



Welcome!

**Thank you for joining us.
The meeting will begin shortly.**





Plymouth Comprehensive Plan: Draft Plan Virtual Presentation

January 8, 2026

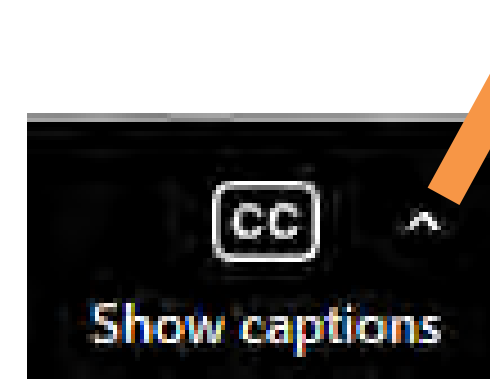
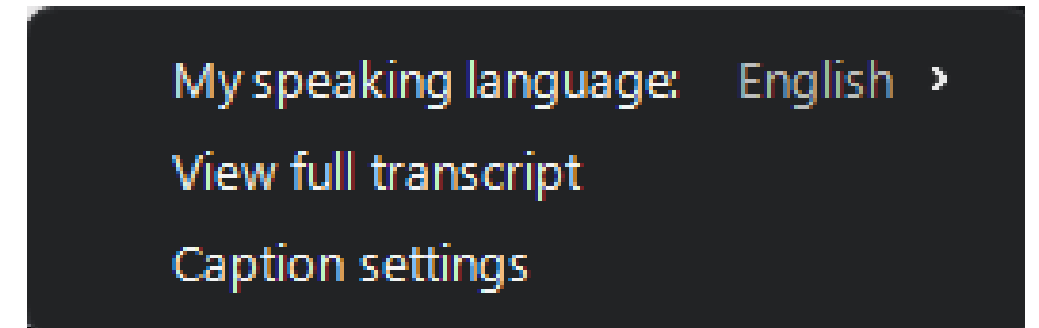
Zoom Participation

- This meeting will be recorded so that it can be shared with people who were unable to join.
- All participants will be muted upon entry so that only the presenters can be heard.
- There will be time for questions and comments after the presentation. Please identify your name and neighborhood before sharing a comment or question.
- Please share only one question or comment at a time.
- Please keep language appropriate and respectful.

Zoom Participation

How to turn on captions

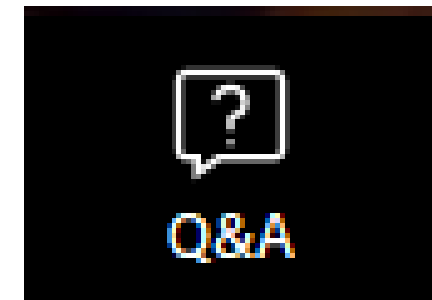
- To view captions at the bottom of the screen, click on the **Show captions** feature.
- To adjust the caption size, click the upward arrow next to Show captions and select **Caption settings**.
- To view a full transcript of meeting in a window to the right, click on the **Transcript** feature.



Zoom Participation

How to participate during Q+A

- To submit a written question or comment, use the **Q+A** feature.
- To ask a question or share a comment verbally, press the **Raise hand** feature. Wait for the moderator to recognize and unmute you before speaking.
- After you speak, we will lower your hand and you will be muted to allow the team to respond and provide opportunities for others to participate.



What is your relationship to Plymouth? Select all that apply.

- Year-round resident
- Part-time resident
- Business owner
- I work in Plymouth
- I do not live or own a business in Plymouth



Poll

How many Plymouth Comprehensive Plan meetings have you attended?

- This is my first meeting on the Comprehensive Plan
- 1-2 previous meetings
- 3+ previous meetings



The background of the slide is a blue-tinted photograph of a city street. On the left, there are multi-story brick buildings. In the center background, a church with a prominent steeple is visible. On the right, there are more historic-style buildings, including one with a clock tower. A person is walking on the sidewalk on the right side of the street.

AGENDA

01 Community Engagement Recap

02 Comprehensive Plan Highlights

03 Comprehensive Plan Structure

04 Implementation

05 Q&A / How to Review the Draft Plan

01 COMMUNITY ENGAGEMENT RECAP

Where We Are in the Planning Process



So Far:

- Open-ended visioning discussions, listening sessions, 3 topic workshops – collecting ideas and input that informed planning
- Drafted vision, goals and strategies for public review – providing material to react to, your feedback informed the draft plan

Now:

- Present draft plan to the Plymouth community; collect feedback

Next:

- Finalize draft plan based on Committee and public feedback
- Present draft plan to Planning Board for adoption

Public Engagement To Date

- **2** General Public Workshops (June 2024 and May 2025)
- **2** Pop-up Events (Summer 2024)
- **3** Topic Workshops (Fall 2024)
- **7** Listening Sessions (Fall/Winter 2024)
- **5** Online Surveys
- **1** Interactive Map
- **1** Project Website

