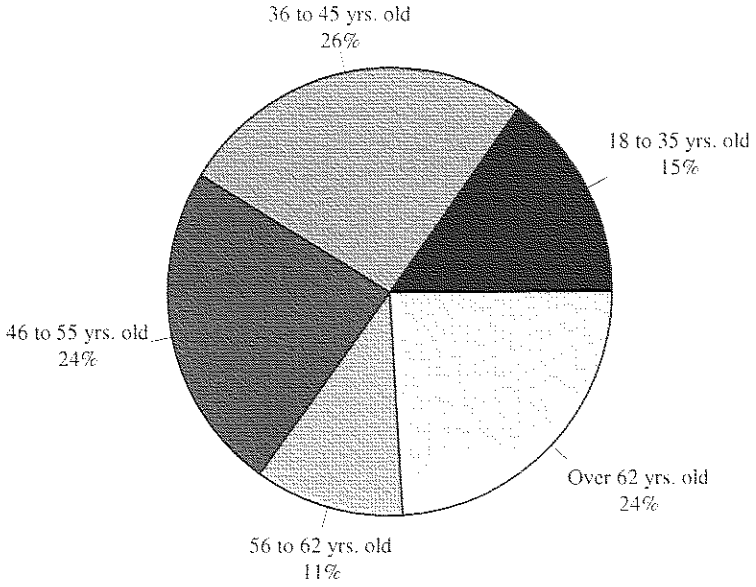


Figure 5.6: Age



6. *Conclusions*

Protect, Recycle and Re-Use

As in 1996, Amesbury residents value the natural environment of the town and wish to preserve it. This was clearly evident when residents were asked to rate the importance of ten items in maintaining the town's "unique community character." Of the ten evaluated, the five natural resources were considered to be the most important.

- Paramount among these was preserving the Merrimac, Powow River waterfront and wildlife areas.
- Of the remaining, more urban-oriented items, preserving historic buildings was deemed very important by over half of Amesbury residents participating in the study.
- In support of this environment-conscious mindset is the finding that almost three-quarters of Amesbury residents report that they at least regularly recycle paper, cans, or bottles at home, and the vast majority believe that environmental regulations have been used "about right" or "not enough".
- The spirit of recycling is also present in residents' wish to reuse, rather than demolish, Amesbury's historic mills.

Growth Must Be Controlled and Planned

While Amesbury residents believe that the general quality of life in their town has improved in the past five years, significantly more residents believe there has been too much growth in their town, compared to 1996 findings.

- Fewer residents believe that enough affordable housing is available, that house prices are affordable in general, or that job opportunities are plentiful.
- Another indication that residents support limiting growth is that more than half believe there has been not enough master planning for future growth and development in the town. In 1996 residents supported an update of the Master Plan, but few think it has been enacted as two-thirds categorized the long range planning for the town as being negative (or neutral).
- Additionally, Amesbury residents feel there has been "too much" large-lot suburban developments (similar to 1996 findings concerning large residential developments overtaking farmlands), and "not enough" usage of the downtown historic mills. Other types of land areas tested were perceived to be used, for the most part, "about right".
- Residents see the downtown improvement program and the building inspection service as positive tools for protecting the quality of life in Amesbury, and also the design review process, but to a lesser degree.
- Another factor contributing to the growth issue is that the character of Amesbury is changing as more people who live in the town do not work there, especially compared to 1996 findings. The

consequences of this include higher housing prices and potentially less of a connection between residents and the town of Amesbury as residents spend more time commuting outside of the area.

Important Services and Projects

Amesbury residents are satisfied with certain basic city services - their police protection and traffic enforcement, as well as trash collection and recycling (the activity most residents participate in) – but certain maintenance and youth-oriented resources warrant improvement. The matrix of satisfaction ratings afforded some clear directives as to what projects Amesbury residents supported.

- The city services that Amesbury residents are the least satisfied with, and most willing to increase funding for are: street repair and sidewalk maintenance, as well as town property and parks, drinking water quality (identified as a negative in 1996), and after school and recreational youth services. The majority also supported a project that would extend the Riverwalk and bikeway to Salisbury Beach and Newburyport.
- Other areas that funding could be increased for include the public school system (crowded schools was also a negative in 1996) and summer youth program, as well as the public library, and fire and ambulance services. The majority of residents also indicated that expanding the public library and renovating the public high school were projects that they supported highly.
- As reflected throughout the research, a project to rehabilitate the remaining vacant Upper Millyard buildings is something Amesbury residents strongly supported.

Historic Resources Inventory

Amesbury Street Index, 6/21/2004

HISTORIC NAME	DESIGNATION	
	INV	
Moody House	INV	INV
Taylor, James W. House	INV	LHD
Fowler, Jacob House	INV	
Osgood, Stephen House	INV	**Properties**
Fowler, Charles B. House	INV	NRDIS
Bartlett, Rebecca House	INV	NRIND
Morrill, Moses House	INV	NHL
Dorr, Edward House	INV	PR
Bush, Thomas M. House	INV	NRDOE
Walker, Ambrose E. House	INV	MA/HL
Tucker, George J. House	INV	
	INV	
	INV	
	INV	
	INV	
	INV	
	INV	
Harris, Frank O. House	INV	
Huse, Oscar J. F. House	INV	
Dow, Frederick F. House	INV	
Deehan, Charles B. House	INV	
Wood, George W. House	INV	
Ives, James House	INV	
Congdon, S. Warren House	INV	
McHugh House	INV	
	INV	
Gray, Lt. Herbert L. House	INV	
	INV	
	INV	
	INV	
Sawyer, Jeremiah House	INV	
Atwood, Frank W. House	INV	
Marshall, Edward H. House	INV	
Smith, Ephraim B. House	INV	
	INV	
Currier, Howard E. House	INV	
	INV	
Briggs Carriage Company	INV	
Walker, Hiram House	INV	
Fowler House	INV	
Kingsbury, Capt. Henry House	INV	
Kingsbury, Capt. Henry Barn	INV	
Webster's - Salisbury Point Cemetery	INV	
Currier, Patience House	INV	
Clinton Street Bridge over Back River	INV	
Garfield School	INV	
Pike, Robert House	INV	
Osgood, William Garrison House	INV	
	INV	
Morrill, A. K. House	INV	

Currier, George House	INV
Stover, Charles M. House	INV
Prescott, Frank L. House	INV
Mann, Horace Primary School	INV
Pousland, John House	INV
Union Block	INV
	INV
Powow House Hotel and Cafeteria	INV
Cummings, James House	INV
Osgood House	INV
Gray and Davis Lamp Manufacturing Company	INV
Davis, Rufus House	INV
Brewster, John Jr. House	INV
Hume, James House	INV
Wilds, J. M. House	INV
Elm Street Fire Station	INV
Osgood, Jacob B. House	INV
	INV
Collins, E. P. House	INV
Rowell, James House	INV
Collins, Moses House	INV
	INV
Flanders, Benjamin - Lamprey, Sam and John House	INV
	INV
	INV
Flanders, Stephen House	INV
Fowler, Harrison B. House	INV
True, J. S. House	INV
Eastman, Jonathan House	INV
Rowell Block	INV
Morrill, Elbridge F. Double House	INV
Frost, N. - McGinley, Margaret House	INV
Marston, Dudley House	INV
Whittier Press - Amesbury Daily News Building	INV
Colchester Mill - Clarkson Carriage Factory	INV
Carriage Hill Complex	INV
Mount Prospect Cemetery	INV
Corner Cemetery	INV
Graham, George House	INV
	INV
	INV
	INV
	INV
Estes, Rev. Daniel Gordon House	INV
Guest, J. - Blaisdell, John House	INV
Blaisdell House	INV
Blaisdell Barn	INV
Blaisdell Barn	INV
Blaisdell Garage	INV
Stevens - Fifield Double House	INV
	INV
Webster, D. House and Farm	INV

