



MASTER PLAN COMMITTEE

August 28, 2025

AGENDA

1. // FISCAL OVERVIEW
2. // ECONOMIC DEVELOPMENT
3. // FUTURE LAND USE
4. // WHAT'S NEXT



01 // FISCAL OVERVIEW



General Fund Financial Forecast

Inputs

- Town’s FY 2020-2025 Budgeted Revenues and Expenses
- Estimated Fund Balance
 - 5 to 10% Undesignated / Free Cash
- Capital Improvement Plan for FY 2025-2034

Revenues

- 78% Real Estate Taxes
 - Prop 2.5 limits

Expenses

- 61% Schools

Capital Improvement Plan

- \$282M over 10 Years
- Mostly R&R related

Escalation Factors

- 4% Salaries Growth
- 7% Medical Insurance
- 3% Default Inflation

* No additional debt (outside of debt exclusions) *

Baseline



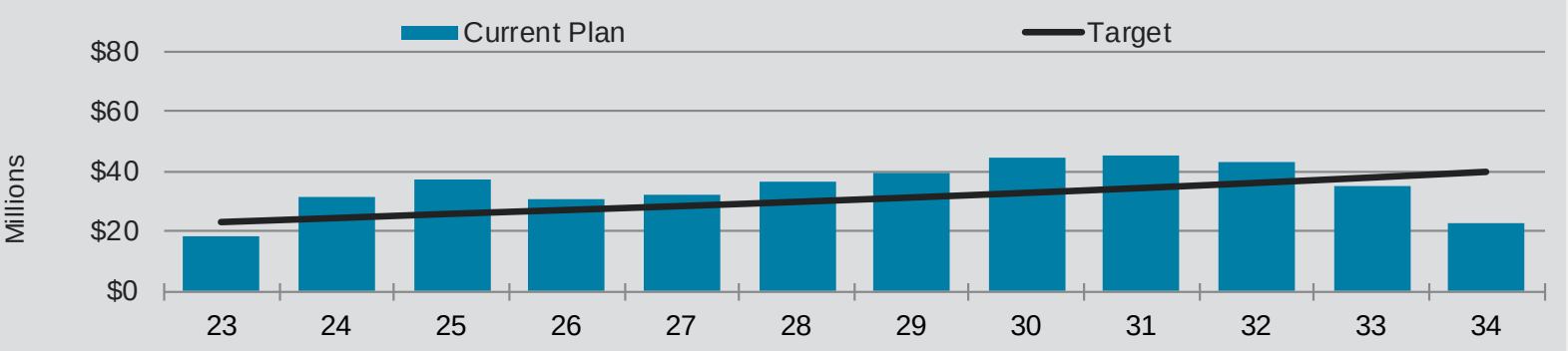
Town of Plymouth, MA

General Fund

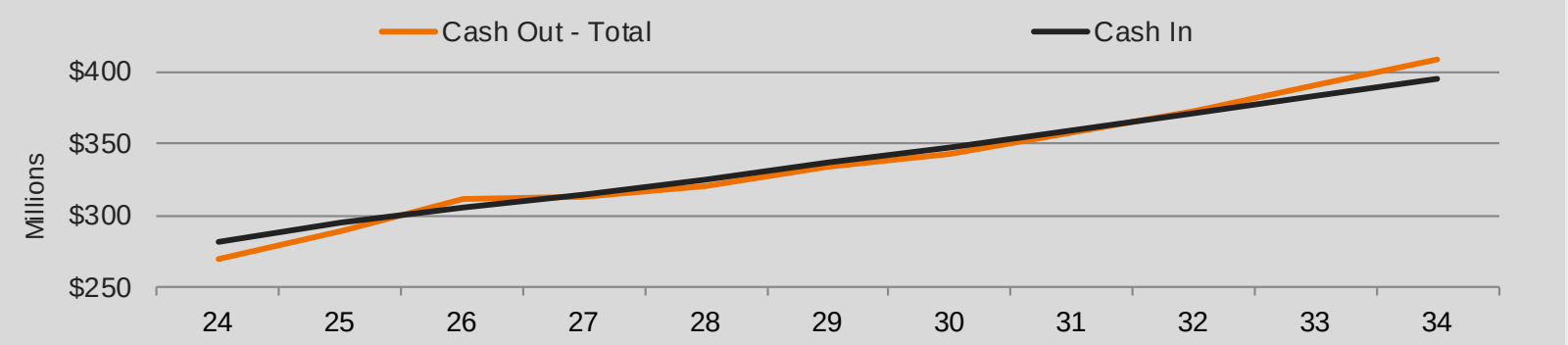


	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034		
Tax Rate	12.8700	12.6995	12.5163	12.3358	12.1579	11.9825	11.8097	11.6394	11.4715	11.3060	11.1430	New Growth	1.0%
CIP Execution %	100.0%	75.0%	40.0%	25.0%	25.0%	25.0%	5.0%	5.0%	5.0%	5.0%	5.0%	Average CIP	26.1%

