



MASTER PLAN COMMITTEE

July 16, 2025

AGENDA

1. // STRATEGY FEEDBACK SUMMARY
2. // GOALS & STRATEGIES
3. // MASTER PLAN THEMES DISCUSSION
4. // WHAT'S NEXT

But first...

Drawing the **Plimoth General Store** gift card winner!

206 entrants from workshop and survey

[Random Number Generator Wheel - Number Wheel](#)

Thank you to everyone who took the time to share their feedback with the planning team!



01 // STRATEGIES FEEDBACK SUMMARY



Draft Strategies Workshop + Survey

Almost **350 total responses**

May 22 workshop:
33 attendees signed in
During a major rainstorm

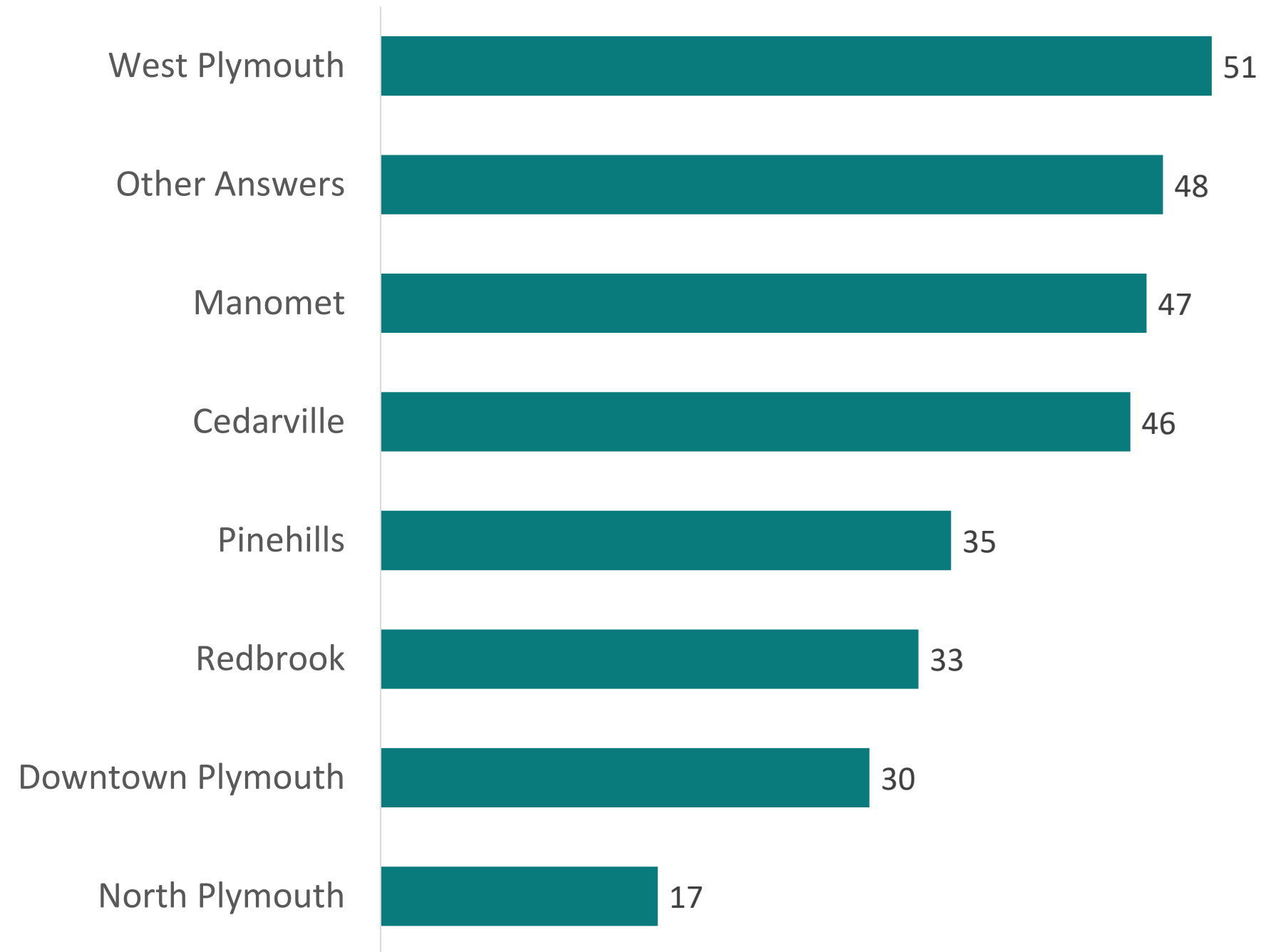
Online survey:
314 responses received
Ran from May 23-June 20



About the Survey Respondents

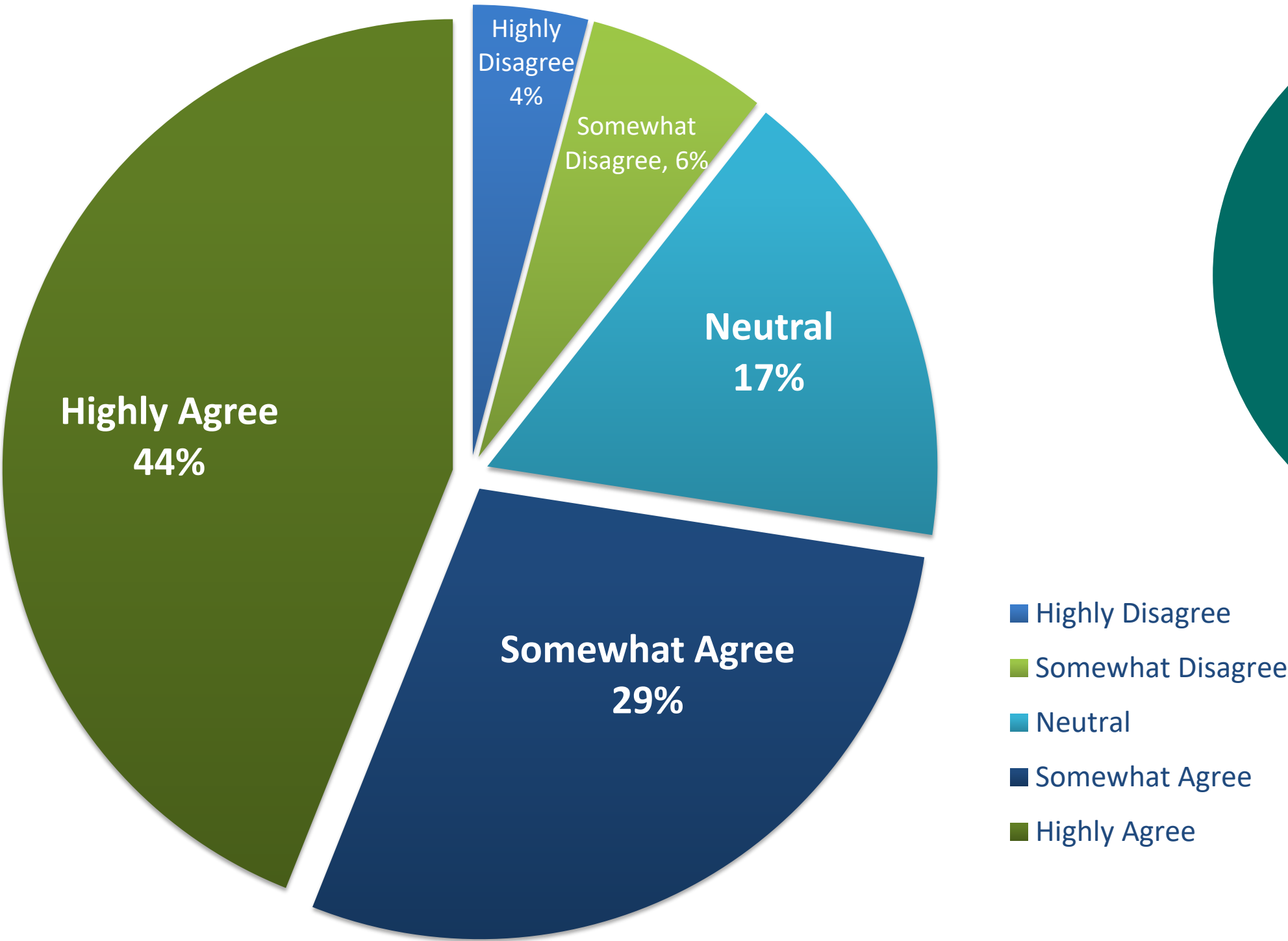
- There was near equal representation of different areas in Plymouth →
- 26% of respondents are between 40-49 years old
- 23% of respondents are between 70-79 years old
- 63% of respondents have lived in Plymouth more than 11 years
- 94% of respondents live in Plymouth year-round.