	INV
Amesbury and Salisbury Library Association Bldg.	INV
	INV
	INV
	INV
	INV
Hanley, Edward Gas Station	INV
Amesbury Town Hall and Police Station	INV
Rowell, Jacob - Rowell, Charles House	INV
Sacred Heart Roman Catholic Church	INV
Sacred Heart Roman Catholic School	INV
	INV
Young, Benjamin House	INV
Davis, James H. House	INV
Whittier, John Greenleaf House	NHL, NRIND
Cammett, Cyrus House	INV
Amy's Auto Repair Garage	INV
Dewhurst, Albert F. House	INV
Barnard, Isaac House	INV
	INV
Amesbury Friends Meeting House	INV
	INV
	INV
	INV
	INV
Rowell, Capt. James House	INV
	INV
Grand Army of the Republic Monument	INV
Franco-American Militery Monument	INV
Amesbury Park	INV
	INV
	INV
Saint James Episcopal Church Rectory	INV
Jewell, Hiram House	INV
Green, Marlon House	INV
	INV
Sargent, Robert P. House	INV
	INV
Huntington, Benjamin F. House	INV
Currier, John House	INV
Hoyt, T. and H. - Maxfield, Daniel C. House	INV
Huntington, Ephraim M. House	INV
Osborne, J. H. House	INV
Saint Joseph's Roman Catholic Church Cemetery	INV
Amesbury Y. M. C. A. Building	INV
	INV
Trussell, John - Boardman, Leonard House	INV
	INV
	INV
	INV
	INV
High Street Bridge over Powwow River	INV

Amesbury Street Index, 6/21/2004

Binney, Dolly House	INV
	INV
	INV
Hill, Charles Double House	INV
Folger, Nathaniel House	INV
Long, Charles W. House	INV
Briggs, Richard House	INV
Clarkson, William House	INV
Wilman, George P. House	INV
Hodge, George E. House	INV
	INV
Currier, John House	INV
	INV
	INV
	INV
Bailey, Samuel R. House	INV
	INV
	INV
	INV
Libby, Charles E. House	INV
Whittier, John Greenleaf Bridge	INV
Kendrick, S. House	INV
Bayley, Jonathan House	INV
Kendrick, Samuel House	INV
Currier, David House	INV
Tuxbury Burial Ground	INV
Lake Gardner Dam	INV
Brouillette, Joseph House	INV
Doran Double House	INV
Eastman, Frank B. Double House	INV
Morrill, A. House	INV
	INV
	INV
Nayson, J. Frank Double House	INV
	INV
	INV
	INV
Currier, Dea. Thomas House	INV
Jones, Philip - Currier, Nathaniel House	INV
Jones - Hanley, Edward House	INV
Quinby, Robert - Currier, Levi House	INV
Quinby, Robert - Currier, Levi Barn	INV
Jewell, George - Little - Woodsom Farm	INV
Jewell - Little - Woodsom Hay Barn and Silos	INV
Jewell - Little - Woodsom Cow Barn and Milk Room	INV
Jewell - Little - Woodsom Show Horse Barn	INV
Currier, Nathaniel Lion	INV
Woodsom, Jewell Grinder - Planter	INV
Barnard - Woodsom House	INV
Barnard - Woodsom Barn	INV
Barnard - Woodsom Shed	INV
	INV

Tuxbury, Dea. Isaac - Woodsom House	INV
Tuxbury, Dea. Isaac - Woodsom Barn	INV
	INV
	INV
Powder Magazine	INV
Salisbury Manufacturing Company Counting House	INV
	INV
Fuller Building	INV
	INV
U. S. Post Office - Amesbury Branch, Old	RDOE, PR, NRDIS
	INV
Saint James Episcopal Church	INV
Kimball, Forrest G. Apartment House	INV
Currier - Binney, William C. House	INV
Unitarian Congregational Church	INV
First Methodist Church Parsonage	INV
Horton, James - Webster, Jonathan B. House	INV
Amesbury Methodist Episcopal Church	INV
Amesbury Public Library	INV
Huntington, Alexander M. House	INV
Douglass, Dr. John A. House	INV
Universalist Church - Seventh Day Adventist Church	INV
Poyen, John S. House	INV
Dennet, James House	INV
Biddle, William E. House	INV
Bartlett, William D. House	INV
Bartlett, William D. House	INV
Patten, Orlando S. House	INV
Patten, M. E. House	INV
Blaikie, R. and Company House	INV
Clarkson, Joseph T. House	INV
	INV
	INV
Currier - Bagley - Huntington House	INV
Macy, Thomas - Colby, Anthony House	INV
Ferry Street Intermediate School	INV
Barnard, D. J. House	INV
Foot, Theophilus House	INV
Amesbury and Salisbury Home for Aged Women	INV
Bagley, Lowell House	INV
	INV
Green House	INV
Goodrich, T. M. House	INV
Osgood, George W. House	INV
Bailey, A. L. House	INV
Bailey, A. L. House	INV
Hadley, J. House	INV
Webster H. House	INV
Currier, S. House	INV
Fowler, Eben P. House	INV
Webster, Azor O. House	INV
	INV

Biddle, William E. Jr. House	INV
Hackett, William House	INV
Morrill, Eugene House	INV
Union Congregational Church Rectory	INV
Webster, D. House	INV
Young, Thomas House	INV
Webster, Daniel House	INV
Worthen, N. House	INV
Morrill, William House	INV
Morrill, Aaron Jr. House	INV
Currier House	INV
Ames, William H. House	INV
Fowler, Everett House	INV
Osgood, George House	INV
Osgood, T. Porter House	INV
Morrill House	INV
Currier, Richard House	INV
Walsh, Michael House	INV
Fowler, Capt. J. House	INV
Point Shore Christian Church	INV
	INV
Colby, Capt. S. House	INV
Wigglesworth House	INV
Fowler, J. House	INV
Colby, John House	INV
Clark, Seth House	INV
Lowell, Hiram House	INV
True, Samuel House	INV
Fifield, A. L. House	INV
Currier, D. House	INV
Lowell's Boat Shop	NRIND, NHL, PR
Lowell, S. House	INV
Lowell, J. S. House	INV
Keniston, J. House	INV
Guest House	INV
Clough, John House	INV
Pray, A. House	INV
	INV
Pickford, P. J. House	INV
Osgood, R. House	INV
Morrill, W. C. House	INV
Morrill, W. C. - Andrews, F. Boatshop	INV
Gove House	INV
Stevens House	INV
	INV
	INV
	INV
Smith's Chain Bridge Filling Station No. 3	PR
Rand - Adams Block	INV
Wilman Block	INV
Crown Theater	INV
	INV

Amesbury Street Index, 6/21/2004

Briggs, James W. Double House	INV
Bagley, D. Double House	INV
	INV
	INV
Salisbury Manufacturing Company Post Office	INV
Chase, Sarah T. House	INV
Janvren, Jonathan W. House	INV
Huntingdon, Daniel Double House	INV
Salisbury Manufacturing Company Mill Building	INV
Salisbury Manufacturing Company Mill #7	INV
Bartlett - Hoyt Double House	INV
Gordon, N. Double House	INV
	INV
Union Evangelical Church of Amesbury and Salisbury	INV
	INV
Morrill - Edwards Double House	INV
Turner - Reddy Block	INV
Cammet, Gustavus Block	INV
Dondero Block	INV
Webster Block	INV
Nayson, Jonathan Drug Store - G. A. R. Hall	INV
Webster Block	INV
	INV
	INV
Sullivan, Tim Fruit Store	INV
	INV
	INV
Salisbury Mill Company - Mill #12	INV
Salisbury Mills Company - Mill #2	INV
Salisbury Mill Company - Mill #9	INV
Salisbury Mill Company - Mill #11	INV
Salisbury Mill Company - Mill #14	INV
Salisbury Mill Company - Mill #15	INV
Salisbury Mill Company - Mill #1	INV
Amesbury Tavern and Toll House	INV
Salisbury Mills Company - Mill #4	INV
Landry, James J. Jr. Memorial Stadium	INV
Golgotha Burial Ground	INV
Amesbury Union Cemetery - Bartlett Cemetery	INV
Powow River Bridge	INV
Essex - Merrimac Bridge	INV
The Captain's Well	INV
Doughboy War Memorial	INV
Justin, William B. Memorial Park	INV
Bartlett, Josiah Statue	INV
Frigate Alliance Marker	INV
Alliance Park	INV
Macy, Thomas - Colby, Anthony House Marker	INV
Essex - Merrimac Bridge - Chain Bridge	INV
Viet Nam, Korean and World War II Honor Roll	INV
Justin, William B. Granite Memorial Tablet	INV
Todd, Frank P. House	INV