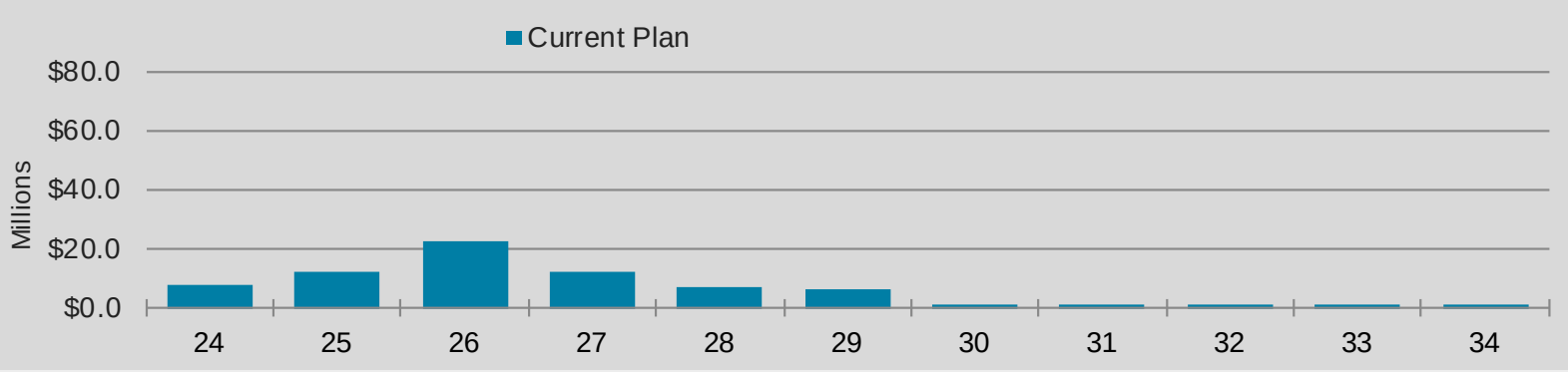
End of Year Fund Balance



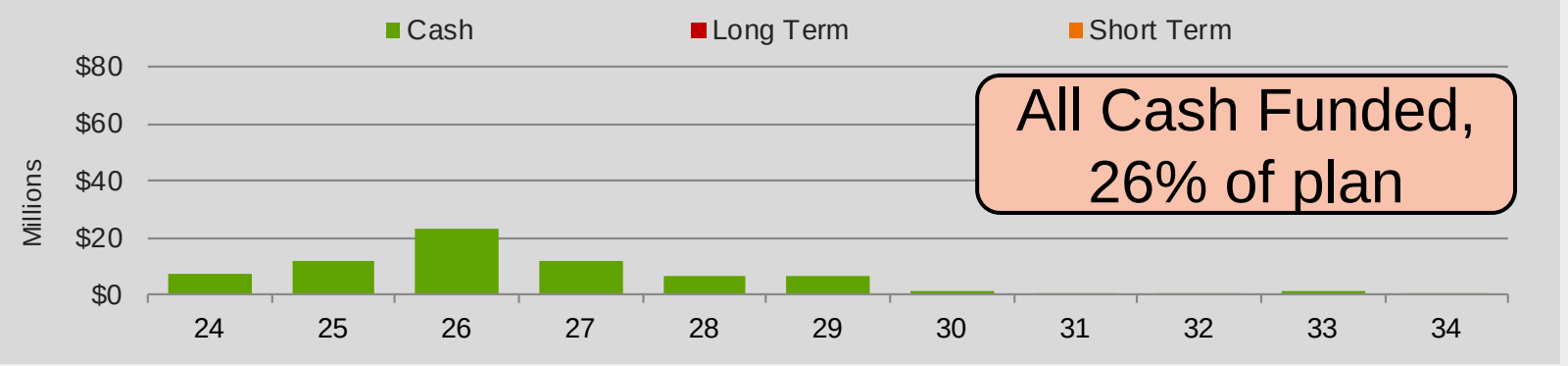
Revenues vs. Expenses



CIP Spending



CIP Funding



New Growth: 1.0%, ~\$2.25M per yr

Average CIP: ~\$7M per yr

Growth Slowdown



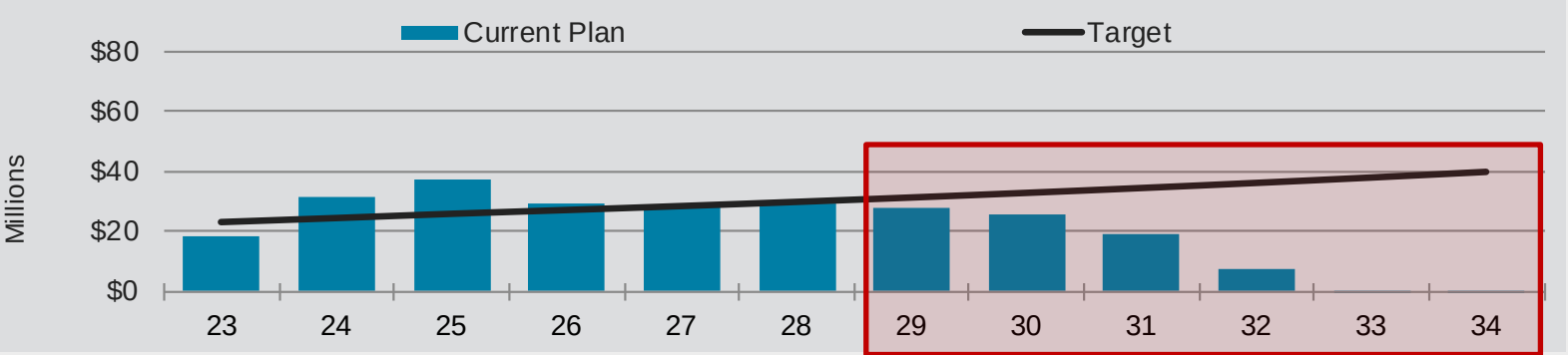
Town of Plymouth, MA

General Fund

