



Master Plan Workshop #1: Economic Development & Infrastructure

October 24, 2024



AGENDA

01 Purpose

02 Economic Development

03 Infrastructure & Services

04 Hearing From You

05 Upcoming Engagement



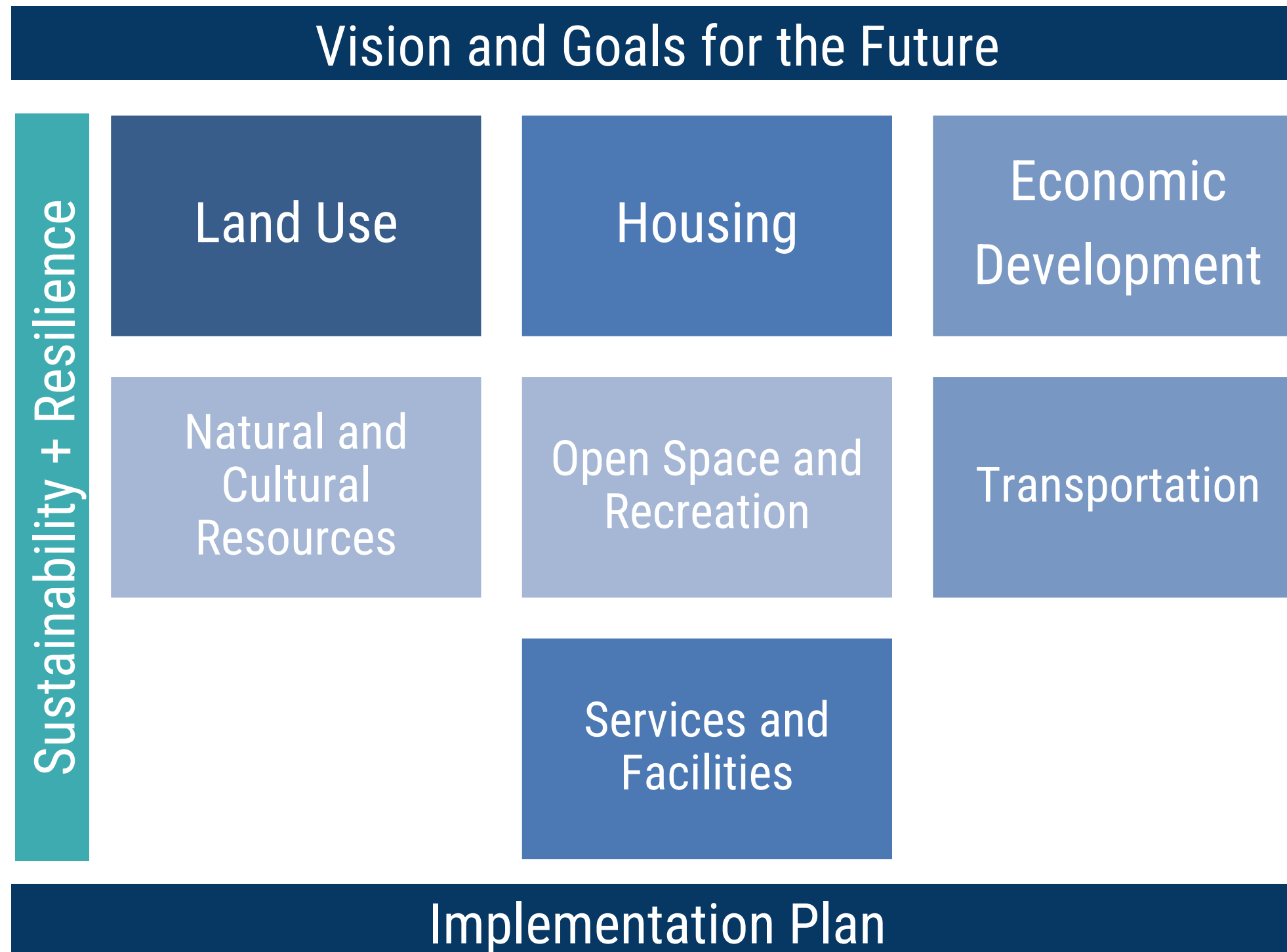
01 PURPOSE

WHAT IS A MASTER PLAN ?