Taylor, J. House	INV
	INV
Davis, James H. House	INV
	INV
Amesbury Associates Building - Jackson Bakery	INV
	INV
	INV
Merchants Row	INV
Woodworth, F. W. Department Store	INV
	INV
Amesbury Associates Block	INV
Powow River National Bank Building	INV
Bartlett Block - Grand Army of the Republic Hall	INV
Provident Institute for Savings Bank	INV
	INV
	INV
	INV
	INV
Long, William L. House	INV
	INV
Crain, Chester F. House and Dry Goods Store	INV
Webster, Daniel House	INV
Sibley, Ebenezer - Clark, Thomas Jefferson House	INV
	INV
	INV
	INV
Duckworth, H. Double House	INV
Peaslee, M. Louisa House	INV
Brown, Forrest House	INV
Grieves, Charles S. House	INV
Patten, G. House	INV
Godsoe, Benjamin House	INV
Pellerin, Edward House	INV
Miller, James House	INV
	INV
Morrill, Benjamin A. House	INV
	INV
Solari Block	INV
Excelsior Block	INV
Chelsey Carriage Company Worker Housing	INV
Clark, Joseph and Edmund Double House	INV
Wadleigh, Benjamin House	INV
Clark, Seth IV Double House	INV
	INV
Brown, N. H. - Healy, John A. Double House	INV
Brown, Forrest Double House	INV
	INV
Patten, Stephen C. Double House	INV
Market Street Baptist Church	INV
Salisbury and Amesbury Water Company	INV
Averill, James House	INV
Bailey, Samuel R. III House	INV

Huntington, J. House	INV
Chellis, H. House	INV
Babb and Bartlett House	INV
Huntington, W. - Clough, S. House	INV
	INV
	INV
	INV
Merrimac Hat Company Mills - Building #12	NRDOE
Merrimac Hat Company Mills - Building #15	NRDOE
Merrimac Hat Company Mills - Building #5	NRDOE
Merrimac Hat Company Mills - Building #6	NRDOE
Merrimac Hat Company Mills - Building #3	NRDOE
Merrimac Hat Company Mills - Building #14	NRDOE
Merrimac Hat Company Mills - Building #16	NRDOE
Merrimac Hat Company Mills - Building #16A	NRDOE
Merrimac Hat Company Mills - Building #11	NRDOE
Merrimac Hat Company Mills - Building #13	NRDOE
Merrimac Hat Company Mills - Building #4	NRDOE
Merrimac Hat Company Mills - Building #8	NRDOE
Merrimac Hat Company Mills - Building #7	NRDOE
Merrimac Hat Company Mills - Building #23	NRDOE
Merrimac Hat Company Mills - Building #24	NRDOE
Merrimac Hat Company - Bldg #25 - Dye House	NRDOE
Merrimac Hat Company Mills - Building #9	NRDOE
Merrimac Hat Company Mills - Hydrant Building	NRDOE
Merrimac Hat Company Mills - Water Treatment Bldg	NRDOE
Merrimac Hat Company Mills - Sawdust Silo	NRDOE
Merrimac Hat Company Mills - Water Tower	NRDOE
Merrimac Hat Company Mills - Shed	NRDOE
Merrimac Hat Company Mills - Machine Shed	NRDOE
Merrimac Hat Company Mills - Paint Shop - Warehous	NRDOE
Morrill, D. F. - Pender, Robert House and Farm	INV
Salisbury Manufacturing Company Worker Housing	INV
Bishop, Ralph C. Gas Station	INV
	INV
	INV
Salisbury Plains Burying Ground 1640	INV
	INV
Tewksbury, Fred House and Farm	INV
Tewksbury, Fred Barn	INV
Amesbury Pumping Station #3	INV
Amesbury Water Treatment Facility - Filter House	INV
Ring, Jonathan - Eaton, Lowell House and Farm	INV
Ring, Jonathan - Eaton, Lowell Cattle Barn	INV
Rings Corner Bridge	INV
Tuxbury Pond Bridge	INV
Martin, Susanna Marker	INV
Walker Automobile Body Company - Building #3	INV
Hume Carriage Company	INV
Gray and Davis Lamp Manufacturing Company	INV
	INV
	INV

	INV
	INV
Osgood, George W. House	INV
	INV
	INV
Poyen, John S. Servant's Quarters	INV
Gove House	INV
Feltch, Elbridge S. House	INV
Widow Wells House	INV
Carlton, Mary P. House	INV
Worthen, J. and W. House	INV
Worthen, Daniel House	INV
Worthen, John B. House	INV
Blaisdell, S. - Huntington, W. House	INV
Huntington, Moses H. - Davis, Moses E. House	INV
Davis, Joel House	INV
Page, J. Huntington House	INV
Page, Josiah House	INV
Colby, E. C. House	INV
Huntington, Moses House	INV
Goodwin, David House	INV
Brown House	INV
Weed - Sargent, E. House	INV
Pond Street Bridge over Powwow River	INV
Weed, Daniel O. House	INV
	INV
	INV
Morrill, Isaac House	INV
	INV
Rocky Hill Meeting House	NRIND, MA/HL
Lang, J. S. House	INV
Batchelder, George E. House	INV
Cowan, John House	INV
	INV
	INV
Powow Villa	INV
Millyard Hollow Frame Dam	NRDIS, PR
Fielding, A. H. House	INV
Prospect Street School	INV
Connor, James E. House	INV
Todd, Albert W. House	INV
Temple, George H. House	INV
	INV
	INV
Palmer, Myron L. House	INV
Sargent, Porter House	INV
Barnard, C. Double House	INV
R Street Bridge over Back River	INV
Long, William - Crisham and Sullivan Livery Stable	INV
Boston and Maine Railroad Station	INV
Morrill, Ezra C. House	INV
Lowell, Stephen House	INV

Hackett Grammar School	INV
	INV
Fowler, John House	INV
True, David Saw Mill and Turning Shop	INV
True, David Saw Mill and Turning Shop Barn	INV
Pettingill, John House	INV
Turner, Judge George House	INV
Bailey, Orlando S. House	INV
Ordway, Dr. Nehemiah High and Grade School	INV
Amesbury Mills District Schoolhouse	INV
Amesbury Fire Station	INV
Amesbury Police Station and Courthouse	INV
Hamilton Woolen Mills Double Worker Housing	INV
Feltch, Elbridge S. House	INV
Stone, Alice Feltch House	INV
Nelson, Helen Feltch House	INV
Sargent, May Feltch House	INV
	INV
Hills, Ebenezer Dairy Farm	INV
Hills, Ebenezer Dairy - Dairy Barn	INV
Hills, Ebenezer Dairy - Barn	INV
Hills, Ebenezer Dairy - Vehicle Shed	INV
Hills, Ebenezer Dairy - Bull Barn	INV
Chesley, J. F. House	INV
Hills, George House	INV
	INV
Morrill, Benjamin F. House and Farm	INV
Hayward, O. T. House	INV
	INV
Saint Joseph's Roman Catholic Church	INV
Saint Joseph's Catholic Church Rectory and Office	INV
Saint Joseph's Roman Catholic Parochial School	INV
Saint Joseph's Roman Catholic Church Convent	INV
	INV
Bayley, Joseph A. House	INV
	INV
	INV
	INV
Briggs, George H. Double House	INV
Thompson Street Bridge over Powwow River	INV
	INV
Blake, Samuel House	INV
	INV
Nichols, Harriet N. House	INV
Prescott, Charles H. House	INV
Inglis, James A. House	INV
Morse, Darius House	INV
Salisbury Manufacturing Company Textile Mill #4	INV
Salisbury Manufacturing Company Textile Mill #17	INV
Water Street Bridge	INV
	INV
Burlingame, Charles A. House	INV

Rand, W. House	INV
	INV
Wood, Robert House	INV
	INV
Hibbert, Rev. Thomas House	INV
	INV
Killam, Henry M. House	INV
Dennett, Fred T. House	INV
Pillsbury, William J. House	INV
Osgood, Charles E. House	INV
Gould Double House	INV
Woodman, S. House	INV
Amesbury Central Business District	LHD
The Millyard	LHD
Salisbury Point	LHD
Ferry District	LHD
Highlands Area	LHD
Lion's Mouth Road	LHD
Training Field	LHD
Elm Street	LHD
Feltch Houses	LHD
Powwow and Whittier Hills	LHD
Pleasant Valley Road	LHD
Saint Joseph Church Properties	LHD
Amesbury and Salisbury Mills Village Historic	NRDIS
Merrimac Hat Company Mills	LHD
Jewell - Little - Woodsom Farm	LHD

Amesbury Inventoried Property
Local Historic District

Listed on the State Register of Historic Places
National Register District
National Register Individual Property
National Historic Landmark
Preservation Restriction
National Register Determination of Eligibility
Massachusetts Archaeological/Historic Landmark