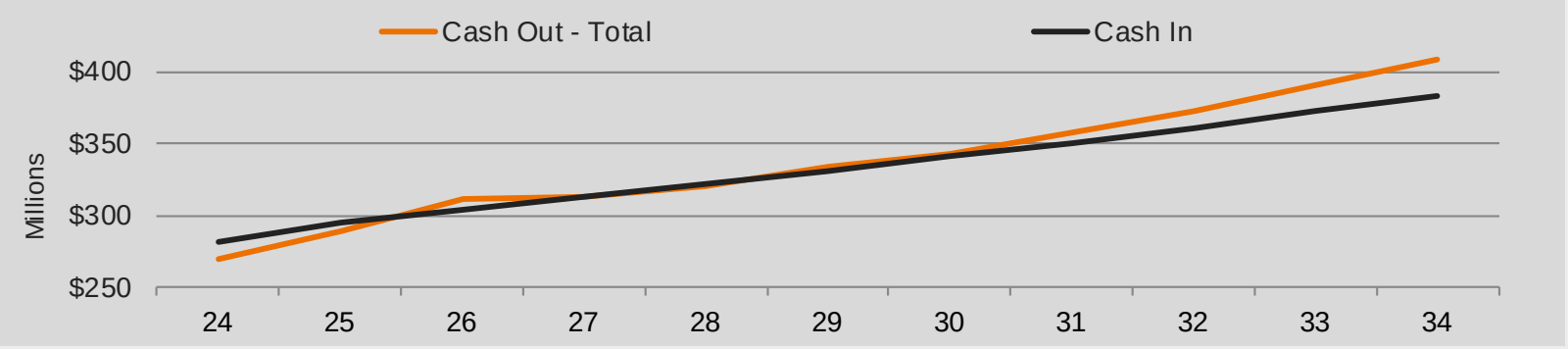


	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034		
Tax Rate	12.8700	12.6995	12.5163	12.3358	12.1579	11.9825	11.8097	11.6394	11.4715	11.3060	11.1430	New Growth	0.5%
CIP Execution %	100.0%	75.0%	40.0%	25.0%	25.0%	25.0%	5.0%	5.0%	5.0%	5.0%	5.0%	Average CIP	26.1%