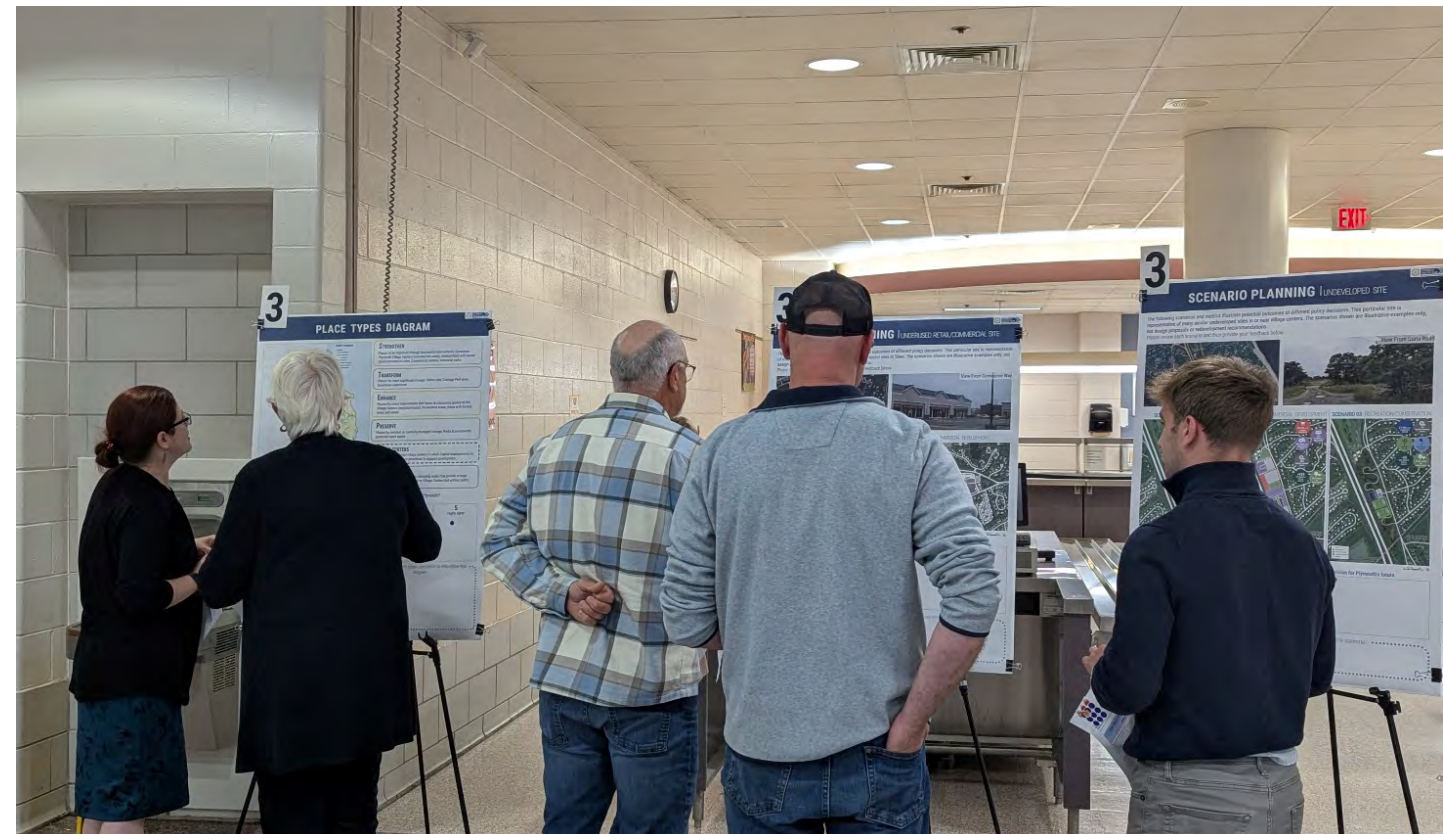
**2,000+ interactions—
and even more reached**

- **430+ in-person attendees**
- **799 survey responses**
- **393 map comments**
- **387 email subscribers**
- **6,900 unique website visitors with 833 unique contributors**



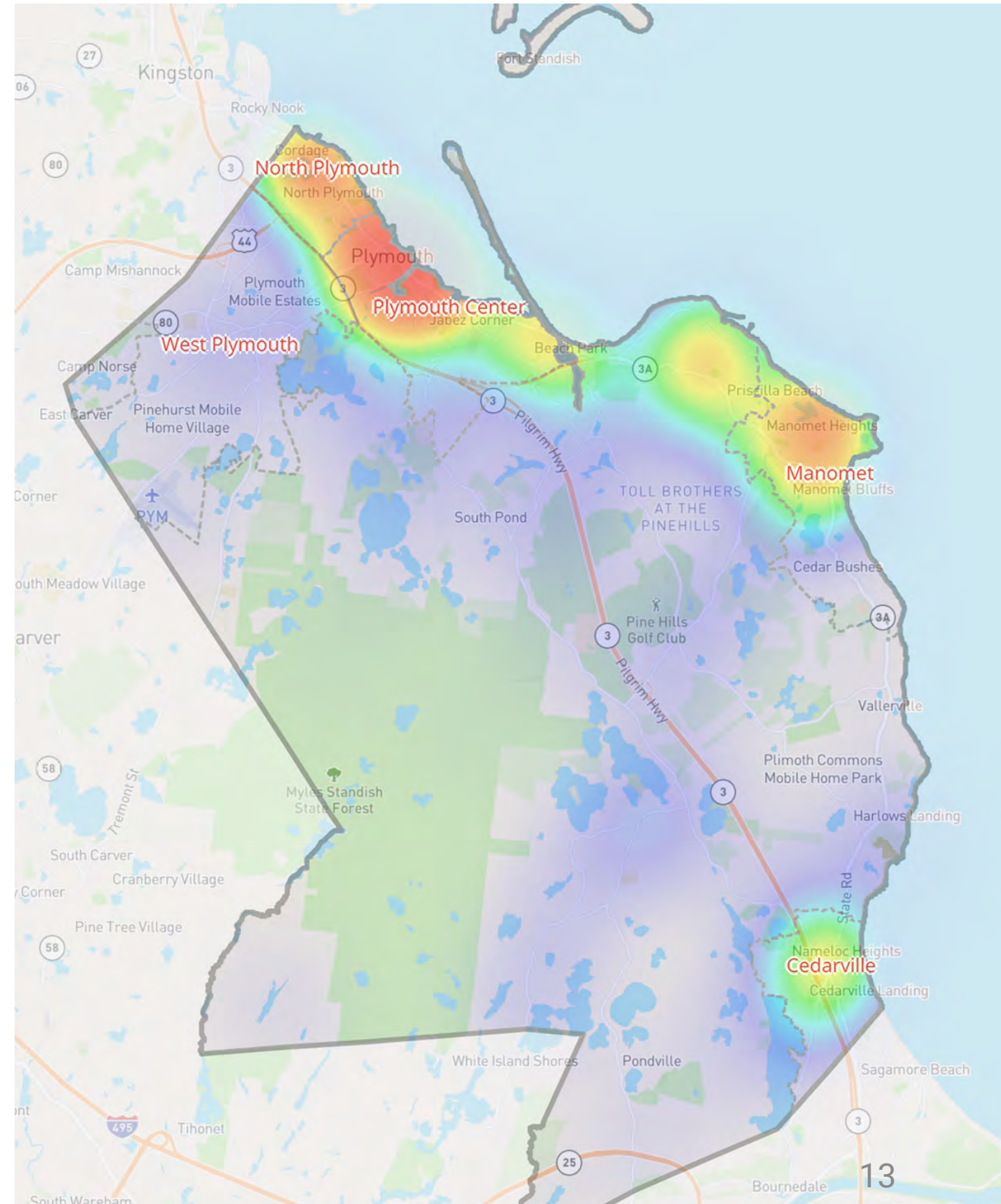
Key Themes from Public Engagement

- Address the need for housing affordability – for young people, older adults, families
- Focus development in already developed areas
- Emphasize aquifer protection
- Foster a more diversified land use mix that includes greater commercial, light industrial, a wider range of housing types, and mixed-use opportunities
- Prioritize further protection and preservation of natural resources and open spaces for public access to nature and recreation



Key Themes from Public Engagement

- Prioritize sustainable and resilient development that incorporates climate adaptation strategies
- Support a diversified economy and local tax base that benefits residents and increases capacity for high paying jobs
- Widespread desire for safer intersections and improved roadway infrastructure
- Interest in greater walkability and multimodal connectivity between destinations



Heat map of comments from online interactive map

Key Themes from Public Engagement

- Preservation and enhancement of historical assets
- Support for arts and culture
- The need to create a clearer townwide identity and direction
- The need to plan for and proactively mitigate impacts that come with growth



The background is a stylized, blue-toned illustration of a city street. A large, multi-story building with a central dome and arched windows is the focal point. In the foreground, a white SUV is parked with its rear hatch open, and a person is standing nearby. Other cars are visible on the street, and a 'ONE WAY' sign is posted. The overall scene is rendered in a clean, illustrative style.