What Best Describes Where you Live?



Feedback on Vision Statement (Combined Online and In-Person Results)

Do You Agree with the Vision Statement?



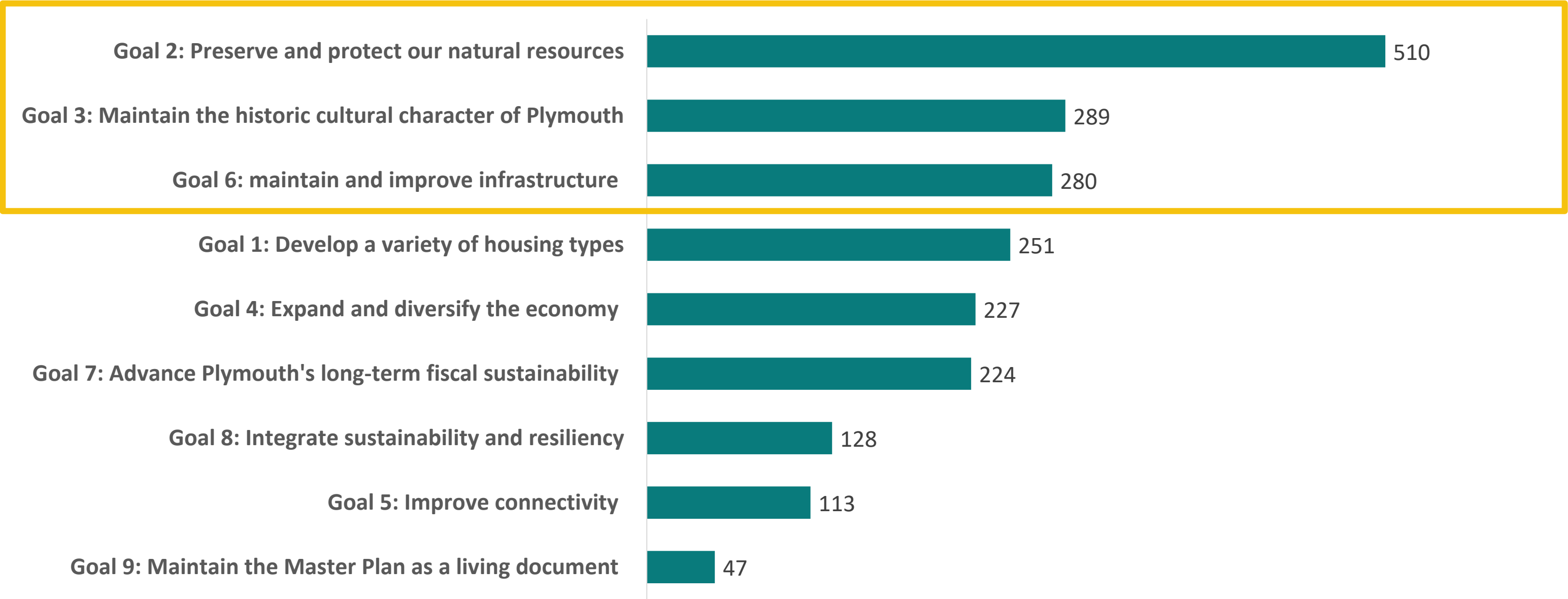
Out of the 339 responses*, **73% highly agreed or somewhat agreed** with the vision statement

**Of the total 339 responses, 314 were of the online survey, and 25 from the in-person workshop*

Total Goals Ranking

Respondents were asked to rank their top three goals:*

Most Important Master Plan Goal for Next 10 Years in Plymouth



**A total of 340 responses were submitted from the survey and in-person workshop. All responses were weighted, with first choices receiving three points, second choice receiving 2, and third receiving 1.*

Themes from Respondents on Goal Prioritization

- Some felt there should be more of a focus on children and families in the goals, such as improving education and providing more resources for families with school aged children.
- Concern about personal finances underscored many comments on goals. For example, there were multiple requests for lower taxes.
- Many responses expressed desire for affordable housing, however a roughly equal number of responses expressed concerns with overdevelopment.
- Aquifer protection was mentioned many times.

Goal 1: Top Housing Strategies

Unranked Results

Strategy 1: 1-C (47 votes)

- 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.

Strategy 2: 1-E (37 votes)

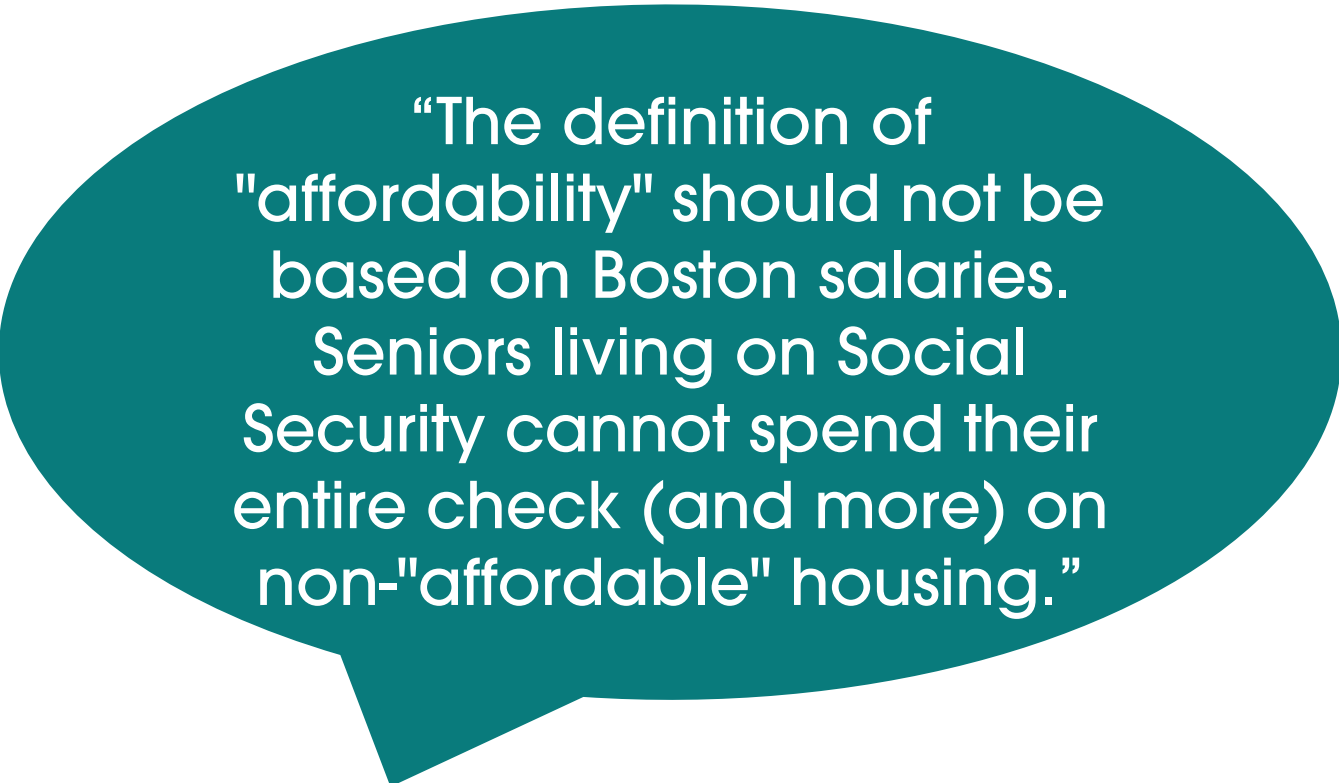
- Support seniors' ability to age in place through increased multi-generational housing options, progressive senior facilities, use of available tax breaks, and continued support for housing maintenance and repair programs for seniors who wish to remain in their homes and other households in need.