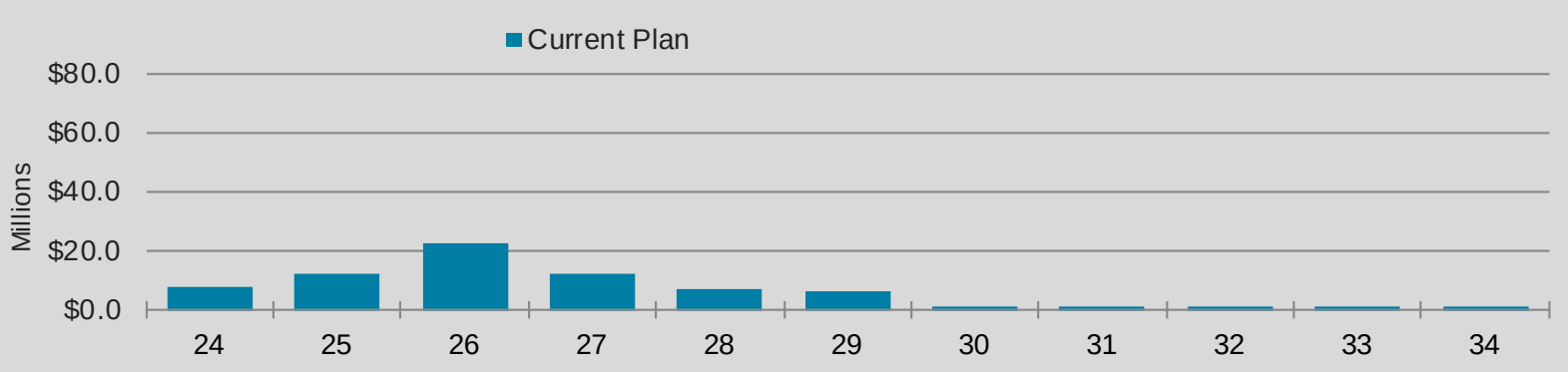
End of Year Fund Balance



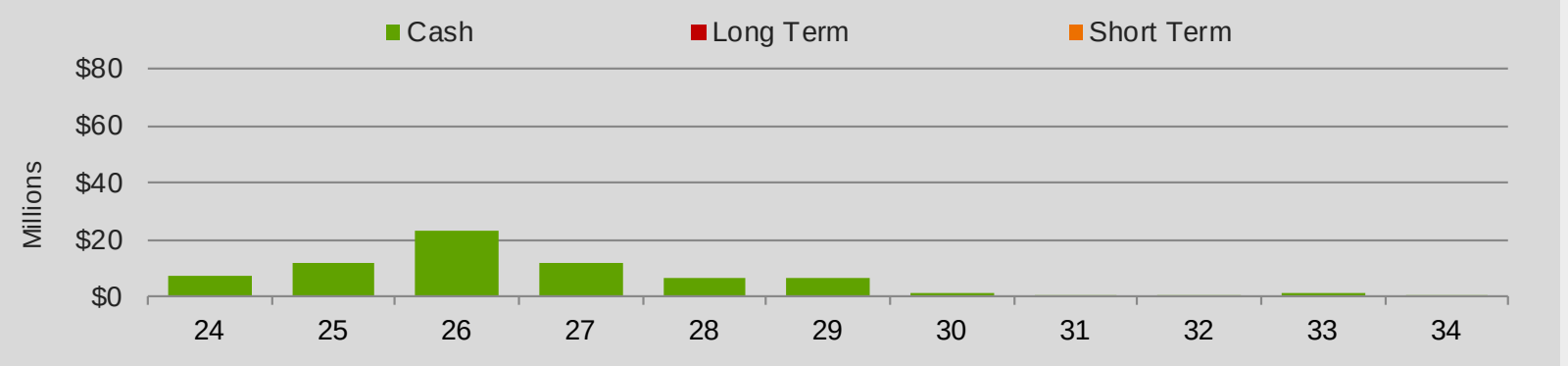
Revenues vs. Expenses



CIP Spending



CIP Funding



New Growth: 0.5%, ~\$1.1M per yr

Average CIP: ~\$7M per yr

Additional Growth



Town of Plymouth, MA

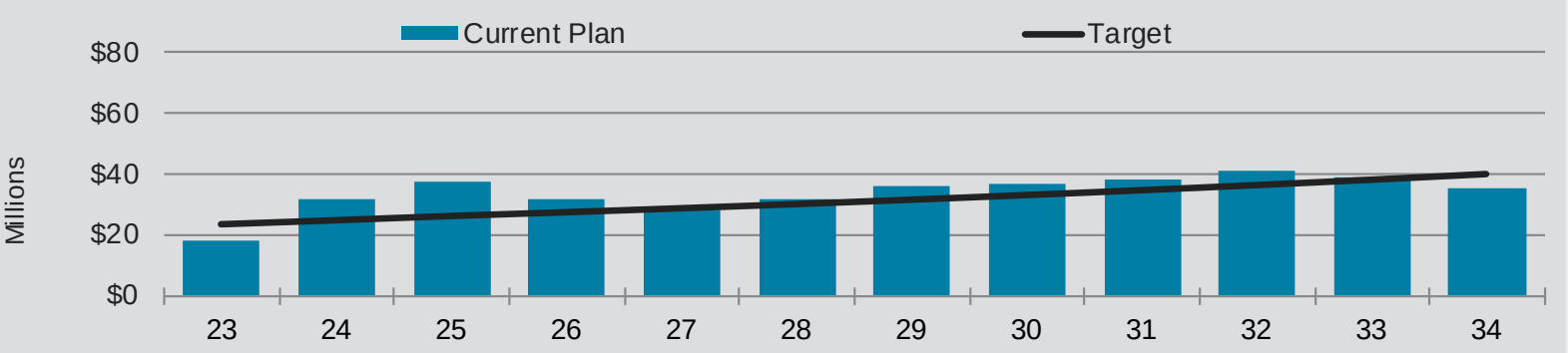
General Fund