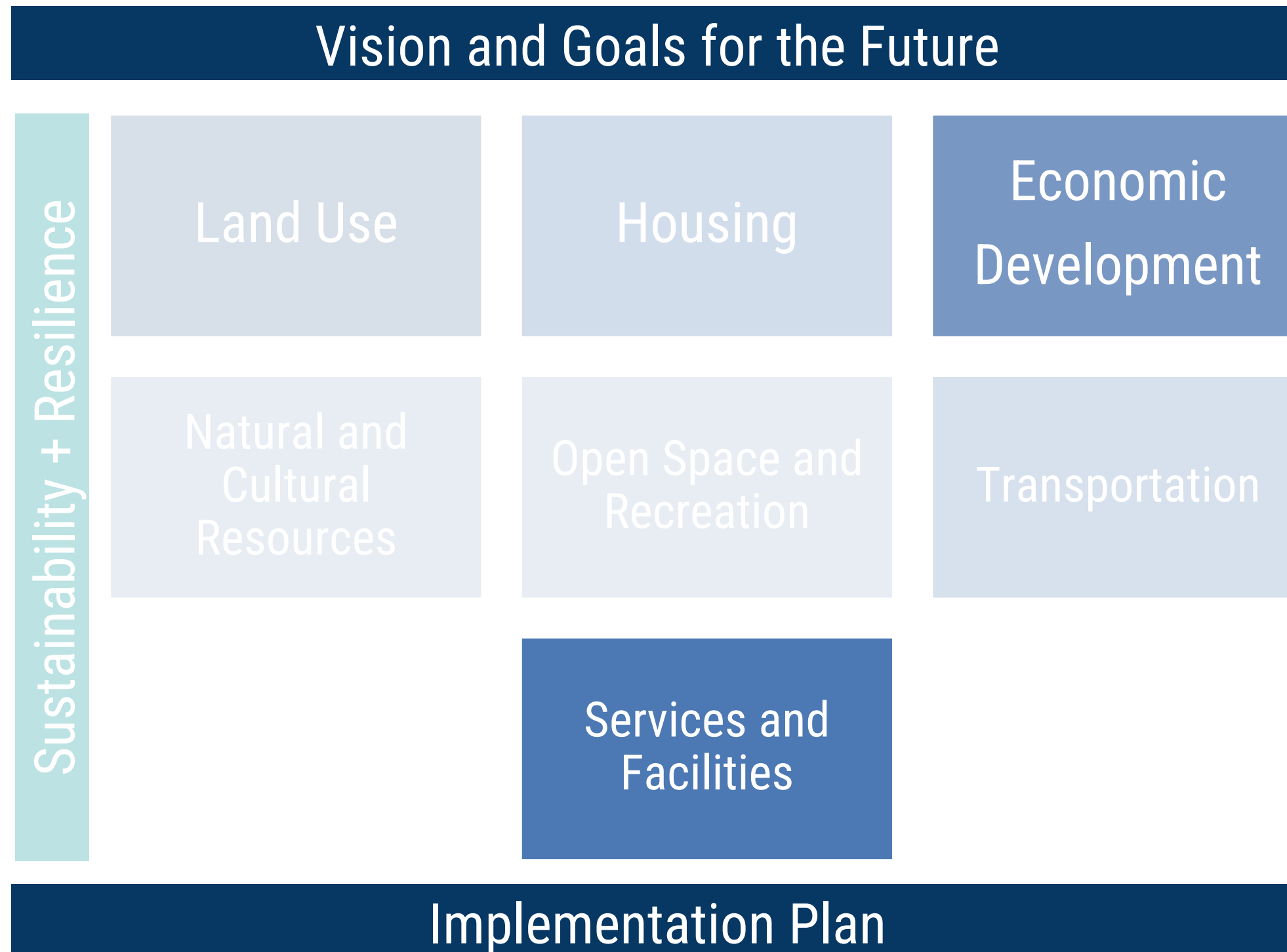
- A **blueprint** to guide local government in achieving the community's vision.
- Provides a **basis for decision-making** about long-term physical development.



WHAT IS INCLUDED IN A MASTER PLAN ?



WHAT IS INCLUDED IN A MASTER PLAN ?



HOW IS A MASTER PLAN USED?

- Informs Town budgeting and decision-making
- Basis for zoning changes to reflect desired future land use
- Tracking tool to measure progress over time



PROJECT ROADMAP



A blue-tinted photograph of a town street scene. On the left, a building has a sign for 'LONGHOUSE CRAFT BEER' and 'AXE THROWING'. A person is walking on the sidewalk. In the center, there are several outdoor tables and chairs under large umbrellas. A large tree is in the middle ground. On the right, there is a multi-story building with many windows.

02 ECONOMIC DEVELOPMENT

Some caveats

Economic data is

- Always backward looking with substantial time lags at the city and town level
- Snapshots in time and subject to adjustment
- Some federal data is collected differently from each other, so they do not always tie together and need to be “blended”

Focus on trend, and order of magnitude rather than the specific number

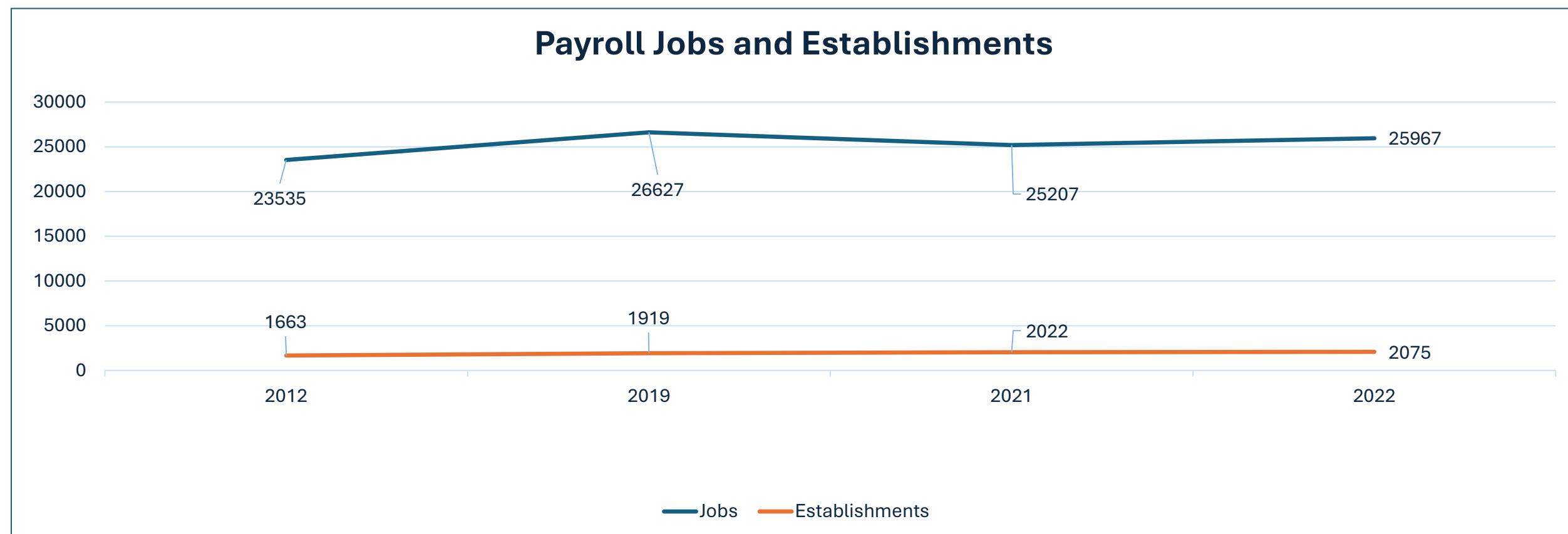
>> **BASE ECONOMIC CONDITIONS AND PERFORMANCE**