Statistical Review

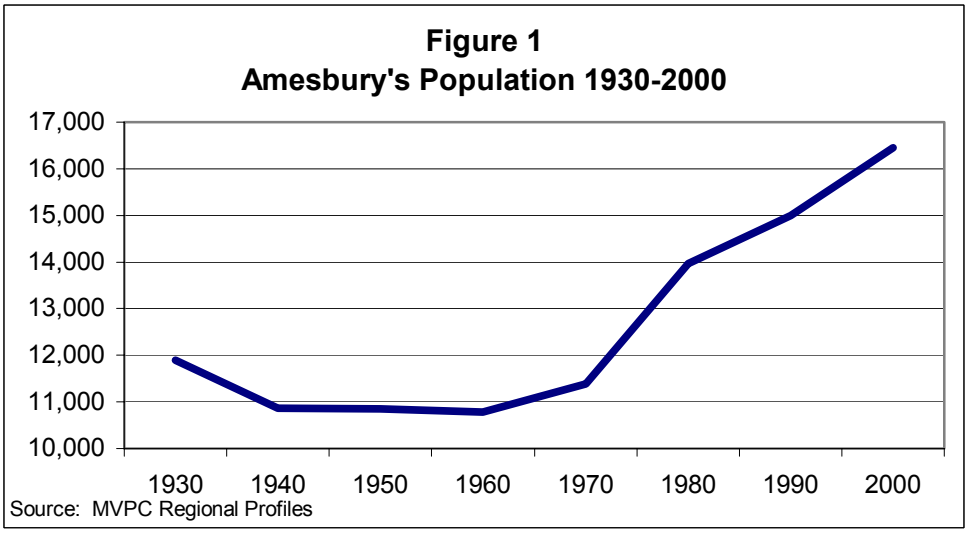
Statistical Review and Existing Conditions

Introduction

The following information provides a summary of current social and economic conditions in Amesbury and provides a foundation on which the remaining Master Plan elements can be built. The information presented here has been collected from a variety of sources as noted, primarily from the 1990 and 200 Census data. The data addresses the underlying factors that influence the housing and employment (economic development) elements of the Plan. Additional information will be analyzed as the planning process proceeds.

Population

As shown in Figure 1 below, Amesbury's population remained relatively stable for nearly four decades before beginning to grow rapidly in the 1970's. That growth has continued through the present, reaching an estimated 16,450 in 2000, an increase of 9.7 percent since 1990, or an average of approximately one percent per year. Current projections indicate a slight slowing in the growth rate to approximately 0.4 percent per year through 2006[1].



This growth reflects the strong regional growth trends over the long economic boom of the 1990's as well as the expansion of housing into more affordable, suburban locations throughout the Boston metropolitan area. For comparison, the population of the Merrimac Valley region grew at a slightly faster pace than Amesbury between 1990 and 2000 (10.5 percent) while the State of Massachusetts as a whole grew by only 5.5 percent.

As shown in Table 1, Amesbury's population grew by 1,586 persons between 1990 and 2001. The 35-54 year old age cohort, along with their children, accounted for most of this growth. The population also is aging, with the number of people 55 and older increasing by 336, or 11.4 percent, over this time frame. These trends are expected to continue over the next five years, with strong growth in the 55-64 and 18-24 year old age groups. This will have a major impact on the community in terms of housing demand and spending on goods and services.

The median age in Amesbury grew from 32.5 in 1990 to 36.2 in 2001, and is anticipated to increase to 37.1 by 2006. The population is evenly distributed between males (48.4 percent) and females (51.5 percent) with little change in the distribution expected.

Table 1
Distribution of Population by Age: 1990-2006
Town of Amesbury

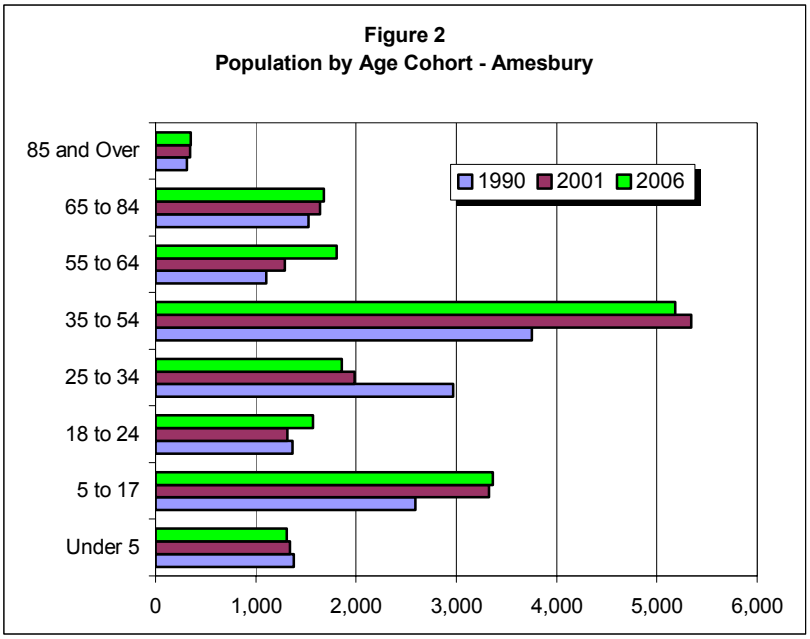
Age Cohort	*1990*	*2001*	*# Change*	*% Change*	*2006*	*# Change*	*% Change*
Under 5	1,379	1,338	-41	-3.0%	1,309	-29	-2.2%
5 to 17	2,591	3,326	735	28.4%	3,362	36	1.1%
18 to 24	1,366	1,316	-50	-3.7%	1,568	252	19.1%
25 to 34	2,967	1,983	-984	-33.2%	1,856	-127	-6.4%
35 to 54	3,751	5,341	1,590	42.4%	5,182	-159	-3.0%
55 to 64	1,107	1,292	185	16.7%	1,807	515	39.9%
65 to 84	1,523	1,640	117	7.7%	1,678	38	2.3%
85 and Over	313	347	34	10.9%	354	7	2.0%
Total	**14,997**	**16,583**	**1,586**	**10.6%**	**17,116**	**533**	**3.2%**

Source: Claritas, Inc.

Amesbury's population is relatively homogeneous. According to the 2000 Census, the community was 98.2 percent white, one-percent African-American, 0.8 percent Asian and 0.8 percent American Indian. Only 0.9 percent of the population was considered Hispanic or Latino.

Figure 2 presents another perspective of Amesbury's population growth by age group cohort and the change between 1990 and 2001. The graphic clearly indicates the relative proportion of each group and the change that occurred. Of the 2000 total population, 16,094 (97.8 percent) lived in households and 356 (2.2 percent) resided in group quarters.

[1] Population forecasts provided by Claritas, Inc.