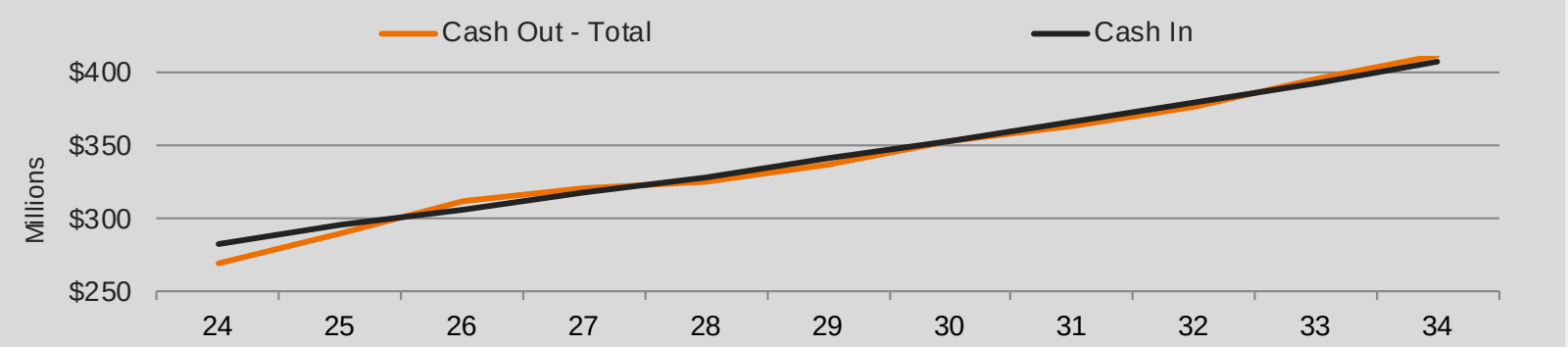
CALC SAVE LAST CTRL 5/10

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034		
Tax Rate	12.8700	12.6995	12.5163	12.3358	12.1579	11.9825	11.8097	11.6394	11.4715	11.3060	11.1430	New Growth	1.5%
CIP Execution %	100.0%	75.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	25.0%	25.0%	25.0%	Average CIP	41.6%