02 COMPREHENSIVE PLAN HIGHLIGHTS

Plymouth Today

PLYMOUTH TODAY

Plymouth's last master plan was adopted twenty years ago. Much has changed since then:



10,000 more residents



7,000 more housing units

added between 2000 and 2020



Substantial development including Colony Place, The Pinehills, and Redbrook.



Closure of Pilgrim Power Station led to a loss of local jobs and municipal property tax revenue.



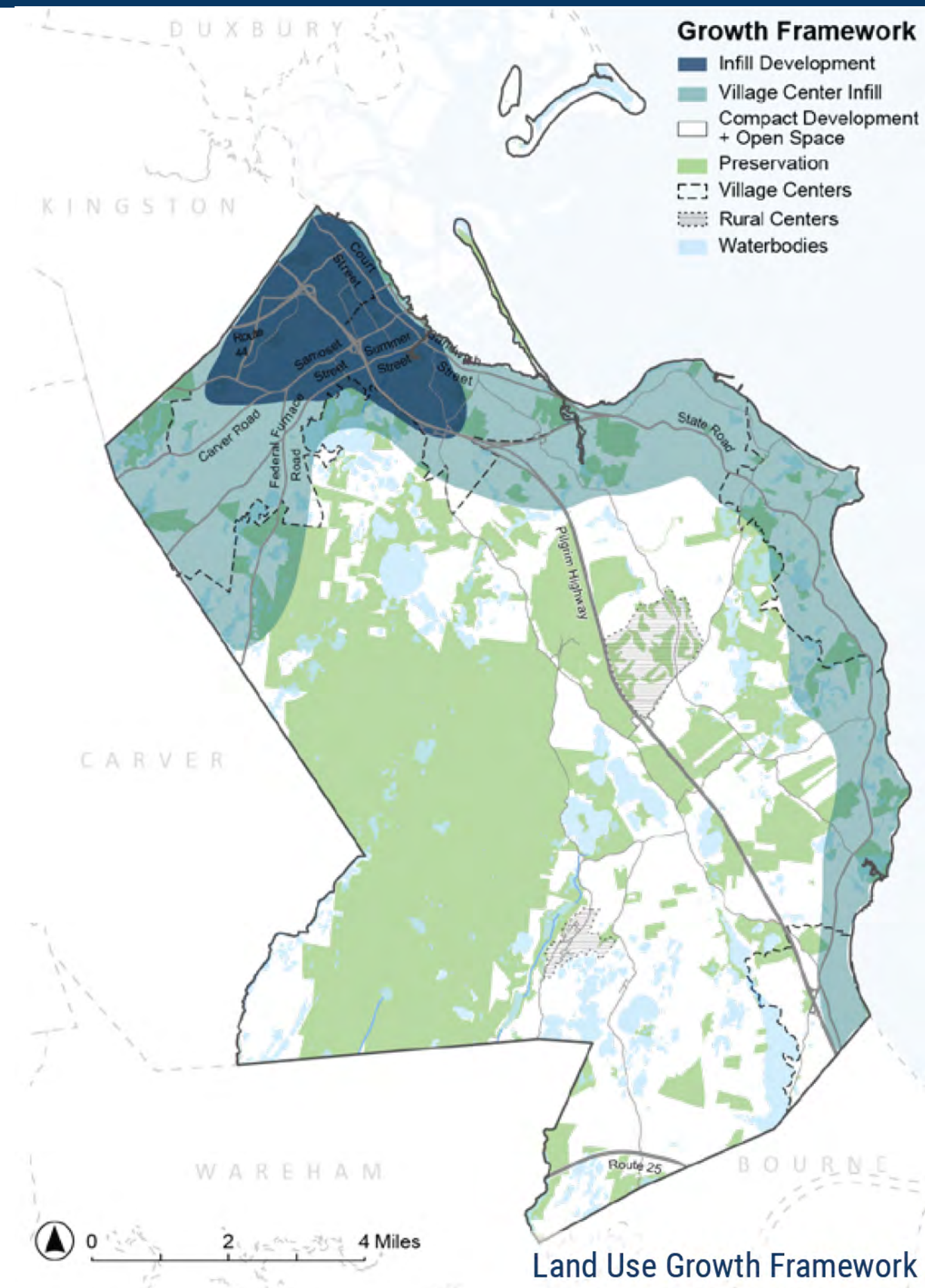
Plymouth Tomorrow – Next Ten Years Will Look Different

- **Plymouth is beginning to approach build-out.**
 - o About 12.5% of Plymouth's area was developed between 1999 and 2024 (85% residential).
 - o Less than 10% of Plymouth's area is potentially developable.
- **The rate of population growth is projected to slow.**
 - o The share of working-age residents is projected to decrease.
 - o The share of residents age 65 years and older is projected to increase.
- **Annual growth in property tax revenues will decline once Pinehills and Redbrook are complete.**
 - o General Fund budget will be impacted by slower growth, unless new growth sources emerge.
 - o These master planned communities accounted for 35-45% of all "new growth" in fiscal years 2022-2026.

Future Growth Considerations & Framework

Plymouth has inherent characteristics that influence what change is possible over the next ten years.

- **Northern Plymouth:** Well-connected road network with multiple travel options; public water and sewer service availability; generally more developed than other parts of town.
- **Central & Southern Plymouth:** More limited roadway network so most people have to use the same roads to get around; only coastal areas have public water, and no public sewer; significantly more protected open space and undeveloped land.