Strategy 3: 1-F (22 votes)

- Implement compact dwelling zoning regulation to encourage 'starter home' construction at lower price points.

Written Comments

- Many comments focused on prioritizing infrastructure and ecosystem health before more housing developments.
- Many felt there should be more consideration for seniors.



“The definition of “affordability” should not be based on Boston salaries. Seniors living on Social Security cannot spend their entire check (and more) on non-“affordable” housing.”

**A total of 69 respondents chose their top three strategies, while 245 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 2: Top Natural Resources Strategies

Unranked Results:

Strategy 1: 2-F (44 votes)

- Develop a coordinated land preservation strategy that integrates strategies from the 2024 OSRP, Priority Plymouth, and other Town plans and initiatives to protect, preserve, and expand natural resources and open space.

Strategy 2: 2-H (34 votes)

- Pursue partnerships and grant opportunities to conserve, restore, and protect ecologically sensitive areas and other areas prone to flooding.

Strategy 3: 2-E (31 votes)

- Develop a forest management plan in partnership with private and non-profit entities to maintain healthy forests and mitigate fire risks. Include a community wildfire protection plan to address fire risk, especially in the pine barrens.

Written Comments

- Some urged for more regulation and protections, combined with local education efforts.

“Ensure protected land is really protected.”

“County wide education efforts and legislation with large proportional fines for corporations or residents that ignore conservation efforts as brought forth by studies and analyses from an environmental dept.”

**A total of 77 respondents chose their top three strategies, while 237 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 3: Top Historic Preservation Strategies

Unranked Results:

Strategy 1: 3-H (21 votes)

- Partner with local businesses and organizations to promote, enhance, and expand community events, experiences, and opportunities that celebrate public art, local history, and cultural resources.

Strategy 2: 3-A (19 votes)

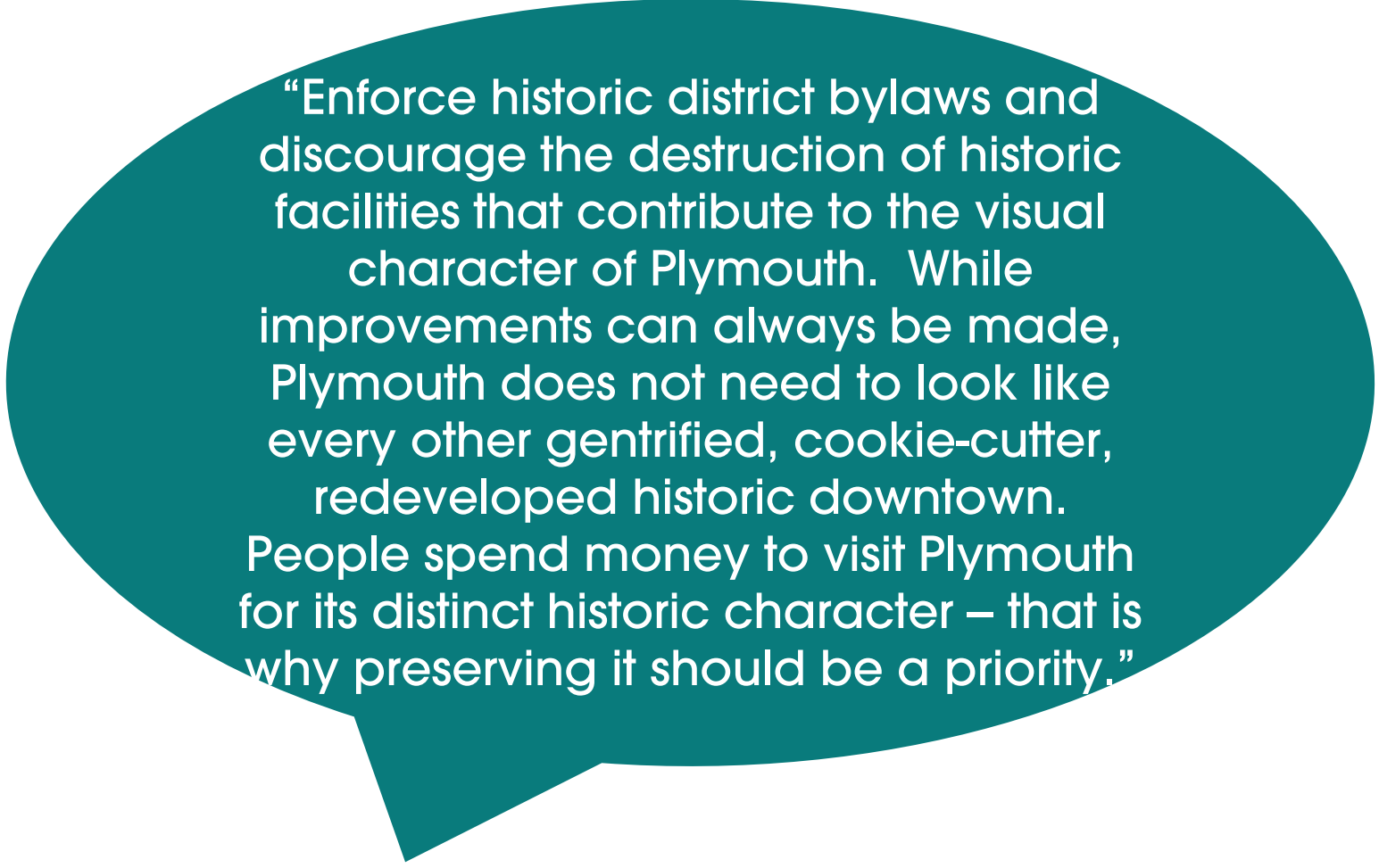
- Preserve and expand public space resources in each Village Center area.

Strategy 3: 3-B (16 votes)

- Expand public beach access to selected ponds and ocean areas consistent with appropriate natural resource conservation measures.

Written Comments

- Most comments agreed with the strategies laid out



“Enforce historic district bylaws and discourage the destruction of historic facilities that contribute to the visual character of Plymouth. While improvements can always be made, Plymouth does not need to look like every other gentrified, cookie-cutter, redeveloped historic downtown. People spend money to visit Plymouth for its distinct historic character – that is why preserving it should be a priority.”

**A total of 49 respondents chose their top three strategies, while 265 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 4: Top Economic Strategies

Unranked Results:

Strategy 1: 4-B (27 votes)

- Support upgrading visitor-related infrastructure such as public restrooms, meeting space, and a signature hotel, with the aim of increasing visitor spending levels and reducing seasonality of visitors in Plymouth.

Strategy 2: 4-H (25 votes)

- Support local agriculture as an important part of Plymouth's character, food systems, and local economy.

Strategy 3: 4-D (24 votes)

- Evaluate potential for a flexible multi-tenant industrial building to attract blue economy and other small tech manufacturers and businesses.

Written Comments

- Most comments urged Plymouth attract business professionals and companies to achieve economic goals.



“Sustainability and protection of natural resources should be linked to economic development, either within this goal or as parallel (but expressly mentioning its link to economic development).”

**A total of 64 respondents chose their top three strategies, while 250 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 5: Top Transportation Strategies

Unranked Results*:

Strategy : 5-C (24 votes)

- Improve existing east-west roadways to accommodate all modes of transportation.