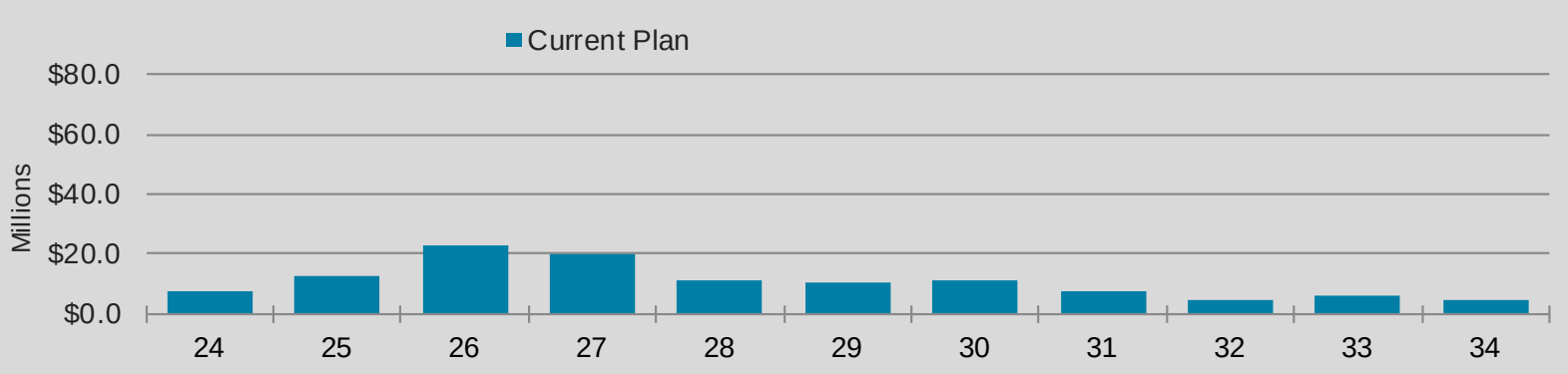
End of Year Fund Balance



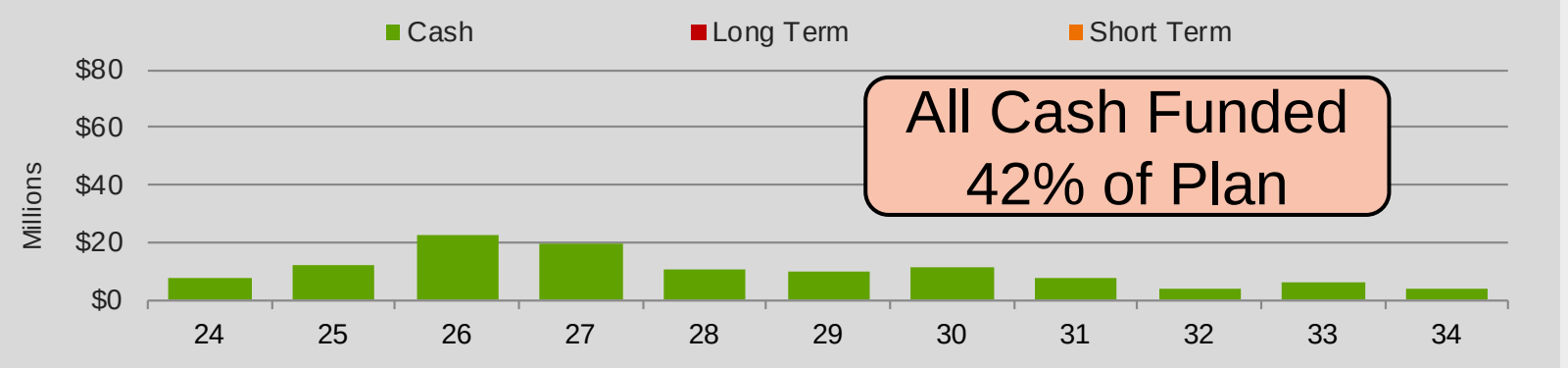
Revenues vs. Expenses



CIP Spending



CIP Funding



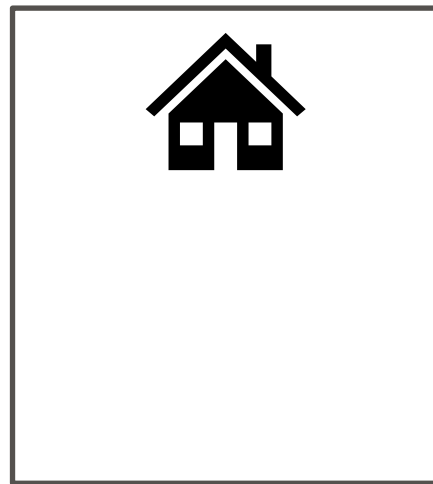
New Growth: 1.5%, ~\$3.3M per yr

Average CIP: ~\$11M per yr



General Fiscal Impacts of Growth