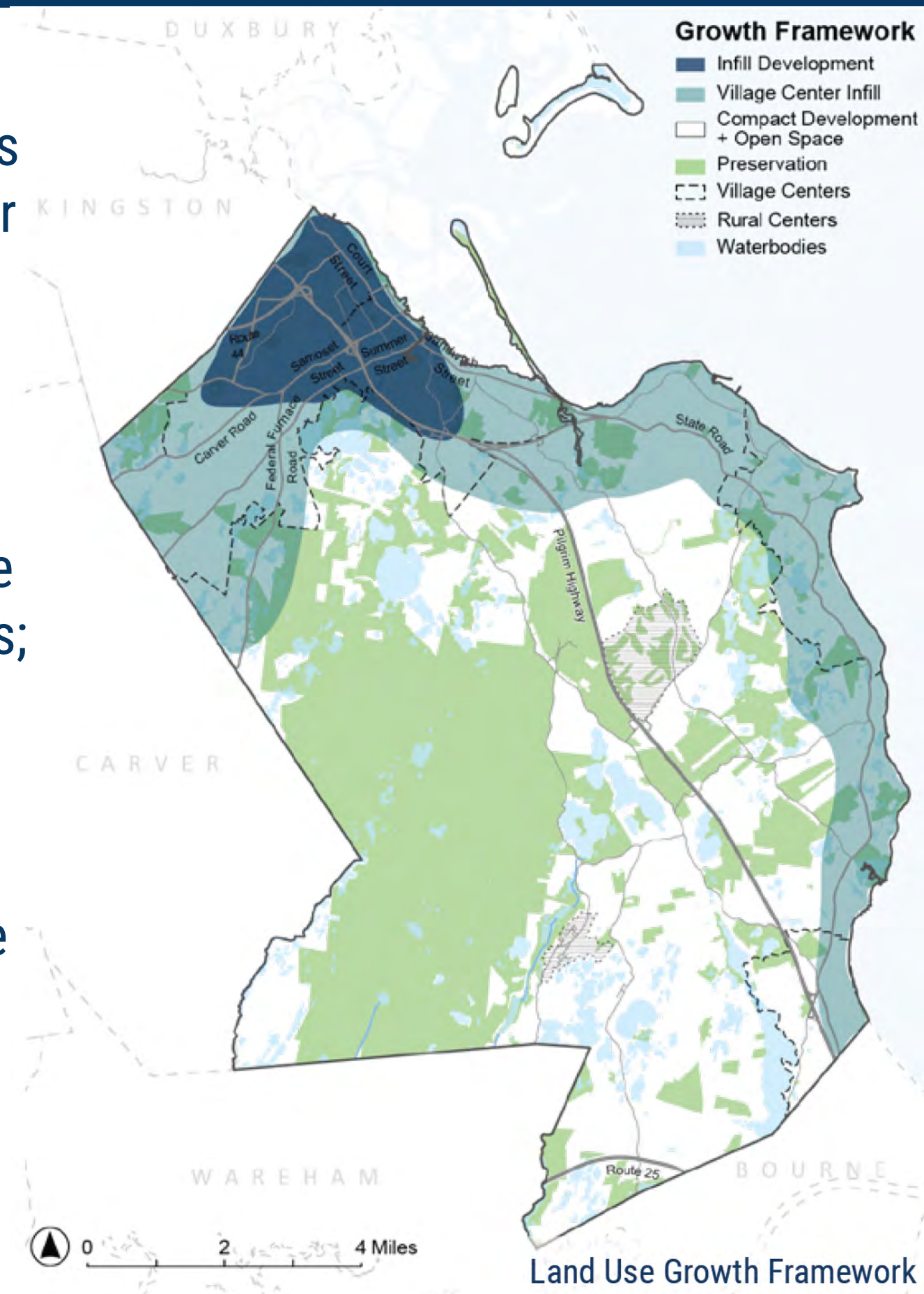
Future Growth Considerations & Framework

Infill Development: capacity for highest intensities and most diverse mix of jobs; most opportunity for bike/ped facilities; primarily redevelopment of aging sites

Village Center Infill: medium to low intensity and primarily residential with retail/service uses; some opportunity for bike/ped facilities in specific areas; primarily redevelopment

Compact Development + Open Space: both new development in compact forms and continued use of land for natural or recreational uses

Preservation: continued preservation of open spaces



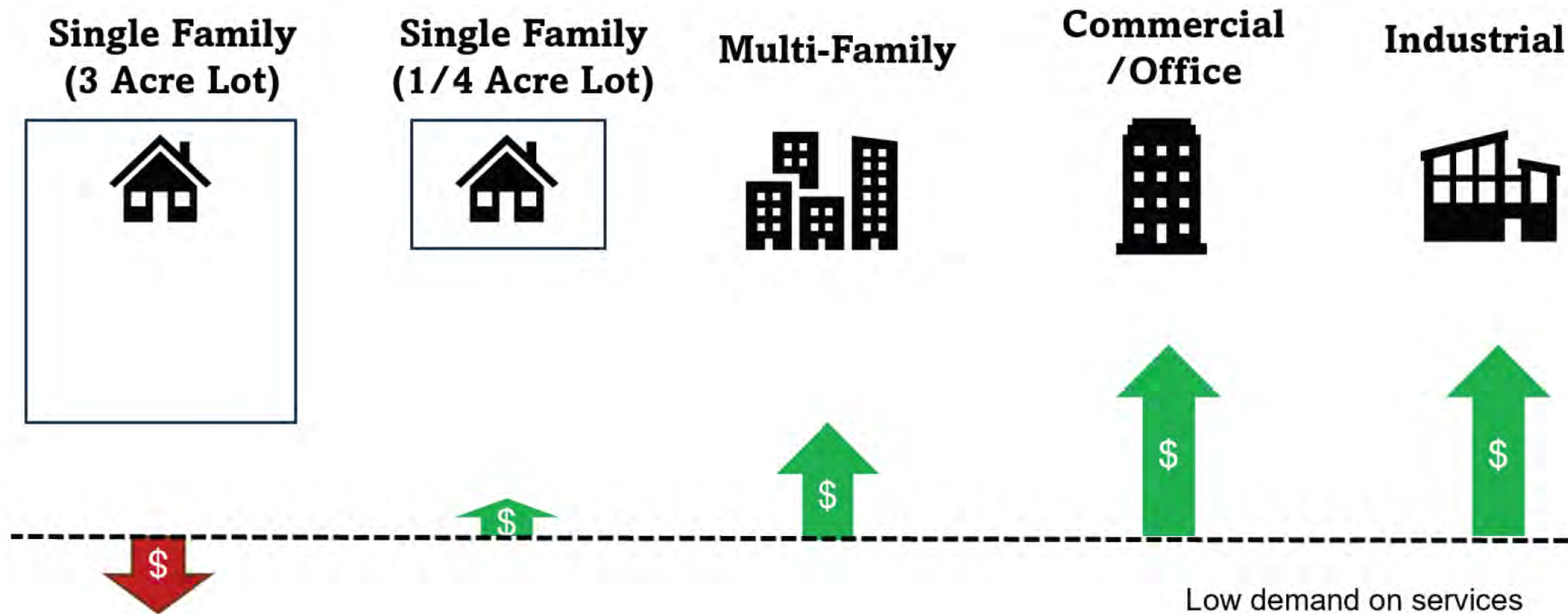
Future Growth & Fiscal Considerations

The Town can do many things but it cannot do everything. Setting priorities with long-term fiscal health in mind is important to ensure today's decisions are financially sustainable in the future.

- Majority of the Town's General Fund budget is supported by property taxes– 85% of which are residential.
- With the near-term completion of major growth drivers (Pinehills and Redbrook), Plymouth will need to support new growth opportunities to maintain investment in infrastructure and services.