Summary

- Jobs and establishments show steady growth
- Key sectors in terms of jobs are healthcare/social services, retail and hospitality
- More resident workers than jobs in the town but most jobs in Plymouth are held by non-residents
 - Approximately 26K jobs plus 2,800 self employed people
 - Resident labor pool of approximately 31K
 - Most jobs are held by non-residents
- May be some emerging needs for different types of employment space
- Retail may have peaked, tourism lags the state
- Agriculture and fisheries are important parts of Plymouth's historical context and contribute to its character and have specialized land use needs

Jobs and Establishments in Plymouth show steady growth

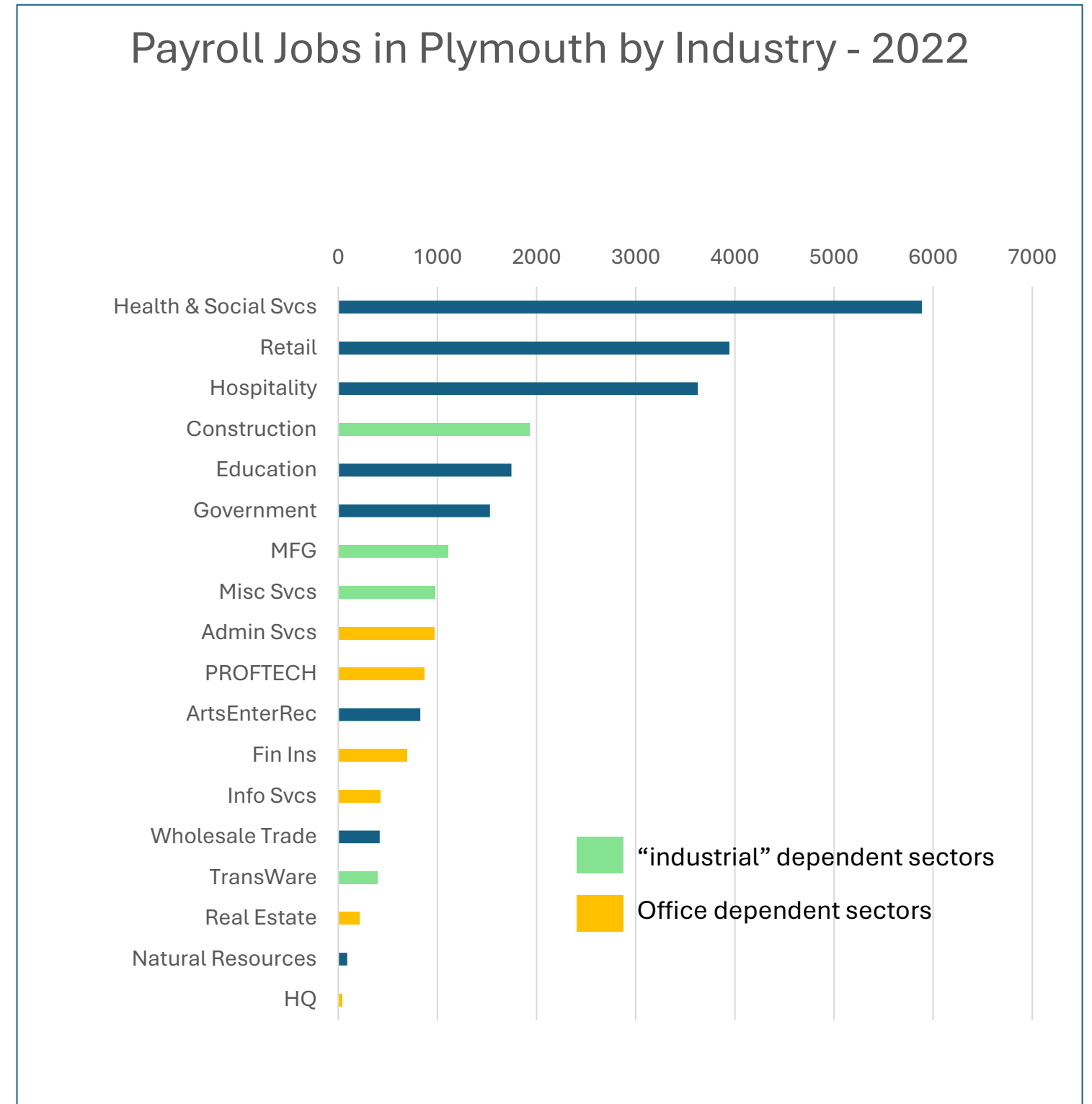
- Payroll jobs are at 97% of their 2019 peak but 10% higher than a decade ago
- Plymouth continues to add businesses – businesses are up 25% since 2012
- There are also an estimated 2,800 people self-employed– this is up by more than 1,000 since 2012



Source: NP analysis of MASS LMI QCEW data; self-employment based on ACS

Key sectors in terms of job are healthcare, retail and hospitality

- Healthcare and retail sectors **are most influenced by population growth and demographic shifts**
- Plymouth's key sectors suggest some important land use questions
 - “Industrial” space to support growth in industries such as construction
 - Outside of healthcare/social services the low level of internal demand for office-type spaces



More residents in the labor pool than jobs in Plymouth but most local jobs held by non-residents