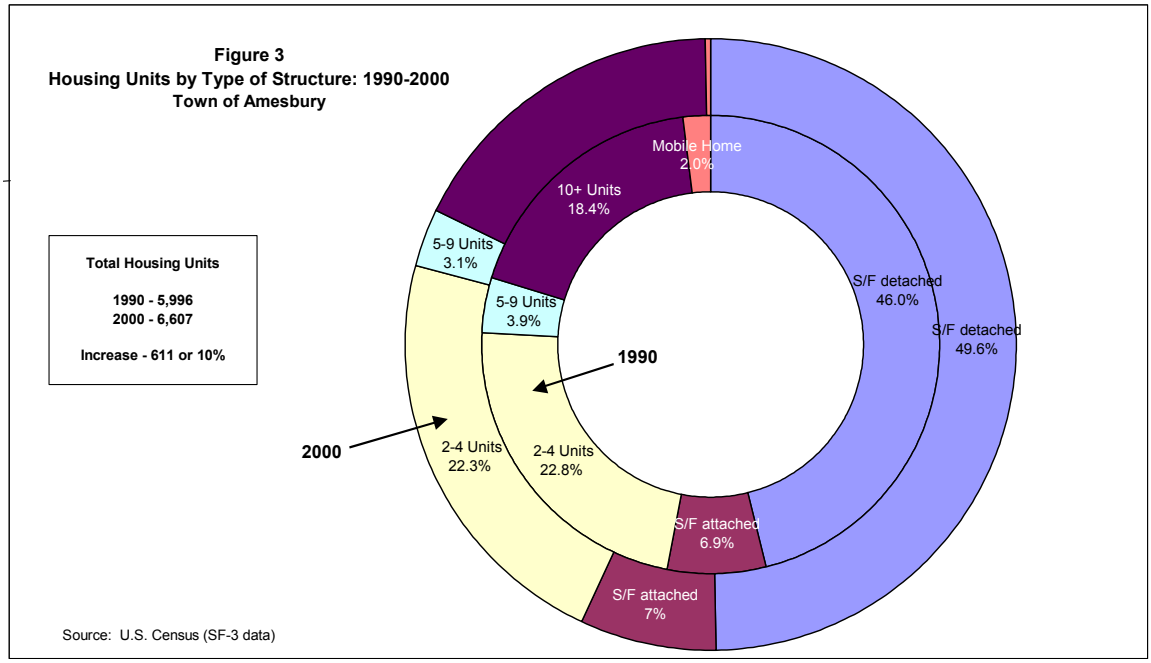
Households

According to the 2000 Census, the City of Amesbury had 6,380 households, an increase of 858 or 15.5 percent over the decade. Household growth exceeded population growth due to the continued shrinkage in average household size, from 2.64 in 1990 to 2.52 in 2000. During the previous decade, the number of households grew by 487, or 9.7 percent. Among the community's households, 4,228, or 66.3 percent, were considered "families", 3,267 (51.2 percent) were married couple families, 2,324 (36.4 percent) included children under age 18, and 1,320 (20.7 percent) had individuals over 65 years of age. A total of 2,152 non-family households were recorded by the census, including 1,713 householders living alone. Among family households, 723 were headed by females with no husband present and of these, 448 included children under 18 years of age.

Housing

Household growth is the primary driver of housing demand in a community. In 2000, a total of 6,623 housing units were counted in Amesbury. Households occupied 6,380 units (96.3 percent) leaving 243 vacant units (3.7 percent). Only 53 units were considered seasonal (partial year occupancy). Between 1980 and 1990, the number of housing units increased by 522, or 9.5 percent. During the following decade, the number increased by 627, or 10.5 percent. The vacancy rate remained nearly constant at approximately 8 percent in 1980 and 1990, decreasing substantially by 2000 as housing demand increased.

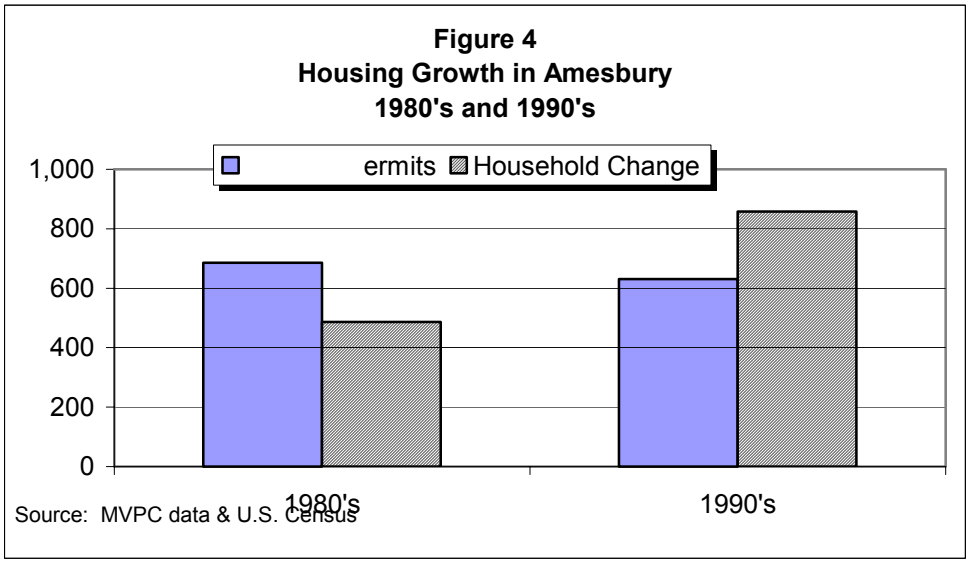
The City's housing stock is varied, consisting of a mix of single family and multi-family units. Figure 3 shows the breakdown of housing units by type of structure for 1990 and 2000, and indicates the relative share of each[2]. The biggest changes in the housing stock occurred in single-family detached houses, which increased by 515 units from 46 percent of the total to nearly 50 percent and a decrease in mobile homes from 118 in 1990 to 20 in 2000.



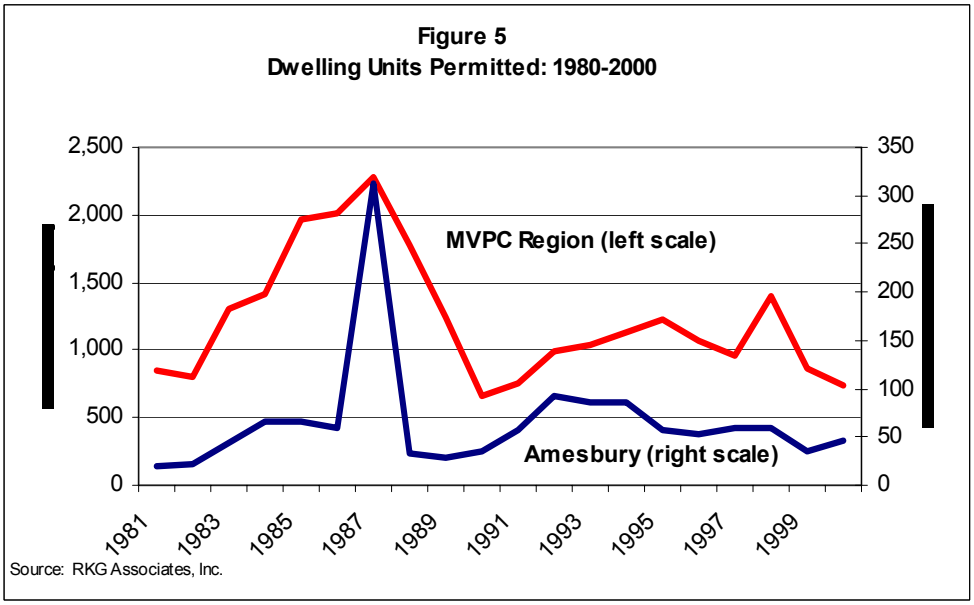
The median number of rooms per housing unit was 5.6 in 2000, with 85.8 percent of the units having four or more rooms and 51.9 percent having six or more rooms. The age of the housing stock is also varied, with over half of Amesbury's units (51.8 percent) built prior to 1960 and 12.1 percent built within the past decade.

According to data compiled by the Merrimac Valley Planning Commission, 686 building permits for dwelling units were issued between 1981 and 1990 and 631were issued between 1991 and 2000. This measure of housing activity, when compared with household change as shown in Figure 4 below, clearly indicates the "overbuilding" that occurred in the 1980's and the subsequent catching up that occurred over the past 10 years

[2] Note that the total number of housing units is 6,607, or 23 less than reported earlier. This is a result of differences between the Census source tables (estimates versus actual counts) used in the analysis.

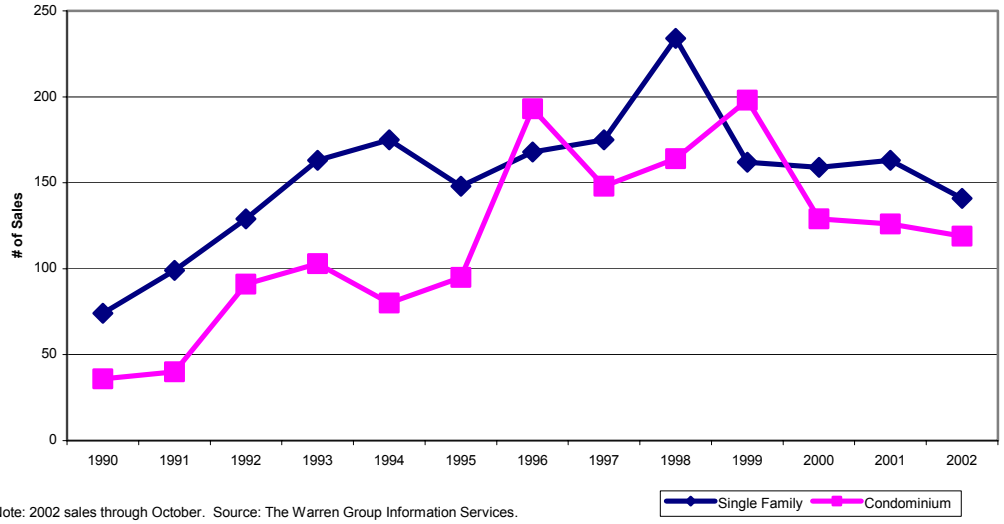


On a regional basis, Amesbury's new housing growth has remained relatively stable compared to other communities in the Merrimack Valley. Between 1981 and 2000, a total of 1,317 building permits were issued in Amesbury (an average on nearly 66 per year), compared to 24,467 issued in the Merrimack Valley Planning Commission region. Amesbury's building activity ranged from under two-percent of the regional total to just over nine-percent, with the exception of 1987, when 313 permits were issued in Amesbury, accounting for nearly 14 percent of the regional total. Figure 5 tracks the building permit relationship between Amesbury and the region over the past two decades.