Future Growth & Fiscal Considerations

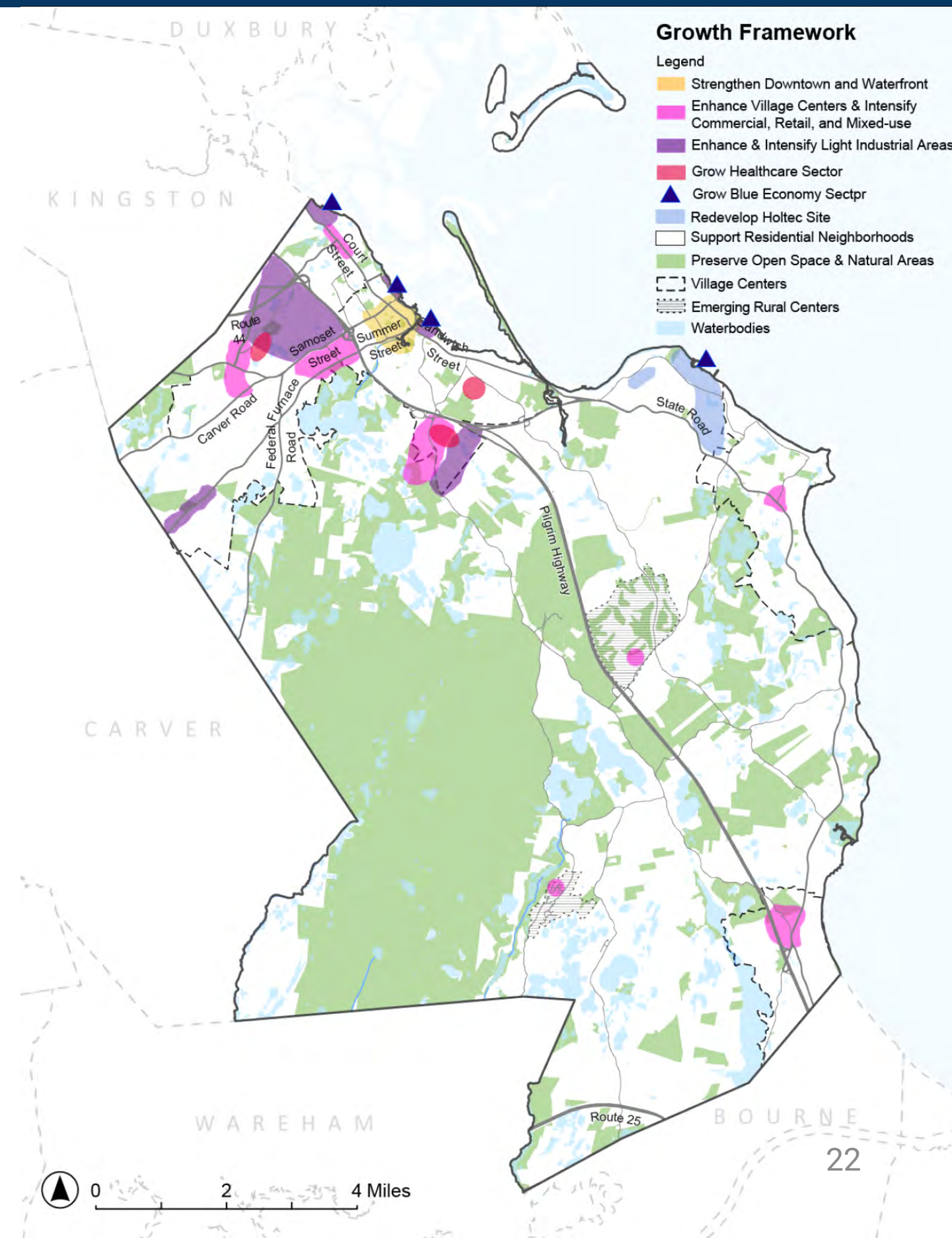
- **Not all development is equal from a fiscal perspective.** Some types tend to be a net positive for the Town (generate more revenue/value than costs) while others tend to be a net negative (generate more costs than revenue/value).
- The Town and its residents will have to make decisions that **balance competing interests and keep long-term financial health in mind.**



Future Land Use Framework

Guiding Principles:

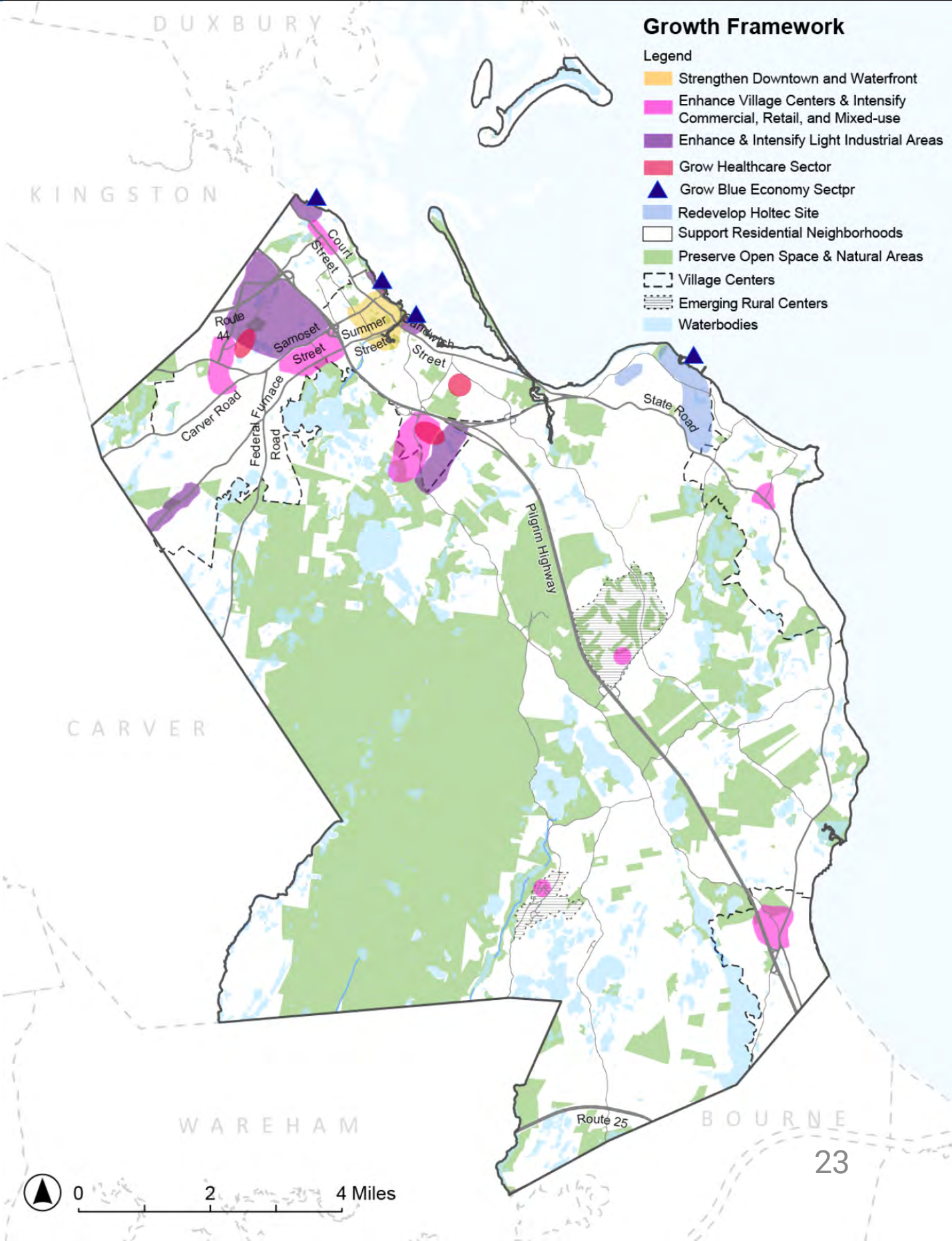
- Plan for all of Plymouth, not just village centers (housing, jobs, open space)
- Growth in one area affects other parts of town
- Importance of aquifer protection
- Consider need to unlock sources of new growth as Pinehills and Redbrook reach completion and the Town faces increasing budget pressures