Strategy 2: 5-G (22 votes)

- Improve pedestrian and bicycle access and facilities in Village Centers and rural areas to encourage more walking and biking, reduce vehicle dependency, improve safety, and help alleviate traffic congestion from short local trips.

Strategy 3: 5-K (17 votes)

- Strengthen transit connections to Boston and the greater region.

Written Comments

- Most comments spoke to vehicles, such as parking enforcement, specific roadway fixes, and safer intersections



“Fix sidewalks that are not bicycle accessible.”

**A total of 52 respondents chose their top three strategies, while 262 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 6: Top Infrastructure Strategies

Unranked Results:

Strategy 1: 6-G (29 votes)

- Evaluate opportunities for new recreation amenities and public facilities within each Village Service Area. Special focus should be given to West Plymouth, Manomet, and Cedarville.

Strategy 2: 6-H (28 votes)

- Implement targeted safety improvements at high-crash intersections, including roadway redesigns to reduce conflict points and improve sight lines and signal timing adjustments.

Strategy 3: 6-A (23 votes)

- Implement recommendations of the Water System Master Plan and Comprehensive Wastewater Management Plan when completed.

Written Comments

- Many comments spoke to specific roads and intersections needing improvement.



“Studies should be implemented to address the traffic concerns we have”

**A total of 58 respondents chose their top three strategies, while 256 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 7: Top Fiscal Strategies

Unranked Results:

Strategy 1: 7-B (35 votes)

- Conduct return-on-investment analysis on major capital projects not tied to essential services as part of the prioritization process.

Strategy 2: 7-C (32 votes)

- Review existing enterprise funds for water, sewer, and solid waste for opportunities to increase dedicated funding for maintenance of public infrastructure.

Strategy 3: 7-A (35 votes)

- Review potential impact future growth would have on Town staffing needs and plan accordingly. Evaluate roles of Town staff and volunteer committees.

Written Comments

- Request to examine the return on investment for all projects.



“A strategy that puts the fiscal responsibilities of the Town in line with the minimization of residential tax increases.”

**A total of 46 respondents chose their top three strategies, while 268 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 8: Top Sustainability & Resiliency Strategies

Unranked Results:

Strategy 1: 8-E (27 votes)

- Maintain and expand Plymouth's tree canopy and promote sustainable and resilient landscaping practices, including green infrastructure and native plant species, throughout the community.

Strategy 2: 8-B (27 votes)

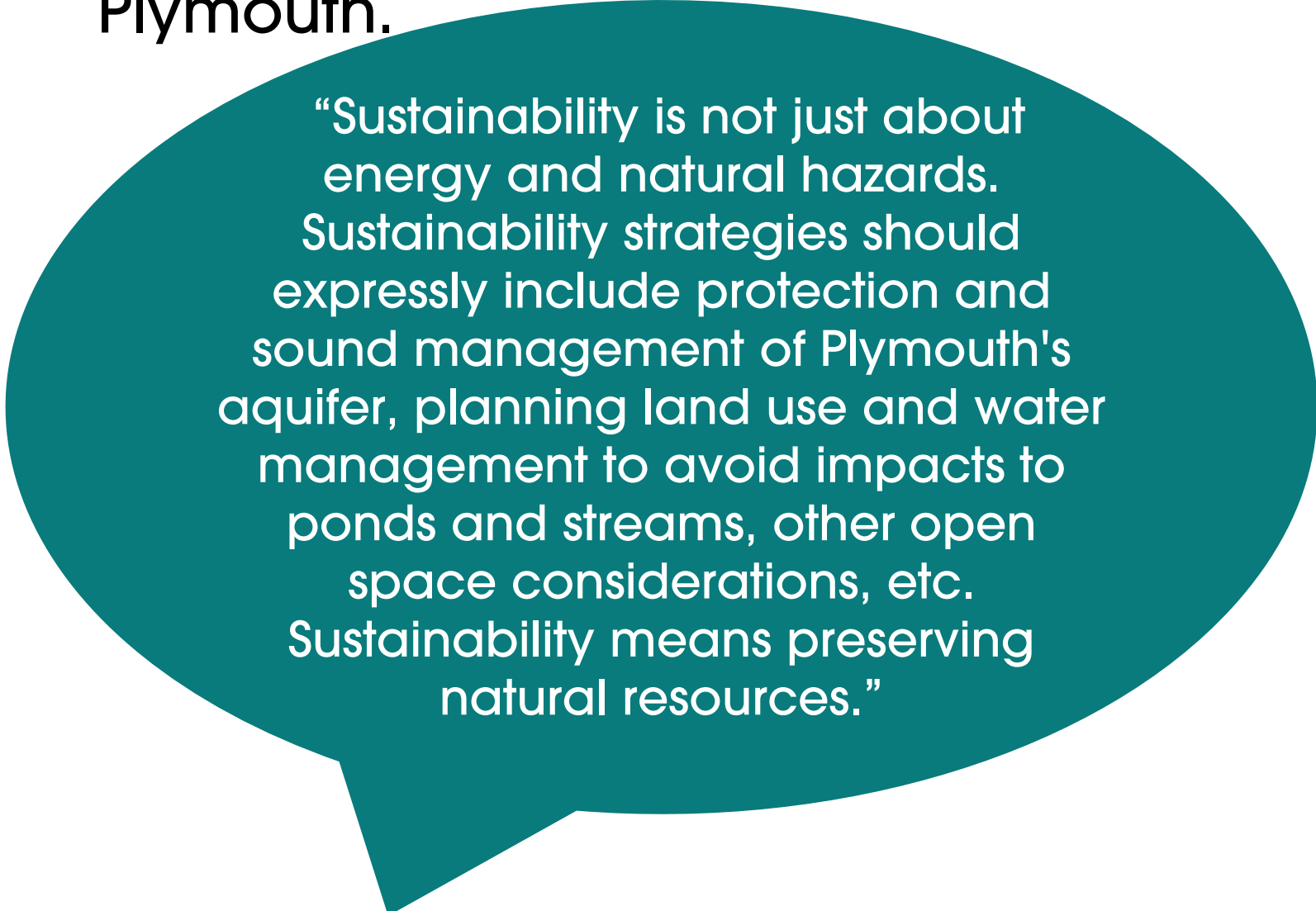
- Expand renewable energy use and generation, including solar and wind, for municipal, business, institution, and residential use.

Strategy 3: 8-G (20 votes)

- Conduct an inventory and needs assessment of coastal infrastructure and shoreline protections to evaluate conditions and identify maintenance and/or redesign/retrofit needs.

Written Comments

- Almost no opposition to any of the strategies. Many emphasized the need to reduce carbon footprint of Plymouth.



“Sustainability is not just about energy and natural hazards. Sustainability strategies should expressly include protection and sound management of Plymouth's aquifer, planning land use and water management to avoid impacts to ponds and streams, other open space considerations, etc. Sustainability means preserving natural resources.”

**A total of 57 respondents chose their top three strategies, while 257 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

Goal 9: Top Master Plan Strategies

Unranked Results:

Strategy 1: 9-B (35 votes)

- Create a Master Plan implementation committee with representation from key geographic and topic areas to monitor ongoing implementation of the plan's goals and strategies.

Strategy 2: 9-C (28 votes)

- Conduct an interim review process of the Master Plan after five years.

Strategy 3: 9-A (22 votes)

- Create an interdepartmental working group that meets quarterly to support implementation of the Master Plan across Town departments and committees.

Written Comments

- Most comments requested the public be more involved in the implementation review process.
- Incorporate more reflection from prior master plans.