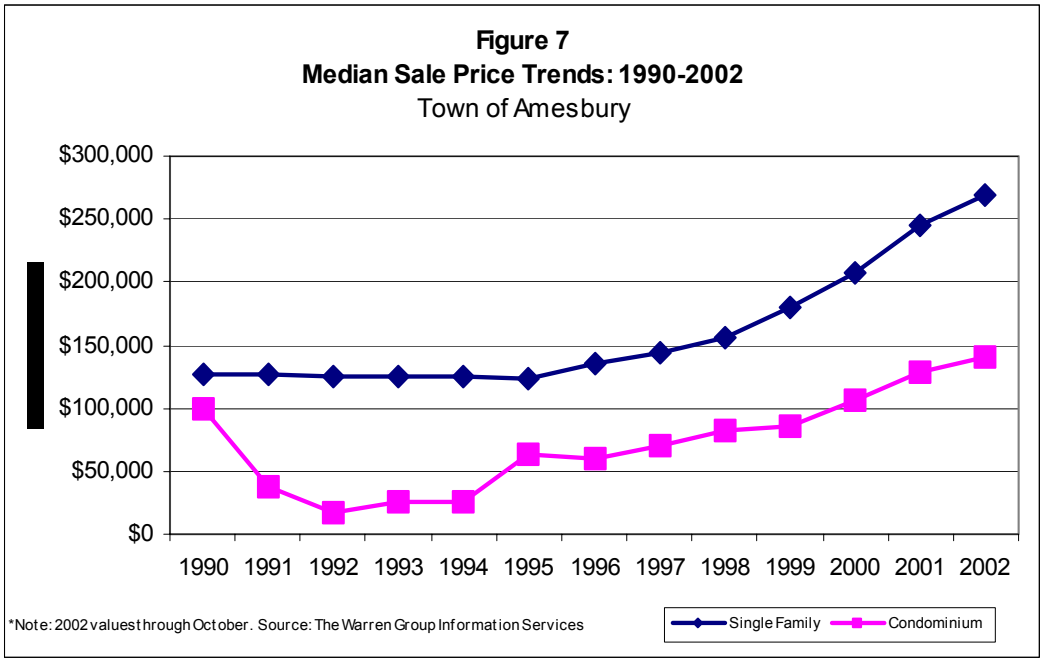
Market trends in residential home sales also reveal an interesting pattern. As shown in Figure 6, sales of single-family and condominium homes grew strongly between 1990 and 1998. However, over the past few years, sales have slowed somewhat, perhaps reflecting the slow-down in the regional economy.

Figure 6
Number of Single Family and Condominium Sales: 1990-2002:
Town of Amesbury



*Note: 2002 sales through October. Source: The Warren Group Information Services.

Price trends, however, showed strong upward growth from 1995 to the present, as shown in Figure 7. According to recent data from the local Multiple Listing Service, the average price of a single-family home sold in Amesbury was $333,675 while the average condominium sold for $187,737. The average time on market was 62 days for single-family houses and 49 days for condominiums.

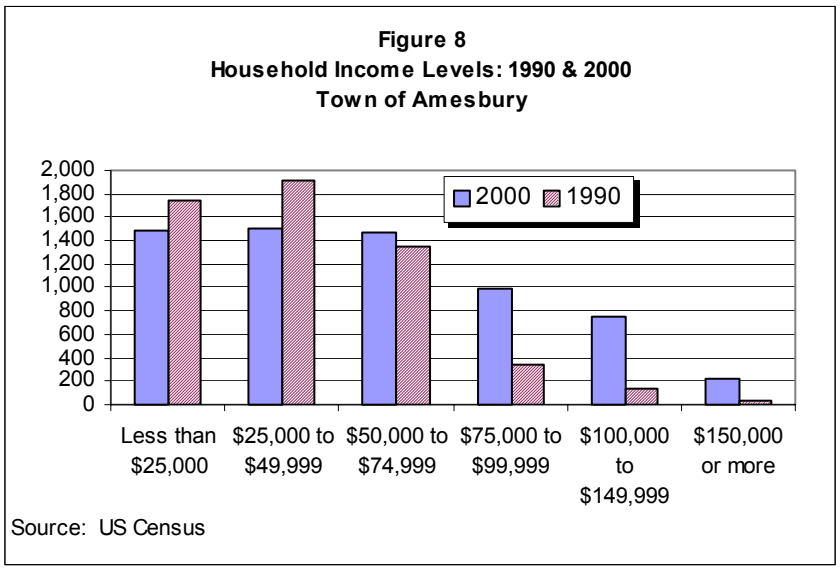


Incomes

Between 1989 and 1999, the median household income in Amesbury increased by 37 percent to $51,906, on par with the statewide change and slightly ahead of income growth for Essex County. Amesbury's income is slightly higher than both the statewide average of $50,502 and the county at $51,576. The city's median household income ranks 11th in the County, which ranges from a low in Lawrence of $27,983 to a high in Boxford of $113,212.

As shown in Figure 8, household income distribution in Amesbury has shifted to the higher income brackets over the past decade, with substantial gains in the number of households earning $75,000 or more per year. However, the graphic also illustrates the diversity of incomes that exist within the community.

Per capita income rose 56.3 percent between 1989 and 1999 from $15,423 to $24,103. Although the 1999 per capita income level in Amesbury was less than that statewide ($25,952) and for the County ($26,358), its rate of growth over the decade was substantially greater.



Median family income in Amesbury, at $62,875 in 1999, grew 41 percent over the previous decade. This was slightly lower than for Essex County ($63,746) but higher than the state ($61,664). Median family income is used by the state and federal government as the baseline for the determination of housing affordability, with incomes determined on a regional basis using the greater Boston metropolitan area, where the 1999 median family income was $68,341, or approximately nine-percent greater than Amesbury's. Under these guidelines, families with incomes at 30 percent or less than the regional median are considered *very low income,* below 50 percent is considered *low income,* while those below 80% of median are considered *moderate income*. The federal Department of Housing and Urban Development (HUD) adjusts the median family income each year for inflation and family size. For the current year (2003), the regional median income for a family of four is $70,200, with the following eligibility limits:

Very Low Income:	$21,060
Low Income:	$35,100
Moderate Income:	$56,160

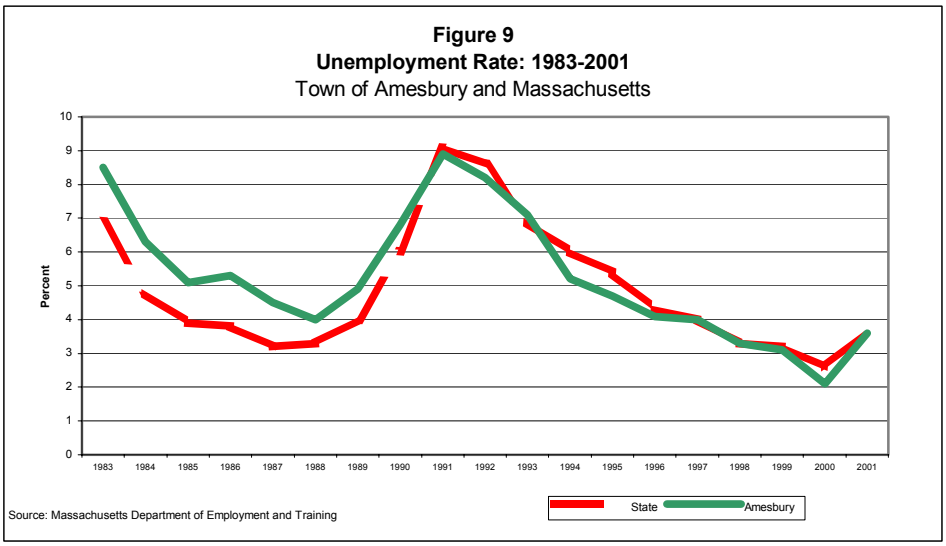
The affordability of housing in Amesbury will be a major focus of the Master Plan. As shown in Table 2, data from the 2000 Census indicates the relative affordability of home ownership and rental units based on household income. In general, the federal and state government recommend that total housing costs should be no more than 30 percent of household income. In 1999, 25.8 percent of homeowners and 37.1 percent of renters in Amesbury did not meet this criteria.