Future Land Use Framework

Key Land Use Recommendations:

-  Strengthen Downtown and the Waterfront
-  Enhance Village Centers and Intensify Commercial and Mixed-Use Areas
-  Enhance and Intensify Light Industrial Areas
-  Grow the Healthcare Sector
-  Grow the Blue Economy Sector
-  Redevelop the Holtec Site
-  Support Residential Neighborhoods
-  Preserve Open Space and Natural Areas



A blue-tinted illustration of a town street scene. On the left, a pedestrian is walking on a sidewalk. A street lamp with a hanging planter is in the foreground. The street has cars parked and driving. Buildings with various storefronts like 'PLIMOTH VIOLINS' and 'BRITISH' are visible. A church steeple is in the background.

03 COMPREHENSIVE PLAN STRUCTURE

Draft Plan Structure

Executive Summary – a stand-alone document

Introduction

Plymouth at a Glance

Community Engagement

Community Vision

Setting the stage

Economy

Housing

Environment & Climate

Mobility

History, Culture, & Community

Public Facilities & Services

Goals & Strategies

Land Use

Implementation

The Way Forward



Topic Chapter Structure

Overview

Strategies

Relation to Other Plan Elements

Relation to Plan Themes

Key Existing Conditions

Emphasizes interconnectedness
– can't consider one topic
separate from others



Overarching Plan Themes



Advancing Community Affordability

- Broad lens - housing, jobs, transportation options, municipal finances, etc.
- Quality of life, inclusion, livability



Integrating Sustainability and Resilience

- Environmental but also economic, social, financial, etc.
- Proactive adaptation to climate change impacts



Addressing Public Health, Walkability, and Wellbeing

- Physical, mental, social wellbeing
- Natural environment, public spaces, social services

04 IMPLEMENTATION

Implementation

The plan provides actionable strategies across core topics to support the plan's vision and goals:

- Near-term focus on critical needs
- Changes with low/no cost to Town besides staff time (zoning, grant writing, etc.)

Emphasizes flexibility, allowing for mid-course adjustments as conditions change. Progress will be reviewed periodically to ensure continued alignment with community needs.

GOAL/STRATEGY	RELATED GOAL(S)	LEAD	PARTNER(S)	TIMELINE
H. Develop a variety of housing types that better meet the diverse and changing needs of our multi-generational community.				
H-1. Promote and prioritize infill development, adaptive reuse, and the redevelopment of existing buildings, Town-owned properties, and underutilized or vacant commercial properties for mixed-income housing. a. Direct future infill and mixed-use development toward Downtown and Village Service Areas to encourage the critical mass necessary to create a complete and vibrant neighborhood. b. Continue to evaluate Town-owned land for housing suitability. c. Study opportunities for the re-use of existing buildings, previously developed land, or Town-owned sites for new community housing.	Economy Public Facilities & Services	DPD	Planning Board, Zoning Board of Appeals	Ongoing
H-2. Support seniors' ability to age in place a. Increase multi-generational housing options and progressive senior facilities b. Promote use of available tax breaks c. Continue support for housing maintenance and repair programs for seniors who wish to remain in their homes and other households in need .	History, Culture, & Community	DPD	Health & Human Services, Disabilities Committee, Senior Task Force Committee	Near-term
H-3. Continue to promote compact development patterns that group housing areas on smaller portions of a site to protect remaining land as common space.	Environment & Climate	DPD	Planning Board	Ongoing
H-4. Implement compact dwelling zoning regulation to encourage smaller 'starter home' construction at lower price points.		DPD	Planning Board	Near-term

Implementation - Economy

- Preserve commercial and industrial land to attract new businesses
- Support emerging economic sectors (including healthcare and the blue economy)
- Expand and diversify the tax base

Summary of major recommendations – see draft plan for full list of strategies



Implementation - Housing

- Promote infill and mixed-use development
- Encourage compact development patterns
- Support aging-in-place
- Expand affordable housing options throughout town