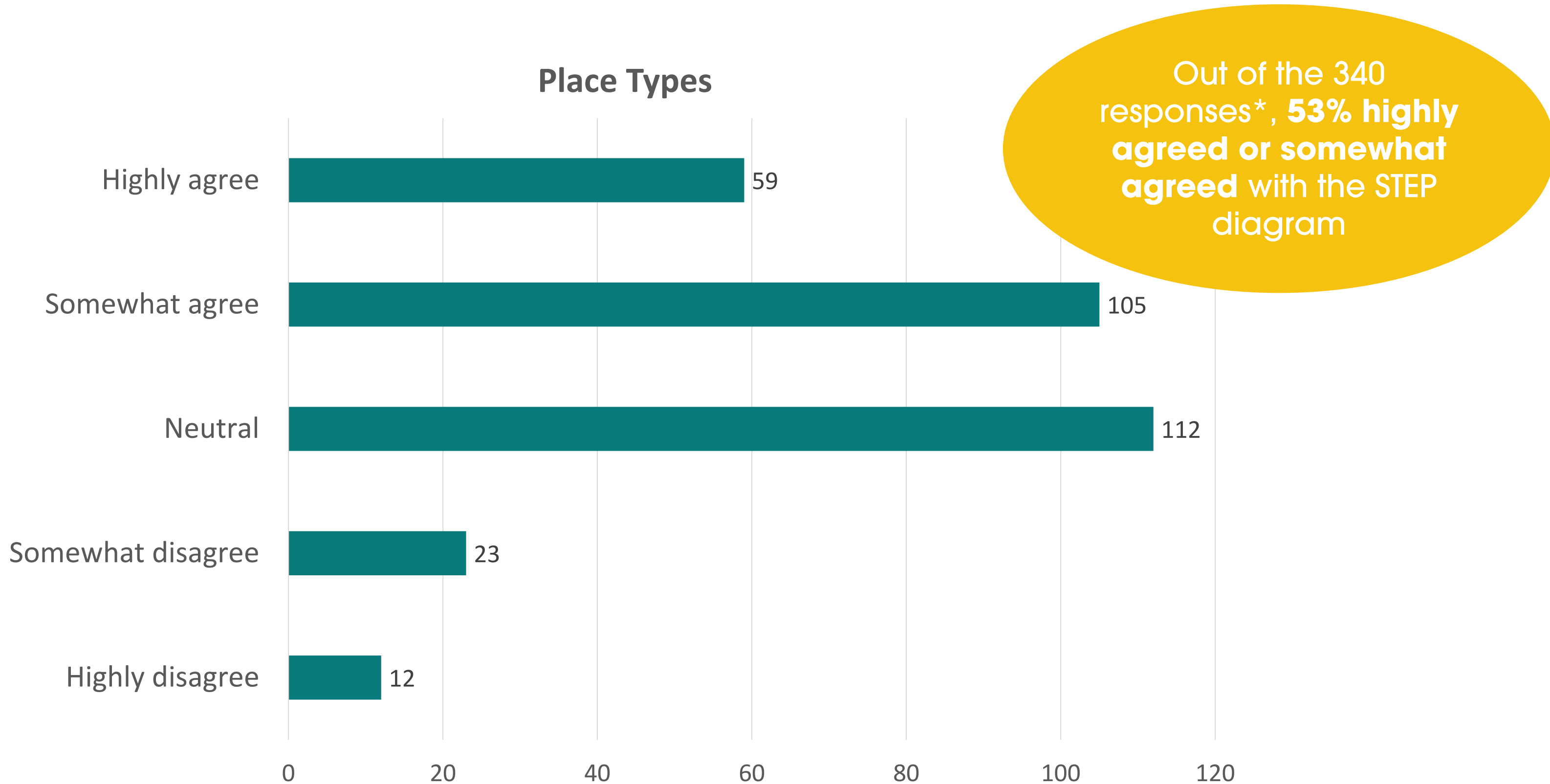


“Third party audit whatever process is implemented and communicate transparently with the public.”

**A total of 40 respondents chose their top three strategies, while 274 skipped the question*

***The results are from the online survey only (not combined with the in-person workshop)*

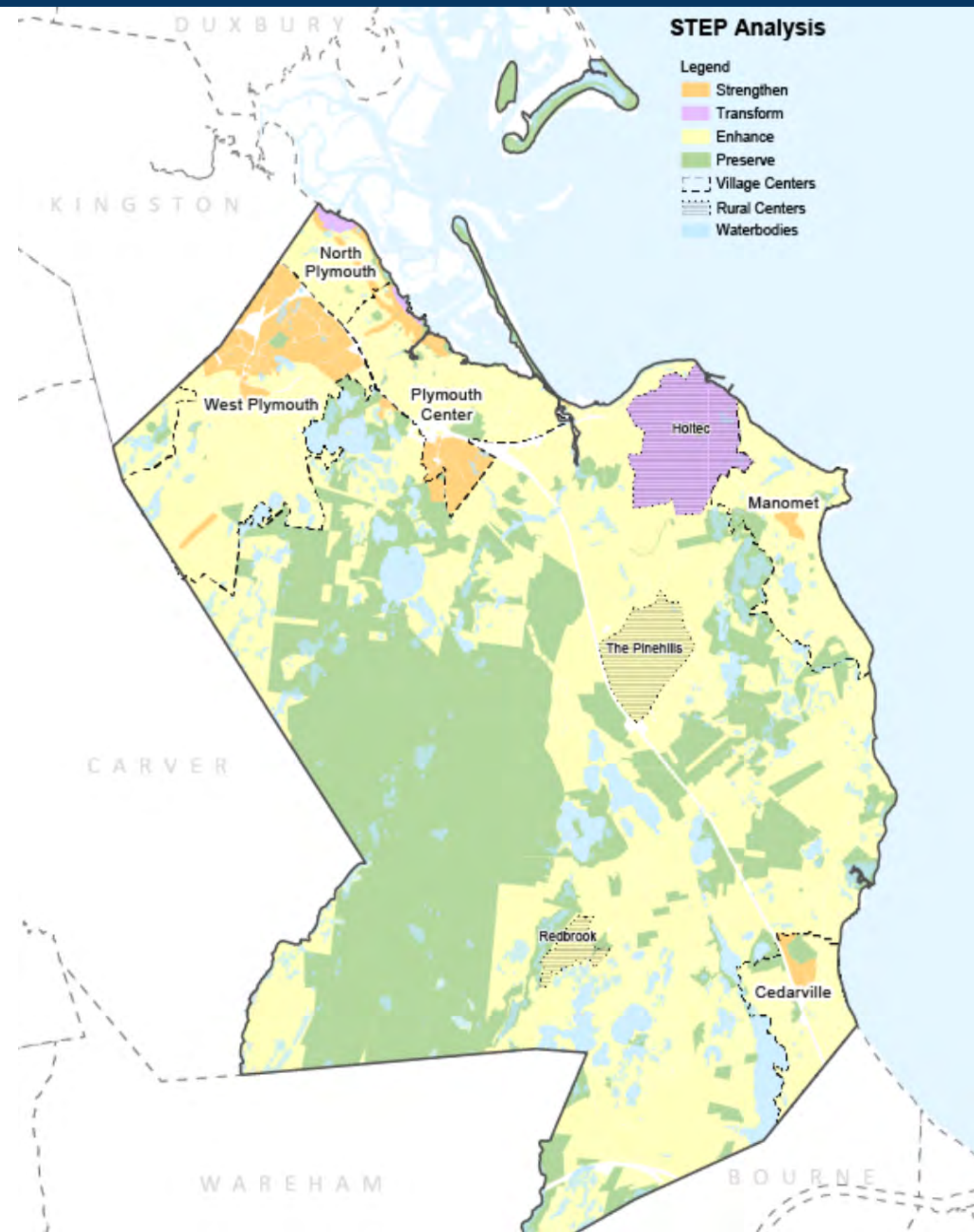
Strengthen-Transform-Enhance-Preserve (STEP) Diagram