Table 2 Monthly Owner/Renter Costs as a Percentage of Household Income: 1999 Town of Amesbury				
	Owners		Renters	
	#	%	#	%
Less than 15%	804	24.7%	447	20.5%
15.0% to 19.9%	583	17.9%	327	15.0%
20% to 24.9%	545	16.8%	315	14.5%
25% to 29.9%	457	14.1%	175	8.0%
30% to 34.9%	280	8.6%	139	6.4%
35% or More	559	17.2%	668	30.7%
Not Computed	23	0.7%	107	4.9%
Total	3,251	100.0%	2,178	100.0%
Essex County				
	Owners		Renters	
	#	%	#	%
Less than 15%	45,211	32.3%	17,912	17.9%
15.0% to 19.9%	24,839	17.8%	14,147	14.1%
20% to 24.9%	21,078	15.1%	13,050	13.0%
25% to 29.9%	15,129	10.8%	12,551	12.5%
30% to 34.9%	9,072	6.5%	7,582	7.6%
35% or More	23,763	17.0%	28,723	28.7%
Not Computed	839	0.6%	6,218	6.2%
Total	139,931	100.0%	100,183	100.0%
Source: U.S. Census Bureau				

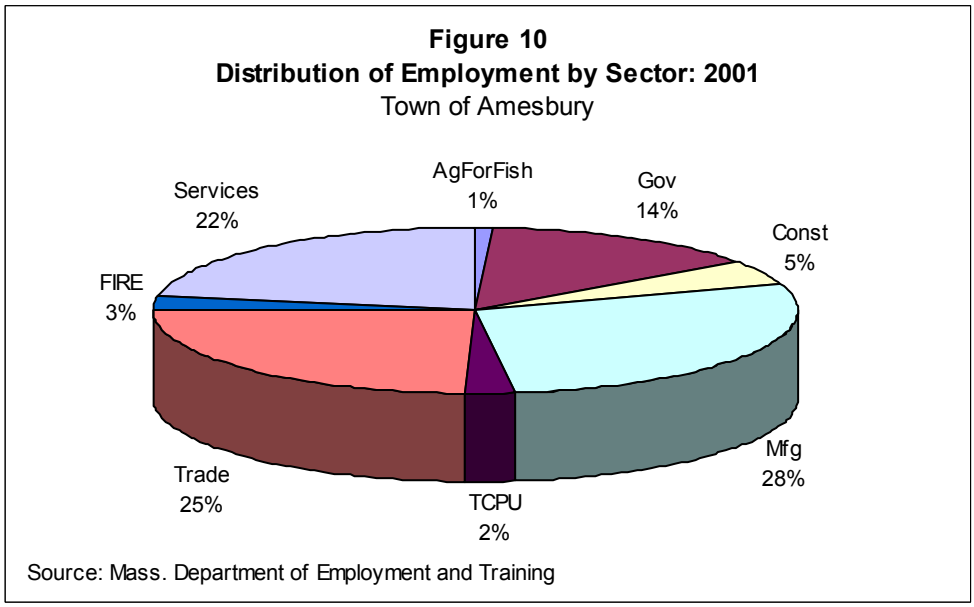
Employment

Amesbury has a diversified economic base. In 2001, there were approximately 390 establishments in the community employing 4,969 workers in a variety of industries and jobs[3]. At the same time, Amesbury's labor force was estimated at 8,449, with 8,142 residents actually employed, and 307 (or 3.7 percent) unemployed. This data indicates that Amesbury "exports" labor to other communities.

[3] Employment figures represent workers at firms who report earnings to the State. There may be a few additional jobs that go unreported (such as domestic help or part-time and seasonal labor).



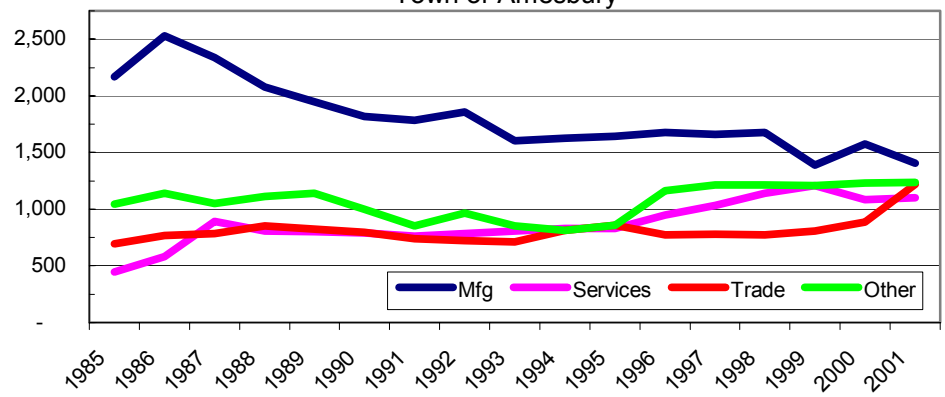
Amesbury's labor force was relatively stable throughout the 1980's at about 7,200, growing along with the population through the 1990's to the current level. Unemployment in Amesbury was consistently higher than the Massachusetts average during the 1980's, perhaps reflecting it historic manufacturing heritage, but out-performed the broader economy in the 1990's, as shown in Figure 9.



The majority of Amesbury's employment (in 2001) is relatively evenly distributed between the Service (22 percent), Trade (25 percent) and Manufacturing (28 percent) sectors of the economy. Government employment is also relatively strong at

14 percent while the other sectors account for approximately 11 percent of employment[4]. Figure 10 graphically illustrates the current mix of employment by industry sector, while Figure 11 tracks employment by major sector over the past two decades. As can be seen, manufacturing employment declined throughout the late 1980's and early 1990's, stabilizing for a few years before starting down again in the last few years.

Figure 11
Employment by Sector Trends: 1985-2001
Town of Amesbury

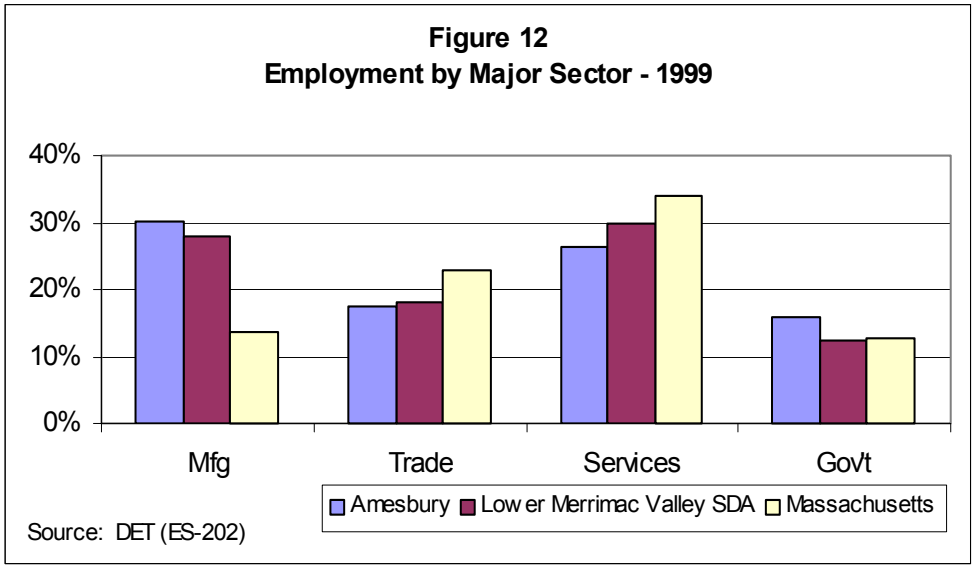


Source: Mass. Department of Employment and Training

Both Trade and Services employment have grown while other employment sectors remained relatively stable, except for a jump in government employment around 1996. Overall employment levels have remained in the 4,000 to 5,000 range since 1985, increasing to the present level (4,969) from a low of 3,974 in 1993.