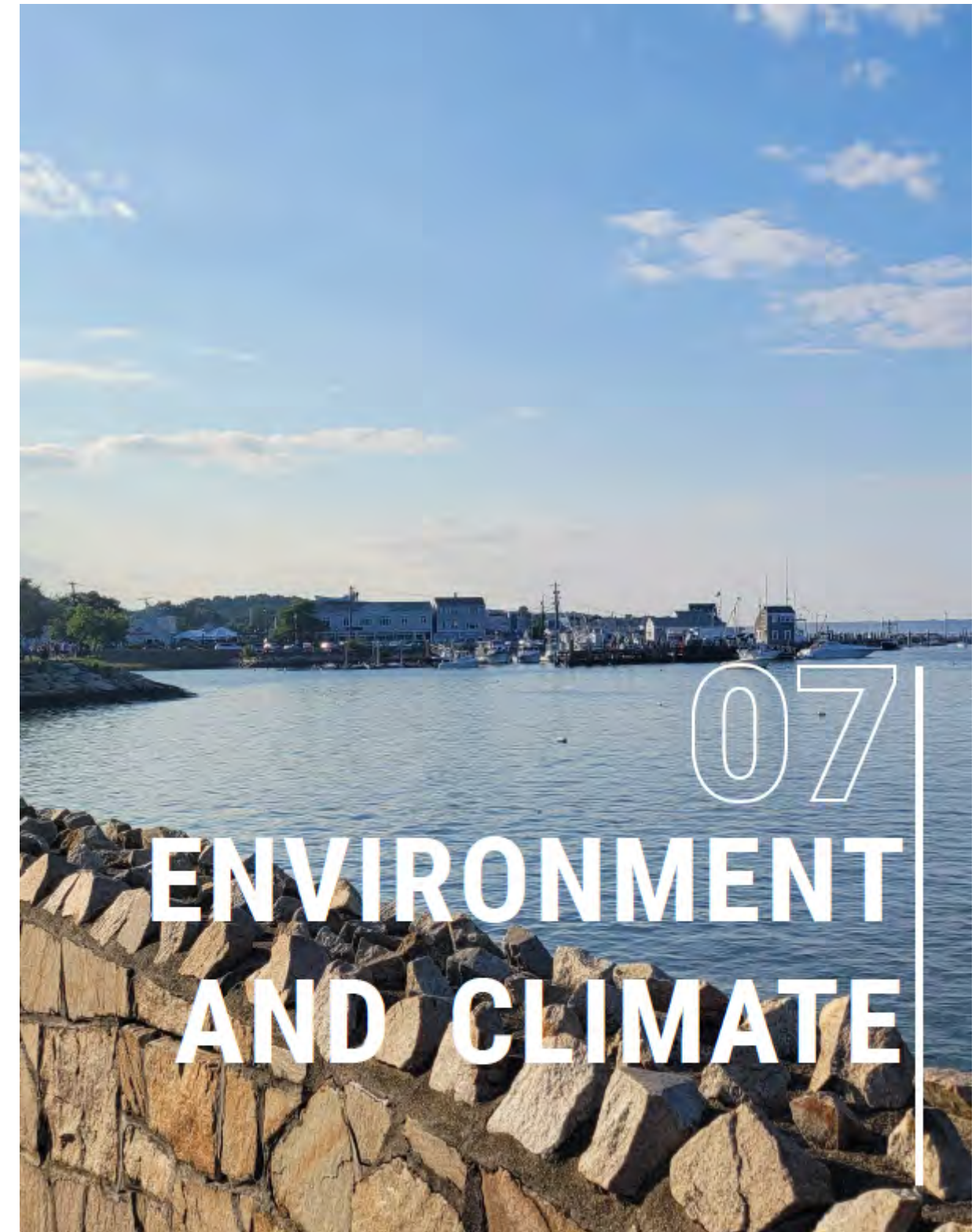
*Summary of major recommendations –
see draft plan for full list of strategies*



Implementation – Environment and Climate

- Protect natural resources including aquifer and ponds, forests, and open spaces
- Expand climate adaptation and resilience measures
- Promote renewable energy

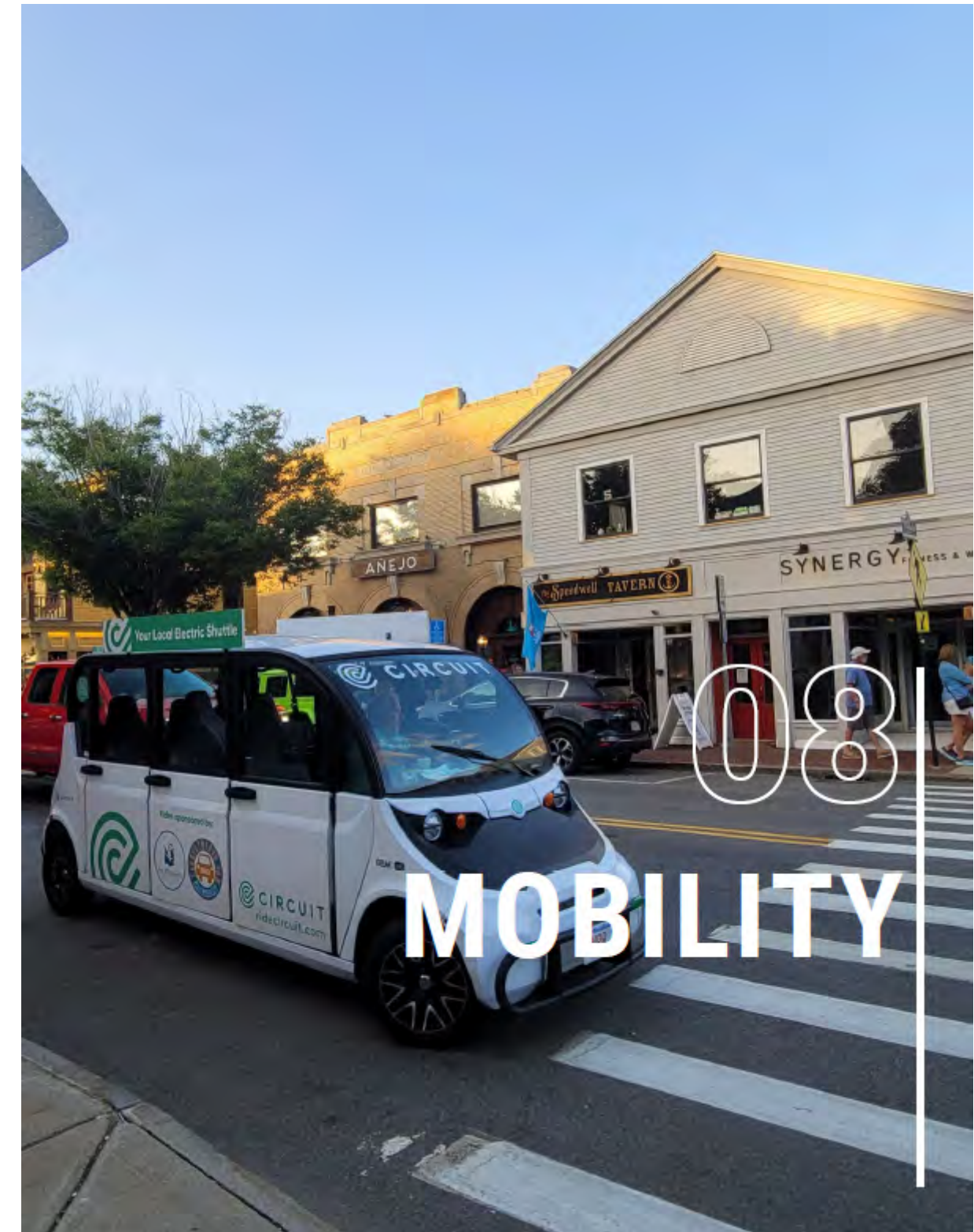
*Summary of major recommendations –
see draft plan for full list of strategies*



Implementation – Mobility

- Invest in targeted intersection improvements and traffic calming
- Expand pedestrian and bicycle infrastructure within suitable areas
- Advocate for improved transit service

*Summary of major recommendations –
see draft plan for full list of strategies*



Implementation – History, Culture, Community

- Promote historic resources as community assets
- Support arts and culture
- Enhance age- and dementia-friendly initiatives