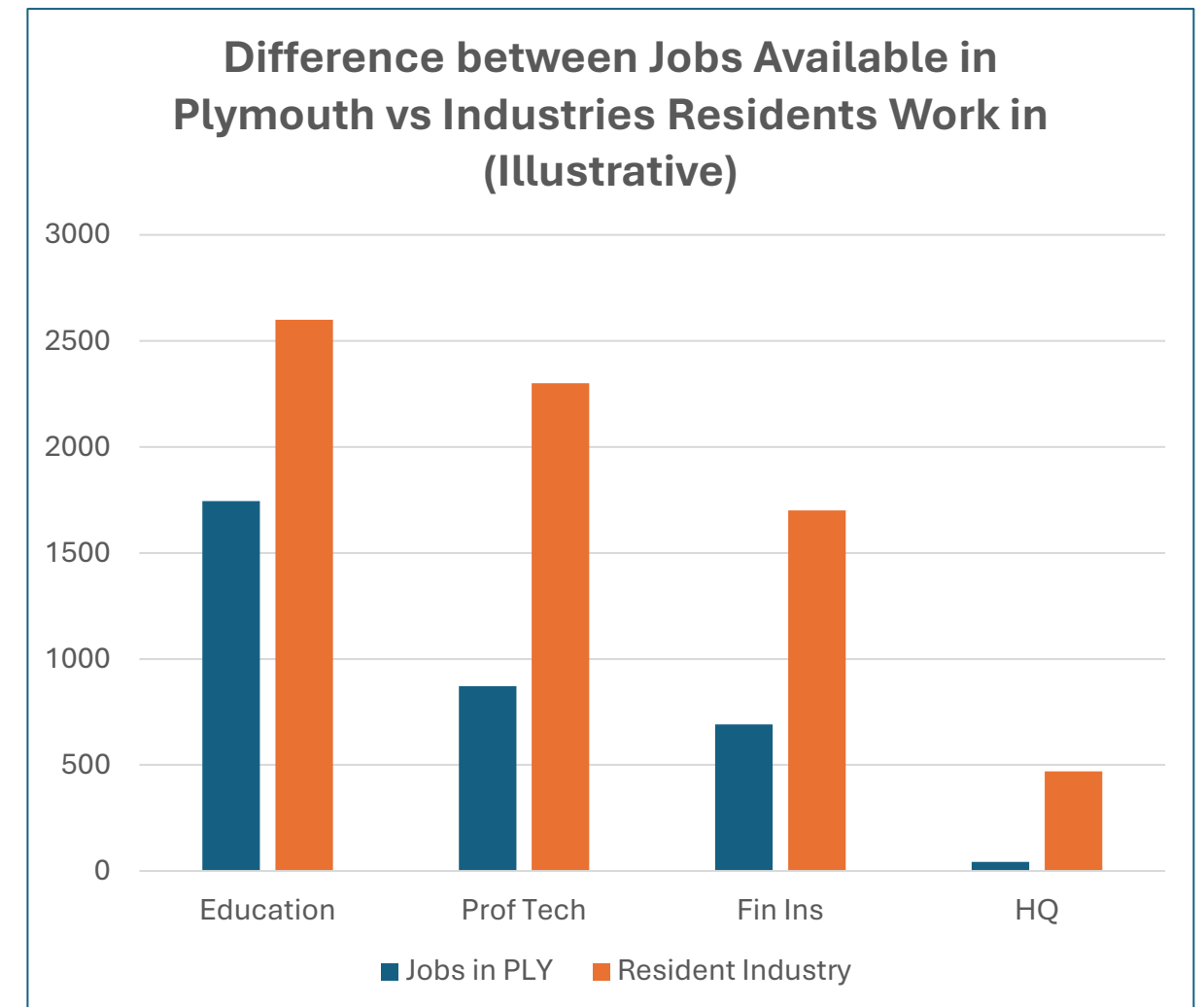
69% or ~16,000
Commute to
Plymouth
for Work



~23,000
Plymouth
residents
work out of town

Almost 50% commute
more than 25 miles

This outbound
commuting is driven by
different industry mix
and job availability for
residents versus what
exists in Plymouth