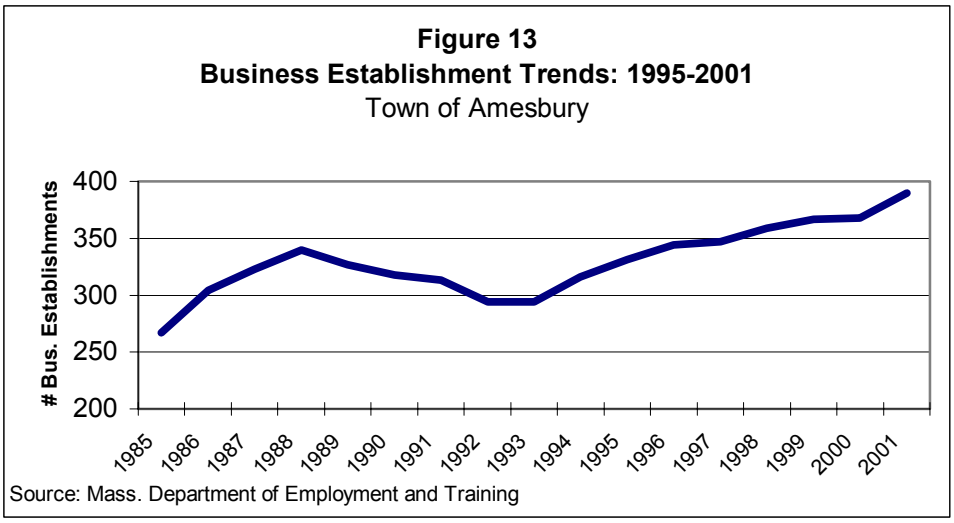
Current employment in Amesbury (and the Merrimac Valley region) is more heavily concentrated in manufacturing than the state as a whole, with approximately 30 percent of local jobs in this sector compared to less than 14 percent statewide, as shown in Figure 12. The City is also somewhat more dependent on government employment and has substantially fewer trade and service jobs. Manufacturing employment in Amesbury, while once heavily dependent on durable goods, has shifted more and more towards high technology and specialty goods over the past decade. Major manufacturing employers include companies in machine tools and shops, labeling, antennae systems and components, and printed circuit boards.

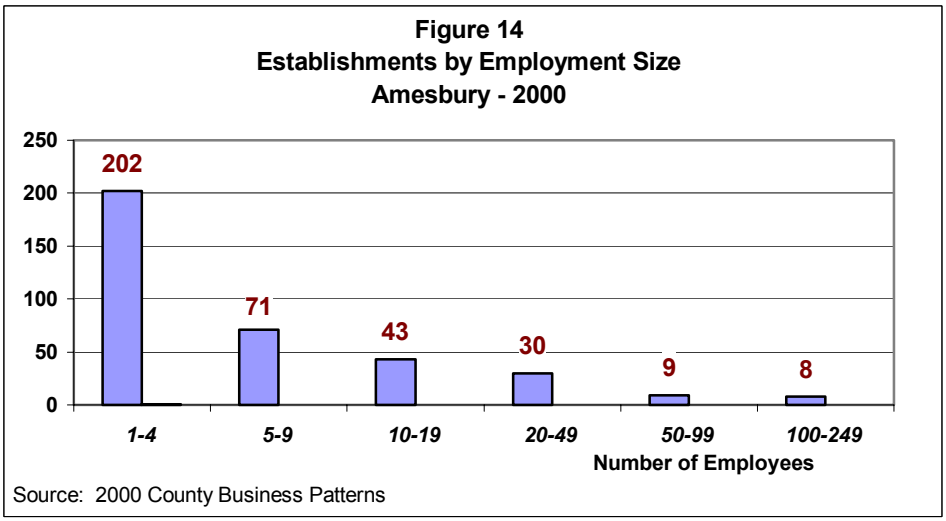
[4] In Figure 7, TCPU stands for "Transportation, Communications and Public Utilities", FIRE represents "Finance, Insurance and Real Estate", while AgForFish stand for "Agriculture, Forestry and Fishing".



An interesting and important trend among employers in Amesbury is the strong growth in the number of firms that as occurred over the past decade. As shown in Figure 13, the number of business establishments has grown by 46 percent from approximately 260 to nearly 400 since 1985, while employment grew only 14 percent over the same time frame. This indicates that the average company size has gotten smaller, from an average of nearly 17 employees in 1985 to about 12 in 2001. The growing number of businesses in Amesbury is a very positive finding that will likely benefit job creation and economic development in the community.

The concept of Amesbury as a "small business community" is reinforced by data from the Census Bureau's County Business Patterns, which reported that in 2000 over half of Amesbury's 363 business establishments had fewer than five employees and that more than 75 percent had fewer than ten employees, as is shown graphically in Figure 14.





It was indicated earlier that Amesbury "exports" employment, in that the City's labor force is larger than the number of jobs provided by employers in the community. Table 3 which follows provides a comparison of these employment bases by industry.

The average annual wage paid by employers in Amesbury, as reported by the Massachusetts Department of Employment and Training, rose from $17,041 in 1985 to $33,815 in 2001, an increase of 98.4 percent. On the other hand, the median earnings of Amesbury residents in 2000 was $30,612, slightly less than the average wage paid by local businesses, as shown in Table 3.

Table 3 Jobs in Amesbury vs. Work Force Employment 2001		
Employment Category	*Jobs in Amesbury*	*Resident's Employment*
Accommodations, Food Service, Arts, Entertainment & Recreation	468	490
Administrative, Support, Waste Mgmt, Professional, Scientific & Technical Services	336	792
Construction	253	488
Education, Healthcare & Social Assistance	578	2,004
Finance, Insurance & Real Estate	143	445
Government	691	269
Information	26	276
Manufacturing	1,062	1,762
Other Services	131	246
Retail Trade	572	973
Transportation, Warehousing & Utilities	169	372
Wholesale Trade	194	389
Not Accounted For	350	65
Total	4,973	8,571
Number of Establishments:	390	
Average Annual Wage Paid in Amesbury	$33,787	
Median Earnings Amesbury Residents (2000)	$30,612	
Source: MassDET (ES-202) & U.S. Census		

Educational Attainment

In addition to its diverse yet changing age and economic characteristics, Amesbury's population also exhibits a wide range of educational achievement that is becoming more and more focused on secondary and post-secondary success. As shown in Figure 14 below, in 2000 the average resident of the City aged 25 and older had more years of formal schooling than in 1990. During the decade, in which this population increased by 14.5 percent (1,412 people), the number of individuals who had not completed a high school diploma dropped by 29 percent (576) while the number of high school graduates (no college) increased 21 percent (621), and those with college degrees increased by nearly 33 percent (973). Interestingly, the number of people with graduate degrees residing in Amesbury increased by 476, or 85 percent, during this time span.

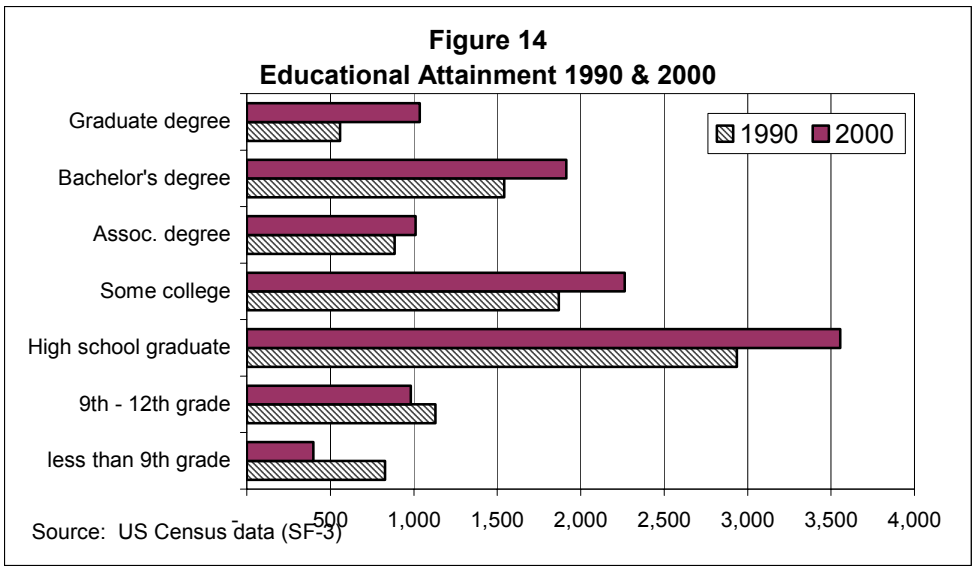


Figure 14
Educational Attainment 1990 & 2000
Graduate degree
Bachelor's degree
Assoc. degree
Some college
High school graduate
9th - 12th grade
less than 9th grade
1990
2000
500
1,000
1,500
2,000
2,500
3,000
3,500
4,000
Source: US Census data (SF-3)