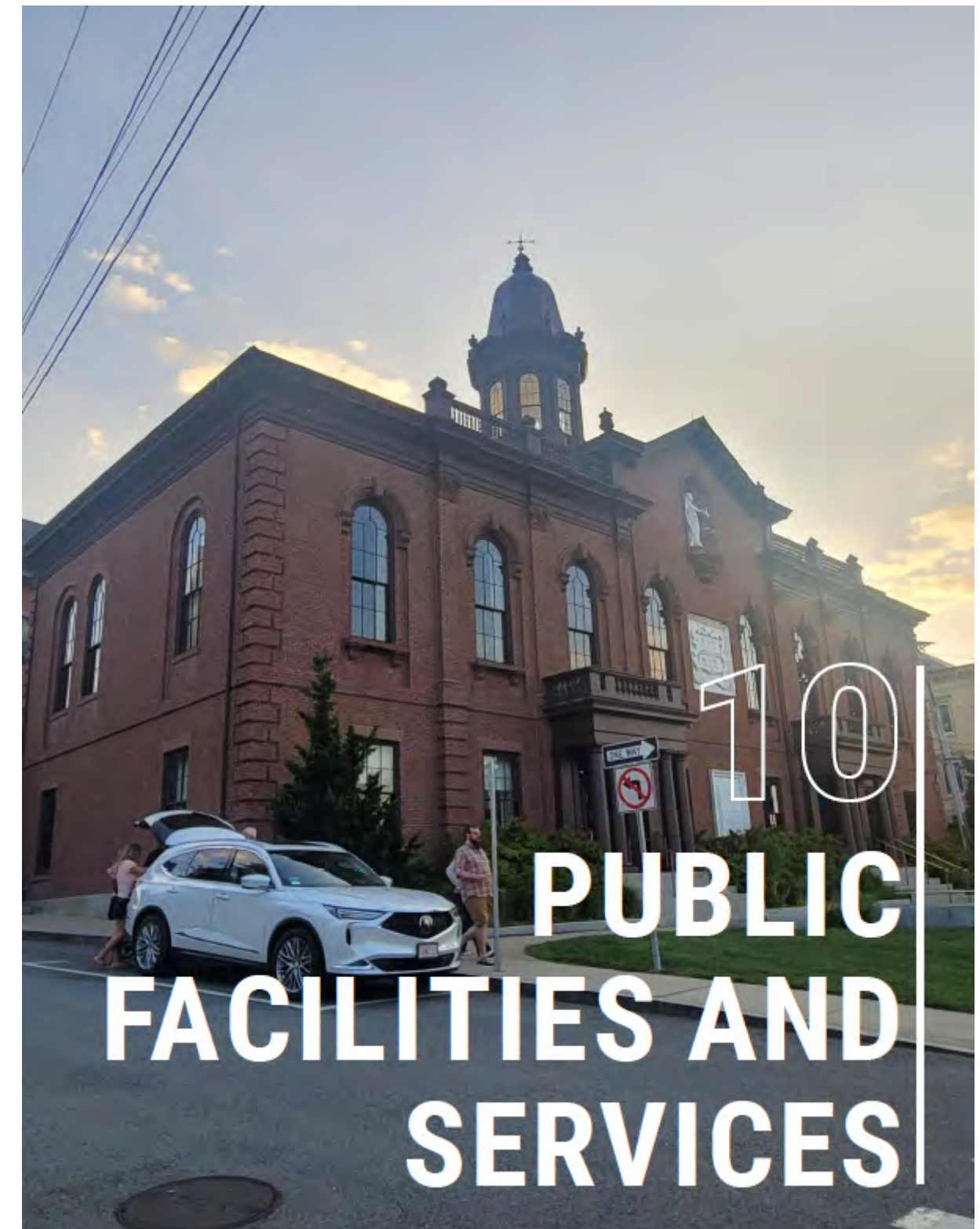
*Summary of major recommendations –
see draft plan for full list of strategies*



Implementation – Public Facilities and Services

- Maintain and upgrade infrastructure
- Expand recreational programming for all ages
- Improve universal accessibility

*Summary of major recommendations –
see draft plan for full list of strategies*



Implementation – Land Use

- Focus growth in strategic areas that utilize existing infrastructure
- Balance development with open space preservation
- Modernize zoning to support community goals

*Summary of major recommendations –
see draft plan for full list of strategies*



A group of people, mostly older adults, are seated at long tables in a large room, likely a community hall or meeting space. They are looking at and discussing documents spread out on the tables. The room has large windows in the background and a staircase on the right side. The overall atmosphere is one of a formal yet collaborative meeting.

5 HOW TO REVIEW THE DRAFT PLAN/ Q+A

Review the Draft Plan

Online Review & Feedback

The full draft plan and executive summary are available to review on the project website.

Submit your feedback through the online form.

**Comment form will be available through
January 25!**



Project website link:

<https://tinyurl.com/PlymouthCompPlan>

A printed copy is also available in Town Hall at the Department of Planning & Development office.

Plymouth Comprehensive Plan

The Town is creating a new comprehensive plan (formerly called the master plan). It establishes a long-range policy framework that will guide decision-making.



Draft Plan Documents For Review



Comprehensive Plan - Executive Summary

PDF (6.63 MB)

January 2026 draft for review.



Comprehensive Plan - Draft Plan Document

PDF (10.05 MB)

January 2026 draft for review.

Share Your Feedback

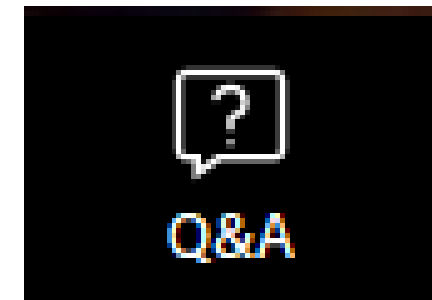
Please review Plymouth's draft Comprehensive Plan and then share your feedback.

[Comment Form](#)

Zoom Participation

How to participate during Q+A

- To submit a written question or comment, use the **Q+A** feature.
- To ask a question or share a comment verbally, press the **Raise hand** feature. Wait for the moderator to recognize and unmute you before speaking. There will be a 1-minute limit.
- After you speak, we will lower your hand and you will be muted to allow the team to respond and provide opportunities for others to participate.



Review the Draft Plan

Online Review & Feedback

The full draft plan and executive summary are available to review on the project website.

Submit your feedback through the online form.

**Comment form will be available through
January 25!**



Project website link:

<https://tinyurl.com/PlymouthCompPlan>

A printed copy is also available in Town Hall at the Department of Planning & Development office.



Draft Plan Documents For Review



Comprehensive Plan - Executive Summary
PDF (6.63 MB)
January 2026 draft for review.



Comprehensive Plan - Draft Plan Document
PDF (10.05 MB)
January 2026 draft for review.

Share Your Feedback

Please review Plymouth's draft Comprehensive Plan and then share your feedback.

[Comment Form](#)



THANK YOU!



Project website link:

<https://tinyurl.com/PlymouthCompPlan>