** All 314 online respondents were required to answer this question*

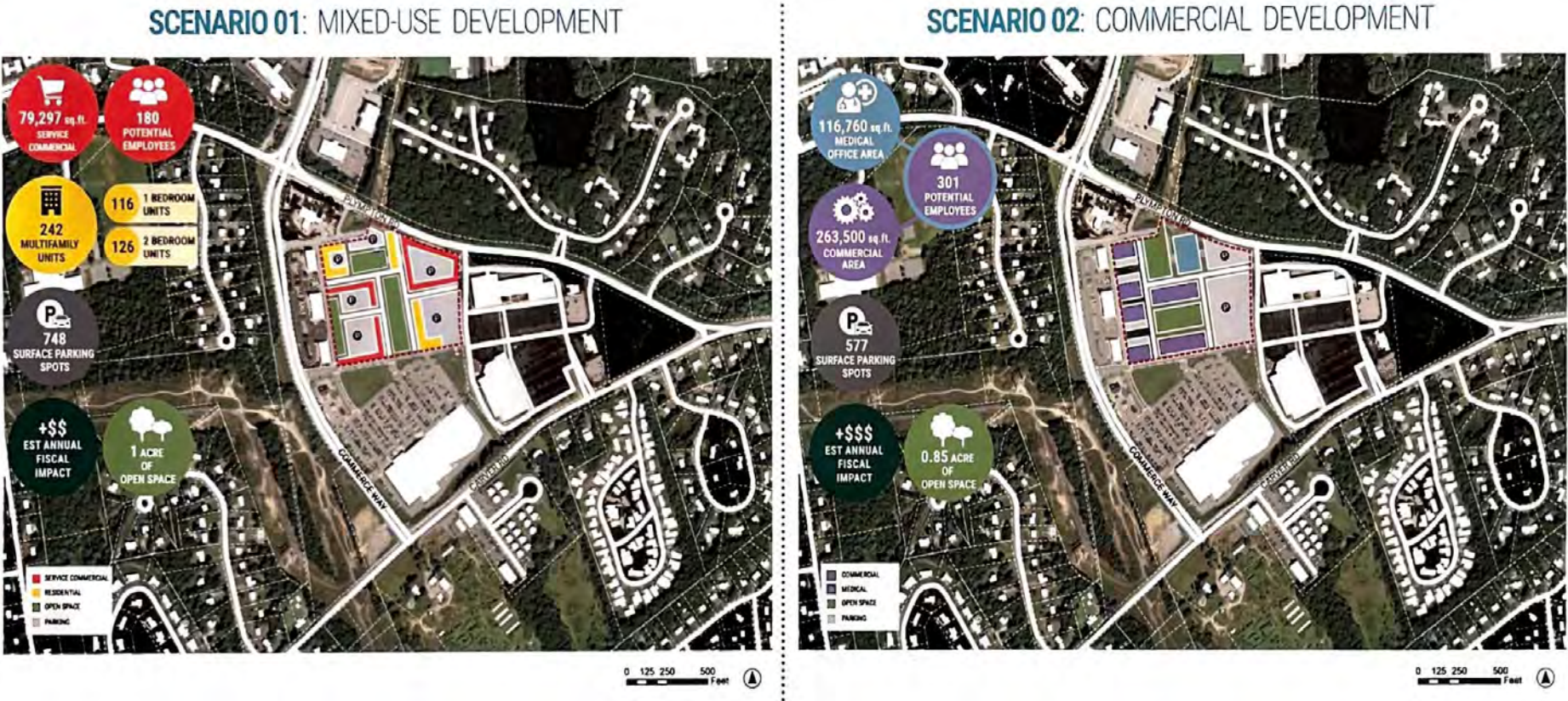
STEP Diagram

- Most comments: **Holtec Site** – almost all responses agreed it needs transformation. However, responses on the approach varied between development and preservation (*1,600 Acre Area Plan*)
- Given the little rural land available as is, **additional rural centers should not be established**. There was almost universal consensus that any remaining rural land should be preserved.
- Many respondents expressed **frustration at the high level of development in South Plymouth**.
- Many commented on the **need to enhance infrastructure universally**.

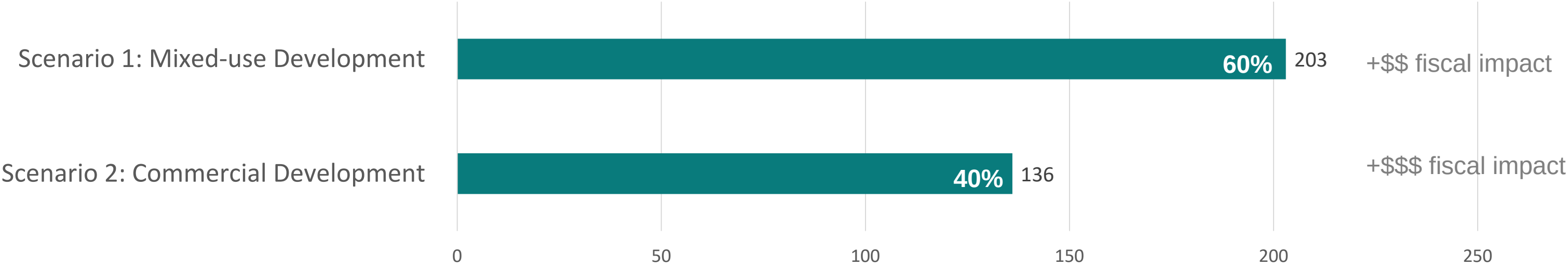


Scenario Planning – Underused Infill Site

Respondents were asked if they would generally prefer underutilized sites be transformed into mixed-use or commercial properties, considering fiscal and other metrics.