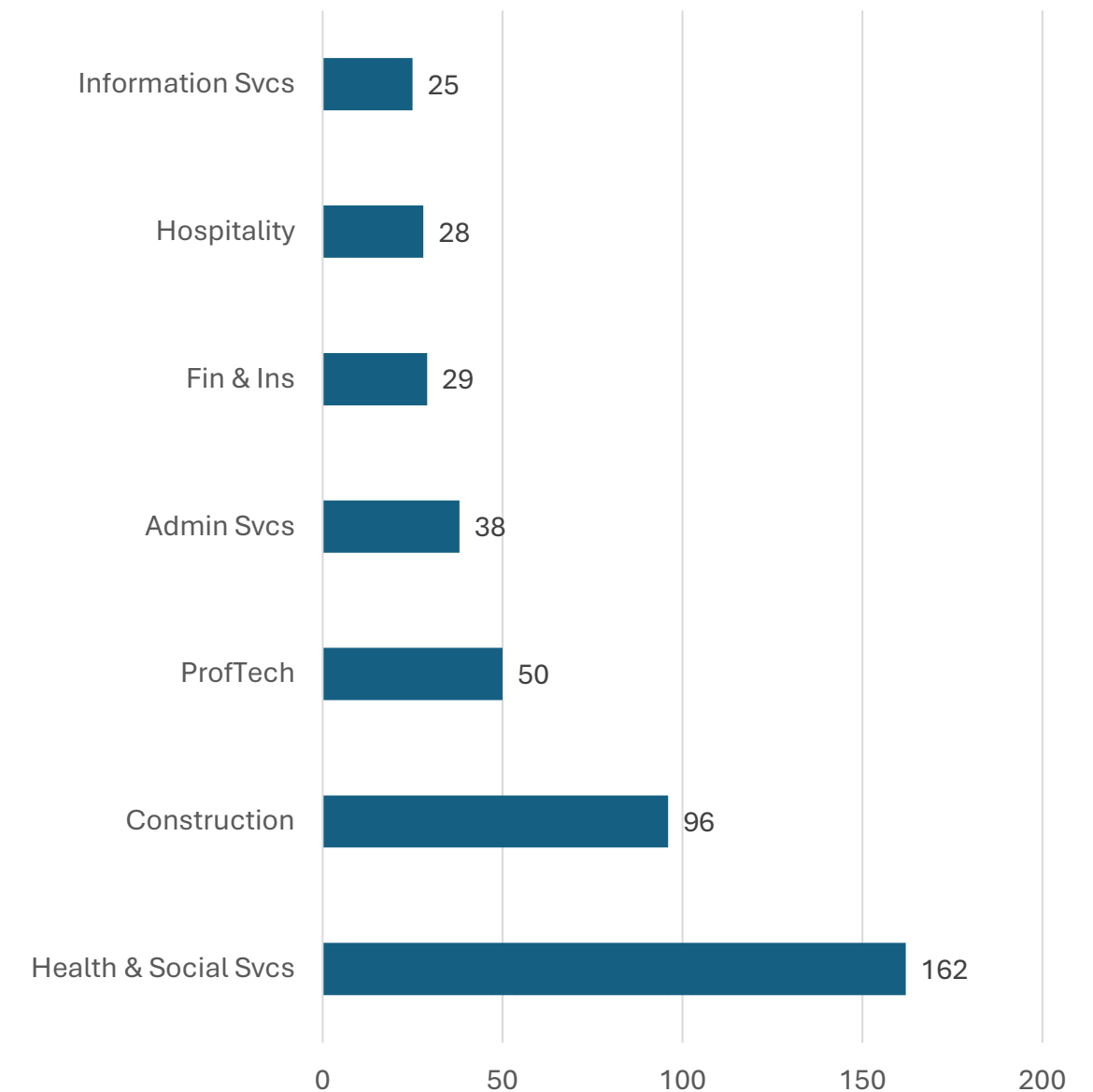


And by the way Work from home is also having an impact – 14% of residents (~4,500) now work from home compared to only 1,100 (4%) in 2012

May be emerging needs for “employment” space

- As noted earlier, **establishments have grown at more than 2.5x the rate of employment** - establishment growth creates demand for space
- The industry mix suggests, if present trends continue,
 - Need for “industrial yard” type space to support contractors
 - Small office space options to support professional services and finance and insurance industry growth
 - Medical office space
 - Restaurant space
- Note this excludes potential new industries such as Blue Tech where water access, and fabrication space may be needed
- Interviews did reveal that major industrial development is unlikely given the lack of utilities and workforce limitations

Number of Establishments Added per Sector Plymouth 2012-2022
(over 25 establishments only)

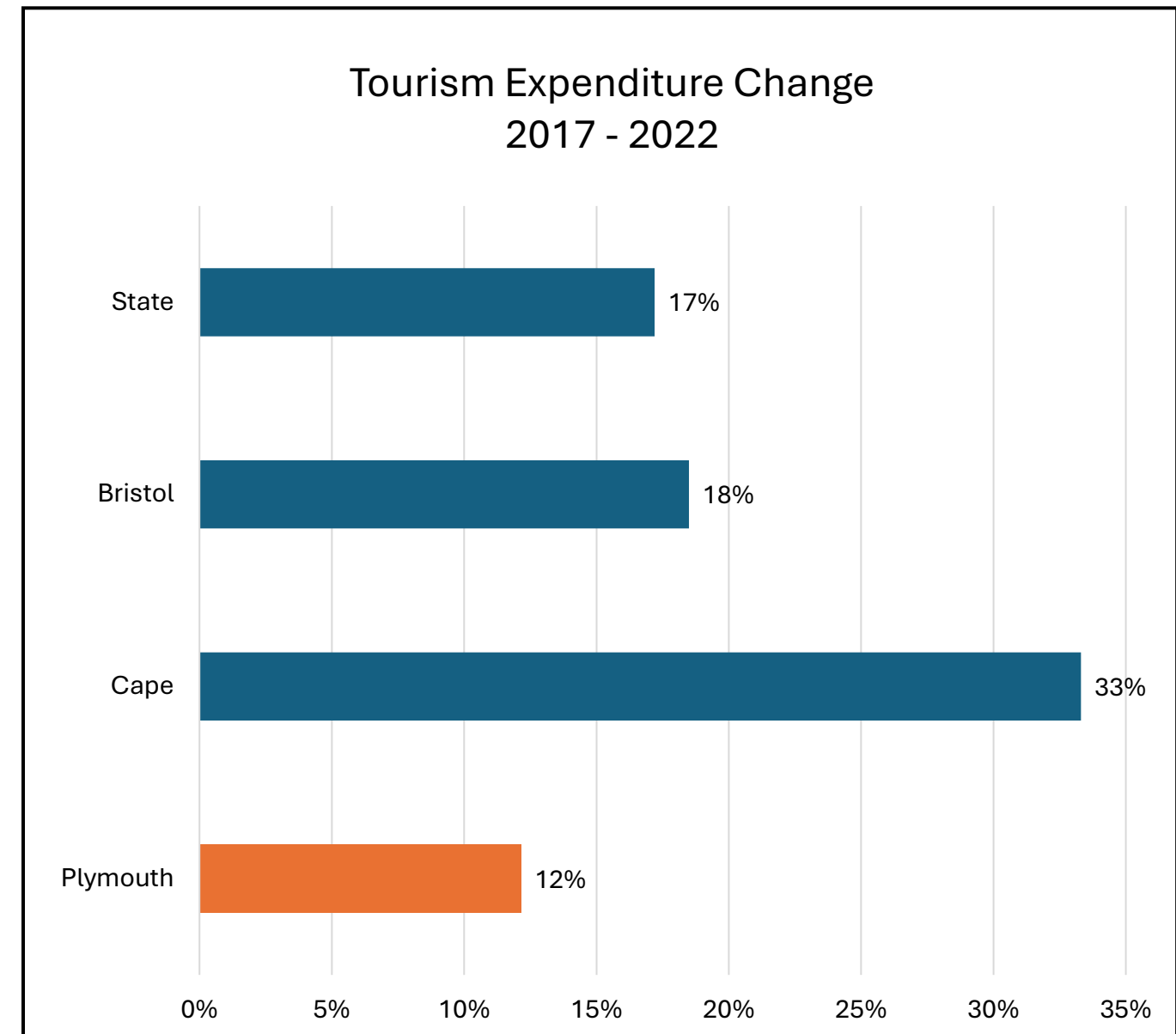


Retail may have peaked; tourism lags the state

- ~3.7M sqft of retail and restaurant space



Source: ESRI 2023 Retail Market Profile Data and 2018 Plymouth Economic Development Strategy Table 4-1.