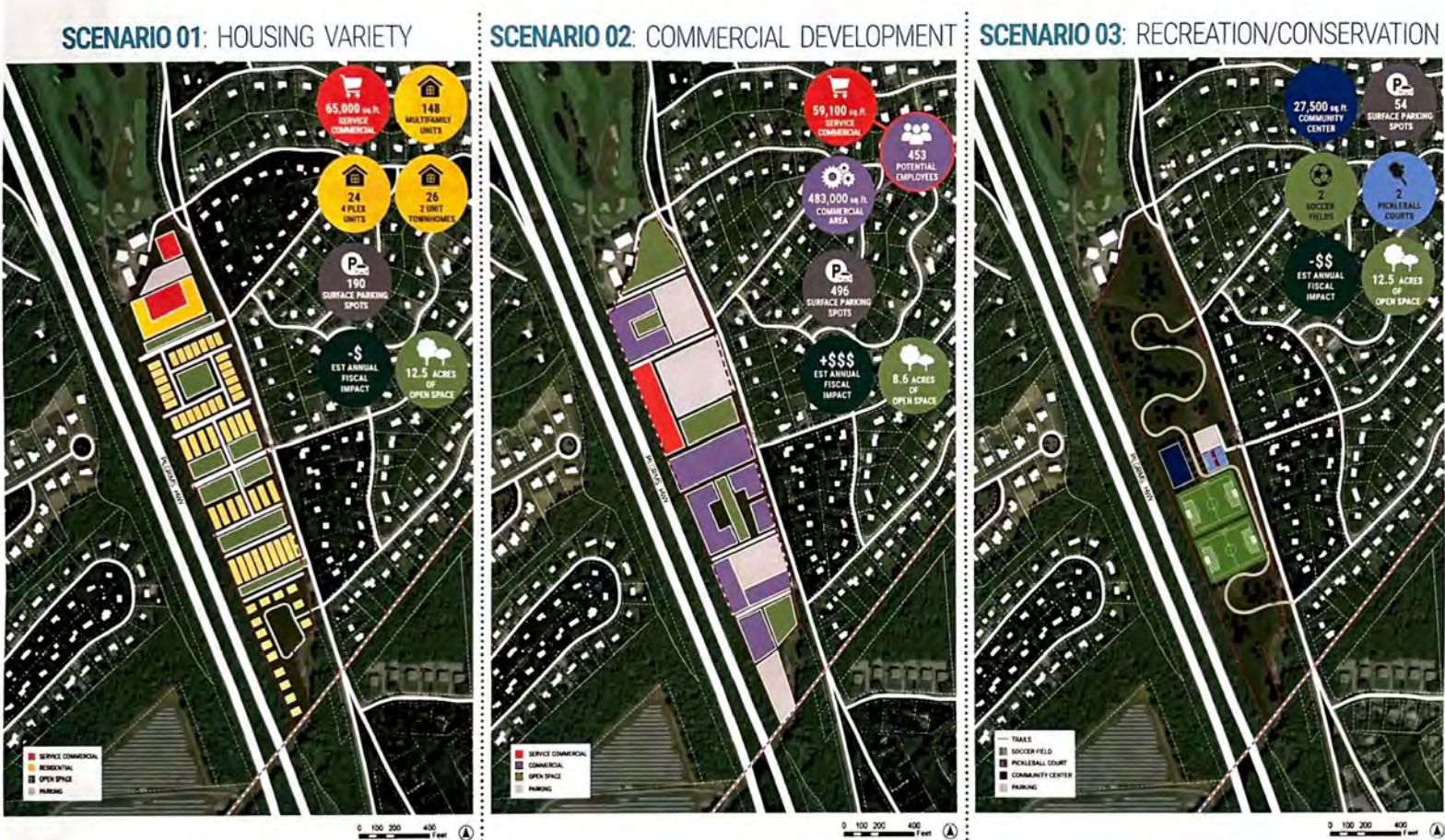
Underused Retail/Commercial Site



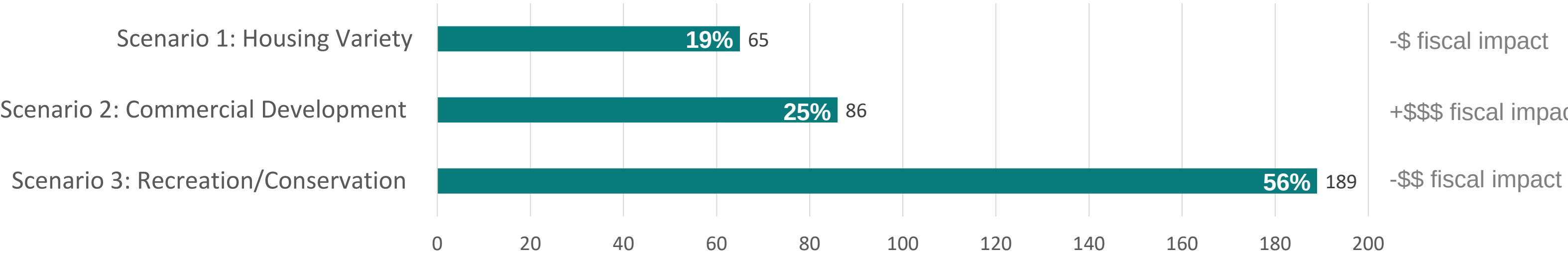
* All 314 online respondents were required to answer this question

Scenario Planning – Undeveloped Rural Site

Respondents were asked if they would generally prefer undeveloped sites be transformed into primarily housing, commercial, or recreation/open space, considering fiscal and other metrics.



Undeveloped Site



* All 314 online respondents were required to answer this question

Scenario Planning Takeaways

In both cases, preferred scenario was not the scenario with most fiscal benefit.

- Respondents who supported jobs/housing scenarios often referenced positive fiscal impact for Town, need for more jobs to balance recent housing growth.
- Respondents who supported open space scenario often referenced preservation of natural areas, need for recreation in southern Plymouth, or concern that new development would overburden schools, roads, etc.



02 // GOALS & STRATEGIES

Using the Feedback

Community feedback is one of several considerations for revising goals and strategies

Vision Statement

- Widespread support

Goals

- Interest in having more focus on families and improving education – Should this be better captured in the goals? i.e. goal on public services and facilities

Vision Statement

Informed by community feedback

Plymouth will enhance its quality of life for all generations as a welcoming, resilient, and affordable community with treasured natural resources, historically distinctive cultural heritage, a vibrant local economy, access to a wide range of housing options, safe and convenient transportation, high-quality education, and responsible governance.

Goals

- **Explore a variety of housing types**
- **Preserve and protect our natural resources**
- **Maintain the historic and cultural character of Plymouth**
- **Expand and diversify the economy**
- **Improve connectivity**
- **Maintain and improve Town services and infrastructure**
- **Advance Plymouth's long-term fiscal sustainability**
- **Integrate sustainability and resiliency**

Considerations for revisions and implementation planning

Conservation & Preservation of Natural Resources (including open space)

- What can the Town take on vs. what should it pursue through partnerships?
- Increasing practices/regulations vs. better enforcement of mechanisms that already exist?

Economic Development

- Investments in visitor-related infrastructure – ranked lowest by workshop attendees, but highest in survey responses

Considerations for revisions and implementation planning

Transportation

- Consolidate to top priorities (safer intersections, traffic calming, bike/ped infrastructure, regional connections)?

Climate Resilience

- Conduct an inventory and needs assessment of coastal infrastructure – ranked low by workshop attendees, but high in survey responses
- Consolidate to top priorities?

Considerations for revisions and implementation planning

Master Plan Strategies

- Incorporate more specific measures to ensure transparency and community involvement continues in implementation of plan

Future Land Use

- Special focus on South & West Plymouth – what can be done to balance and control future development?
- Infill development/transformation of underutilized sites into mixed-use and commercial
- Consider what minor changes could be made in rural areas with existing housing/services to increase quality of life

Considerations for revisions and implementation planning

Overall/Other

- Simplify technical terms used in strategies. Include a glossary of terms.
- Address the costs of open space conservation/preservation and impact on taxes
- Emphasize open space zoning for compact development in rural areas
- Do strategies sufficiently support creating a clear/unified Town identity and direction?
- What is the role of Village Steering Committees in the Master Plan implementation? Is there a need to more explicitly address this in the plan's strategies?



03 // DISCUSSING MASTER PLAN THEMES

Framing the Goals + Strategies

Advancing the concept of community affordability – a frequent theme heard in public feedback expressed in different ways

- Housing: attainability, options for different types of households and stages of life
- Local job opportunities: growth industries, wages to afford local cost of living, maintain/grow non-residential tax base
- Transportation options: safe, attractive, low-cost alternatives to driving (walking, biking, transit)
- Sound municipal finance: provision of Town services, balancing revenue and costs while addressing key needs

Framing the Goals + Strategies

Integrating **resiliency and sustainability** across topics

- Environmental: coastal management, natural resources, climate adaptation
- Economic: broad economic base resilient to future changes
- Social: public spaces for gathering and meeting neighbors, public services that support people throughout their lifetime
- Fiscal: balancing revenue and costs over time while addressing key needs now and in the future

Framing the Goals + Strategies

Addressing **public health and wellbeing** throughout

- Demographics: needs of an aging population will change over time; families too
- Economic: healthcare industry in Plymouth provides services to residents + local jobs
- Housing: aging in place opportunities
- Mobility: safe for walking, biking, and rolling; active transport for physical activity
- Parks and recreation: provide amenities for all ages to encourage physical activity

Themes Discussion

- What resonated with you?
- Did any themes raise questions?
- Are there other cross-topic aspects that should be considered?



Master Plan Outline

Executive Summary

- I. Introduction
- II. Community Engagement
- III. Plymouth at a Glance
- IV. Our Vision
- V. Goals and Strategies
- VI. Implementation

Goals and Strategies Organization

VI. Goals and Strategies

A. Housing

B. Mobility

C. Economy

D. Natural Environment and Climate

1. Natural Resources and Open Space

2. Climate Resilience

E. Community Wellbeing

1. Parks and Recreation

2. Town Services

3. History and Culture

F. Land Use and Form

Blend of topics
and themes

Chapter Organization

A. Topic

1. Context
2. Relationship to other topics
3. Key initiatives
4. Goals and strategies



Emphasize
connections,
not silos

Plan Graphic Example



Context

Housing access is one of the most acute problems faced by City of Fredericksburg residents today. Even under today's modest population growth rates, effective demand for housing has increased in recent years with rising household incomes. But the supply of housing is not keeping up with the increase in demand. As a result, prices have been going up quite sharply in the past four years; according to the Fredericksburg Association of Realtors, median sales prices in the city have increased 21% since 2020, while mean asking rents have gone up 25%.¹ The affordability challenges are particularly acute for workforce households and low- to moderate-income individuals.

To meet rising housing demand, about 2,400 new housing units are needed in the greater Fredericksburg region every year for the next 25 years.² Since there is little vacant land left within city limits for greenfield housing development, the primary option available to Fredericksburg for increasing housing supply is to redevelop existing, under performing (usually commercial) properties as housing or as mixed-use. At the same time, maintaining and strengthening the existing housing stock, including through rehabilitation, is key to preserving housing supply.

Fredericksburg residents appreciate their high quality of life and the character of the existing neighborhoods that provide it,

¹ Fredericksburg Area Association of Realtors (FAAR) / HDAdvisors, "Fredericksburg Area Housing Gap Analysis," December 2024. The median sales price was reported at \$469,999, while the average asking rent was \$1,725.

² FAAR/MDA, 2024.

which is a consistent theme in the dialogue that accompanies any redevelopment proposal. Moving forward, there are two main housing concepts that warrant specific focus.

1. The first is how to maintain and enhance existing neighborhoods to bolster that quality of life. Architectural and urban fabric continuity, multi-modal mobility, car-light lifestyles, and quality amenities and services (most notably a successful school system) are all critical components that are often cited during community meetings.

2. The second is how new housing replicates and builds on those core components of a quality community. The impacts of new housing development depend largely on the form that it comes in. Small-scale unit types in compact, mixed-use neighborhoods are formally consistent with traditional urban environments, such as downtown. They also generate less traffic than new development in auto-dependent districts because people in walkable districts can use other modes of transportation, such as walking and biking.

Recent experience in small cities like Fredericksburg suggests that providing more housing options expands the financial availability of housing, thereby making housing attainable to more people. Over time, a variety of housing was built in the City that is often missing from more recently developed urban and suburban areas. Duplexes, Tri-plexes, courtyard attached and detached houses, and small-scale multifamily development are all part of Fredericksburg's existing housing landscape. When a variety of historic housing typologies are included at a scale consistent with downtown Fredericksburg they can also help implement the proposals for walkable urban centers set out in the previous chapter.

Objectives

Preservation: Preserve the character of the City's older neighborhoods by recognizing and maintaining their functional design.

Revitalization: Encourage the ongoing revitalization of existing neighborhoods while strengthening anti-displacement efforts.

Variety of Housing: Promote diversity of housing options, including housing typologies that fit in low-rise and mid-rise walkable mixed-use neighborhoods, such as the valued housing typologies prevalent in pre-WWII neighborhoods.

Homeownership: Stimulate homeownership and the types of housing that provide that opportunity.

Opportunity: Increase opportunities for lower and lower-middle income households to access affordable housing.

Housing Supply: Facilitate regional housing production to improve affordability in partnership with adjacent counties.

Affordable Housing: Strengthen the policy framework for retention of existing affordable housing, including robust maintenance policies and discouragement of demolition-by-neglect.

Community: Enhance sense of community through the use of public gathering spaces, transportation to and from third places, and social and cultural programming.

Policies and Strategies

The key to expanding housing access across all socioeconomic segments of the population is to offer diverse housing options. Small-scale housing such as three-plexes, four-plexes and small apartment buildings can be produced at a lower cost than single-family housing and traditional large apartment buildings with structured parking. As set forth in approved small area plans, small-scale attached housing can be developed in a way that is consistent with the scale and intensity of existing and planned neighborhoods, whether it involves infill housing downtown or new housing in walkable urban centers.



1. Promote the development of small-scale housing types in new and existing Walkable Centers.	1.a. Update the City's form-based and traditional development regulations to explicitly permit and encourage the replication of historic built forms in walkable urban centers. Key features to replicate include block sizes and layouts, alleys, lot sizes and shapes, public frontages, building orientation, and building types. 1.b. Review public frontage and building form standards in to ensure that new housing is human-scaled and street-facing. 1.c. Strengthen the incentives for preserving defined "historic buildings" through redevelopment. This could include removing limits on dwelling units per acre. 1.d. Identify and remove the regulatory barriers and also explore incentives to encourage the development of context-based, human-scaled multifamily small housing types (including smaller units and condominiums) where appropriate.
2. Incorporate historical fine-grained neighborhood uses that reestablish third / civic spaces	2.a. Evaluate and refine the Neighborhood Commercial Overlay District and apply it to new areas as appropriate. 2.b. Review use and performance standards to minimize conflicts between existing and emerging commercial activity and neighborhoods.
3. Promote the development and retention of more affordable and workforce housing.	3.a. Develop an incentive zoning program for affordable and/or workforce housing with an emphasis on achieving a diversity of housing types within the same development. 3.b. Monitor existing affordable housing communities and work with them to extend their participation in affordable housing programs as they near the expiration of their current terms. 3.c. Explore innovative approaches to providing housing and funding, including evaluating the feasibility of tools such as land banks or community / housing trust funds.

Example of format and approach to document

- Clear headings, concise text, integrated graphics
- Goals and strategies in plan chapters, responsible party and timeline in implementation section

Structure and Messaging Discussion

- How can master plan document be an effective communication tool for Town (Select Board, staff, etc) and community?
 - Shapes decision-making by boards
 - Usable for staff
 - Accessible and understandable for public
- What messages are likely to resonate?

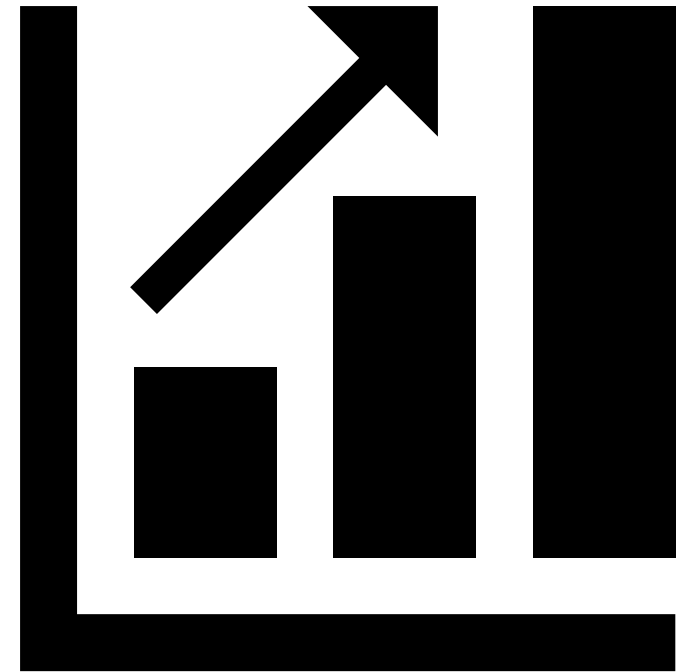




04 // WHAT'S NEXT?

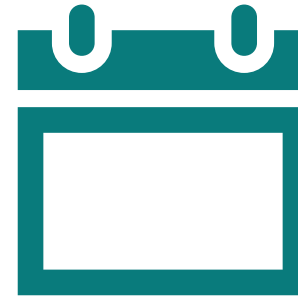
Next Steps in the Master Plan Process

- Revise strategies based on public feedback and Town staff input
- Develop future land use map
- Prepare draft plan document
- Host draft plan open house in fall



Draft Plan Open House: October 23

Thursday, October 23
Plymouth South Middle School



- Present draft plan document for public comment
 - o Vision, goals, strategies
 - o Future land use
 - o Implementation





Thank You!