Source: NP calcs - MOTT Annual Reports 2017, 2022. Domestic visitor impact

Agriculture and fisheries are important parts of Plymouth's historical context and contribute to its character

From an economic perspective

- 12 establishments
- 90 wage and salary workers
- Approximately \$3.8M in total wages
- An estimated 160 residents work primarily in agriculture or fisheries – slight increase from 2012
 - Some portion are self-employed, may work as contract labor, or work in another community

Town of Plymouth



Cranberry Industry

- **769 acres - 5th largest amount of acreage in state**
- **8% of the County total**
- **7% of the state total**
- **Potential value of crop* = \$6.4M**



Commercial Fisheries

- **242 home ported commercial vessels up from 206 in 2018**
- **181 harvesters landed \$5m in catch value in 2023**
- **Lobster 65% of catch value**
- **8th largest lobster port in Massachusetts**

Things to think about

- How important is it to have more jobs in Plymouth that reflect what our residents do?
- Should we encourage more tourism?
- The role of available land along the coast – what is the right level of development, and what types of development?
- Should we place more emphasis on encouraging revitalization of our existing office and commercial centers or create new development sites to better capture emerging industries?
- From a land use perspective what is the right path forward for our fisheries and agriculture sectors?

A blue-tinted photograph of a town street scene. On the left, a sidewalk leads past a building with a sign that says "LONGHOUSE CRAFT BEER AXE THROWING". Further down the sidewalk, a person is walking. To the right of the sidewalk, there are several outdoor seating areas with white tables and chairs, shaded by large umbrellas. A large tree stands in the center of the scene. In the background, there are more buildings and trees. The overall atmosphere is calm and scenic.

03 INFRASTRUCTURE & SERVICES

Overview of Plymouth's Public Services

Public Safety

- Fire, Police, Emergency Management, Harbormaster

Health & Human Services

- Center for Active Living
- Public Library
- Public Health
- Veteran Services
- Age & Dementia Friendly Community
- Animal Control

Human Resources

- Employment
- Senior/Veteran tax relief & assistance programs

Administration & Finance

- Assessor
- Procurement
- Grants
- Town Manager
- Town Clerk

Planning & Development

- Planning
- Historic Preservation
- Conservation
- Redevelopment Authority

Inspectional Services

- Zoning enforcement

Public Works

- Water, sewer, solid waste, recycling services
- Highways and roads
- Parks & Forestry
- Maintenance (fleet and facilities)
- Cemetery

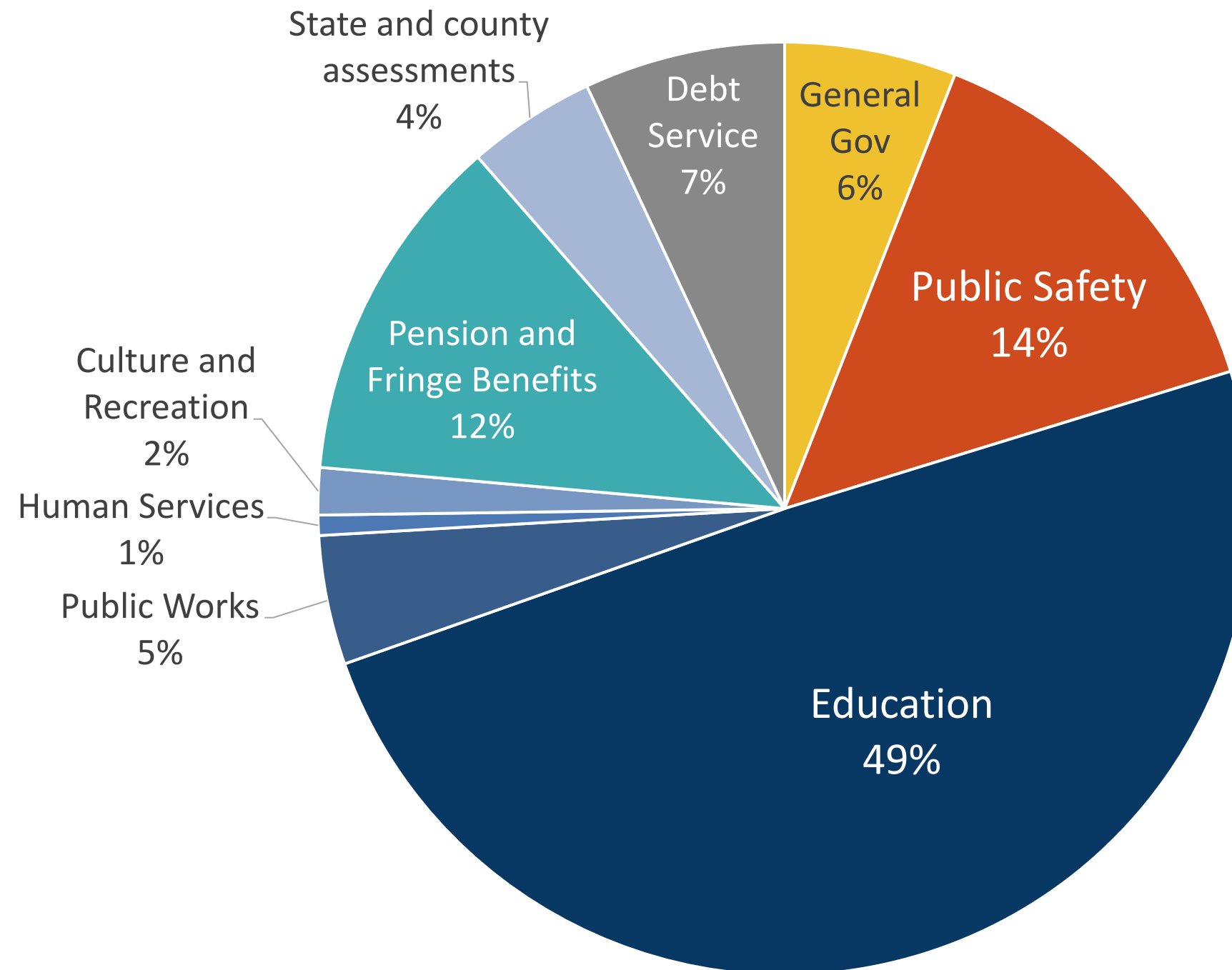
Public Schools

Information Technology

Energy & Environment

REPORTED EXPENDITURES

2023 ANNUAL REPORT



Deferred infrastructure coming due

- Core infrastructure has been neglected for past 10-15 years
- Streets, sidewalks, public facilities, and others need improvements or to be replaced
- Replacement of lead water lines is needed
- Master planning processes underway for both water and wastewater



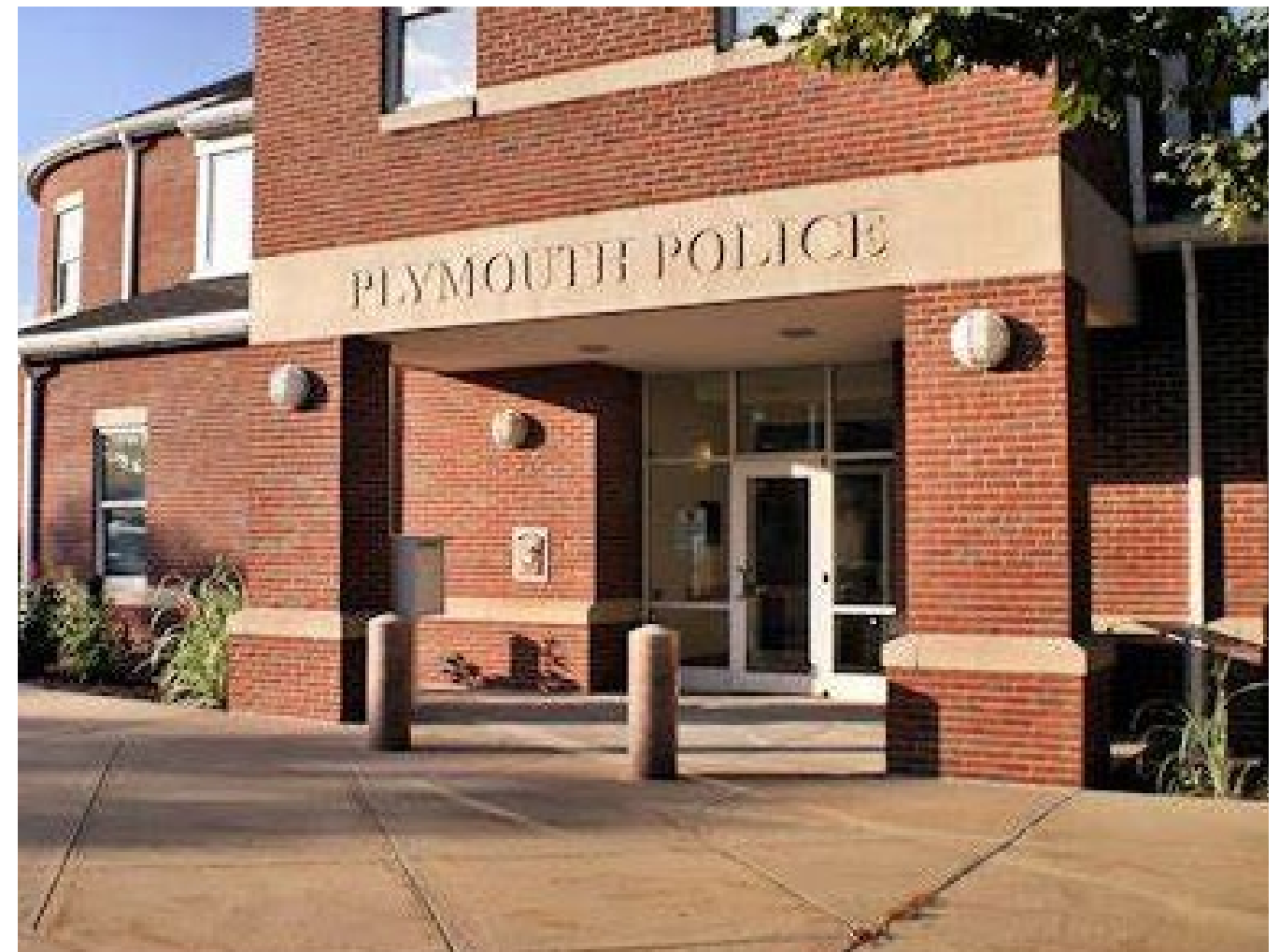
Expanding public water, sewer, & stormwater infrastructure to take pressure off groundwater concerns

- Keeping up with growth in terms of water demand and supply – imbalances will vary across Plymouth
- Infrastructure deficit in South Plymouth (sewer is primarily septic systems and only one water supply)
- New EPA MS4 stormwater requirements have posed a challenge due to lack of funding support
- Increasing water and sewer infrastructure can also lead to new development



Public safety is overstretched

- Police and Fire resources are overstretched, particularly in South Plymouth
- CIP includes plans to replace Stations 1, 4, 8 over next 8 years
- Growth requires increasing capacity of police and fire departments



Town facilities and staffing are not keeping pace with growth

- More capacity is needed across Town Departments to continue to provide services

For example:

- Parks & Recreation need more staff and indoor spaces to house recreational programming year-round
- Police HQ is likely to be outgrown in a few years
- Memorial Hall in need of improvements:
 - Water intrusion issues
 - Upgrades to transform it into a premier performance destination on south shore



Things to think about

- Several issues were raised regarding infrastructure. What would your table consider to be the highest priorities to address?
- How should the town approach expanding the services it provides for a growing community?
- Reflecting on key points from the economic development discussion, what do you think is the most effective way to grow our tax base?
- Where should new growth take place?

A blue-tinted photograph of a town street scene. On the left, a person is walking away from the camera on a sidewalk. To the right, there is an outdoor seating area with several white tables and black chairs, some covered by large red umbrellas. In the background, there are buildings, trees, and a street sign that says 'LONGHOUSE CRAFT BEER AXE THROWING'.

04 HEARING FROM YOU

Tonight's discussion

We need your input to inform a community vision and priorities for Plymouth's future economic development and public infrastructure/services

- 40-45 minutes of small group discussions followed by report-backs
- There will be an online survey for those who could not attend tonight



Economic Development

- What are the types of job or industries we should be focusing on?
- Do we want more tourism?
- Recognizing that the coastline is vital for Plymouth's economy, how important is waterfront access for different land uses?
- What types of businesses would you like to see come to or expand in Plymouth?
- Where would you like to see new or expanding businesses in Plymouth?

Infrastructure & Services

- Several issues were raised regarding infrastructure. What would your table consider to be the highest priorities to address?
- How should the town approach expanding the services it provides for a growing community?
- Reflecting on key points from the economic development discussion, what do you think is the most effective way to grow our tax base?
- Where should new growth take place?

Please leave all written materials on the tables

What we hear will be used to develop topic specific **draft goals and priorities** for the future of Plymouth

- Ideas on the individual worksheets and table maps will be summarized.
- Input from the online survey will be added to tonight's.

A blue-tinted photograph of a town street scene. On the left, a building has a sign for 'LONGHOUSE CRAFT BEER' and 'AXE THROWING'. A person is walking on the sidewalk. In the center, there are several large trees. On the right, there is an outdoor seating area with white tables and chairs, and large red umbrellas. A multi-story building is visible in the background.

05 UPCOMING ENGAGEMENT OPPORTUNITIES

PUBLIC WORKSHOP SERIES

More opportunities to share feedback on
key Master Plan topics

An online survey will be available for
those who are unable to attend in-person



"Charting Our Future Together"
Plymouth Master Plan
Public Workshop Series

Join us to share your feedback on key topics and questions that will shape
the future of Plymouth!

Plymouth's master planning process continues with three interactive workshops this fall. These public meetings are open to all and will invite discussion and feedback on key questions. An introductory presentation will frame the issues, followed by opportunities to share your thoughts with the planning team.

All 2024 workshops will be held at
Plymouth South Middle School (488 Long Pond Road)
6:00 – 7:30pm

Thursday
October 24

- Economic development
- Public infrastructure/
services

Wednesday
November 20

- Future land use
- Housing
- Transportation

Thursday
December 05

- Sustainability & resiliency
- Natural resources
- Open space & recreation

An online survey will be available for those who are unable to attend in-person.

tinyurl.com/PlymouthMasterPlan

If you require language interpretation services for any of these events, please notify the project team at least two weeks in advance of the meeting date at PlymouthMasterPlan@gmail.com.

PUBLIC LISTENING SESSIONS

Sessions are taking place across
Plymouth

Seven in-person and one virtual option
available



“Charting Our Future Together”
Plymouth Master Plan
Public Listening Sessions

We want to hear from you! Listening sessions are being held at various village locations to meet people where they are and gather perspectives from different areas of Plymouth. Hosted by the Plymouth Master Planning Committee, these public sessions will include a brief presentation followed by an opportunity to discuss planning priorities and provide feedback on key questions.

All listening sessions will be held from 6:00 - 7:30pm

Session 01 Wednesday, October 30 The Pinehills The Stonebridge Club (55 Stonebridge Rd)	Session 02 Monday, November 18 North Plymouth Cold Spring Elementary (25 Alden St)	Session 03 Monday, December 9 Plymouth Center Town Hall & Hybrid via ZOOM (26 Court St)	Session 04 Monday, December 16 West Plymouth West Elementary (170 Plympton Rd)
Session 05 Monday, January 6 Cedarville Cedarville Fire Station (2209 State Rd)	Session 06 Thursday, January 16 Manomet Manomet Elementary (70 Manomet Pt Rd)	Session 07 Wednesday, January 29 Redbrook Great Room at Redbrook (1 Greenside Way N)	

Unable to attend in-person? Share your feedback via the online survey:
tinyurl.com/PlymouthMasterPlan

If you require language interpretation services for any of these events, please notify the project team at least two weeks in advance of the meeting date at PlymouthMasterPlan@gmail.com.

VISIT OUR WEBSITE TO PARTICIPATE ONLINE AND STAY INFORMED

Participate when it's convenient for you.

- Interactive map and visioning survey
- Latest project news and upcoming meetings/events
- Past presentations and project documents



Project website link:

<https://tinyurl.com/PlymouthMasterPlan>



A blue-tinted photograph of a town street. On the left, a person in a blue shirt and shorts walks away from the camera. The street is lined with buildings, including one with a sign for 'LONGHOUSE CRAFT BEER' and 'AXE THROWING'. On the right, there is outdoor seating with white tables and chairs under large umbrellas. The text 'THANK YOU!' is overlaid in the center in a bold, yellow font.

THANK YOU!