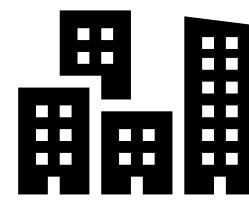
**Single Family
(2 Acre Lot)**



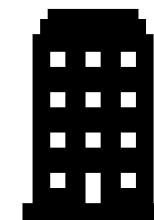
**Single Family
(1/4 Acre Lot)**



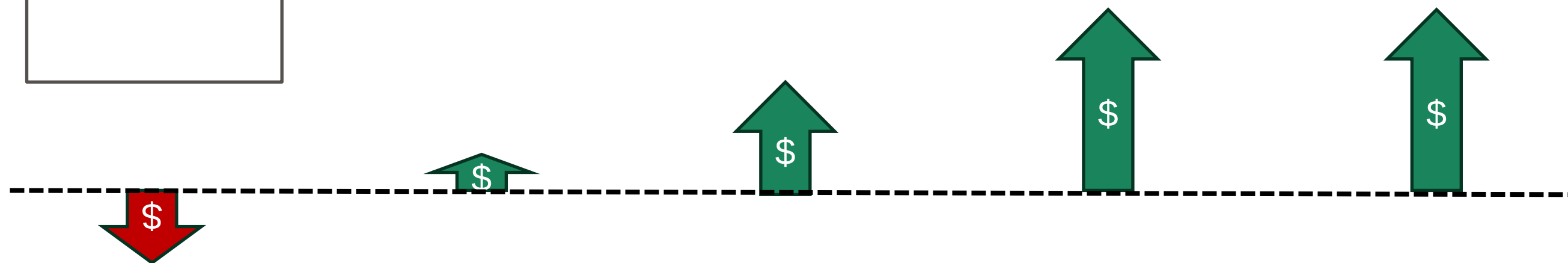
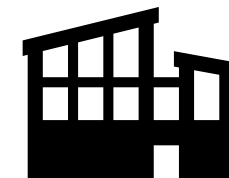
Multi-Family



**Commercial
/Office**



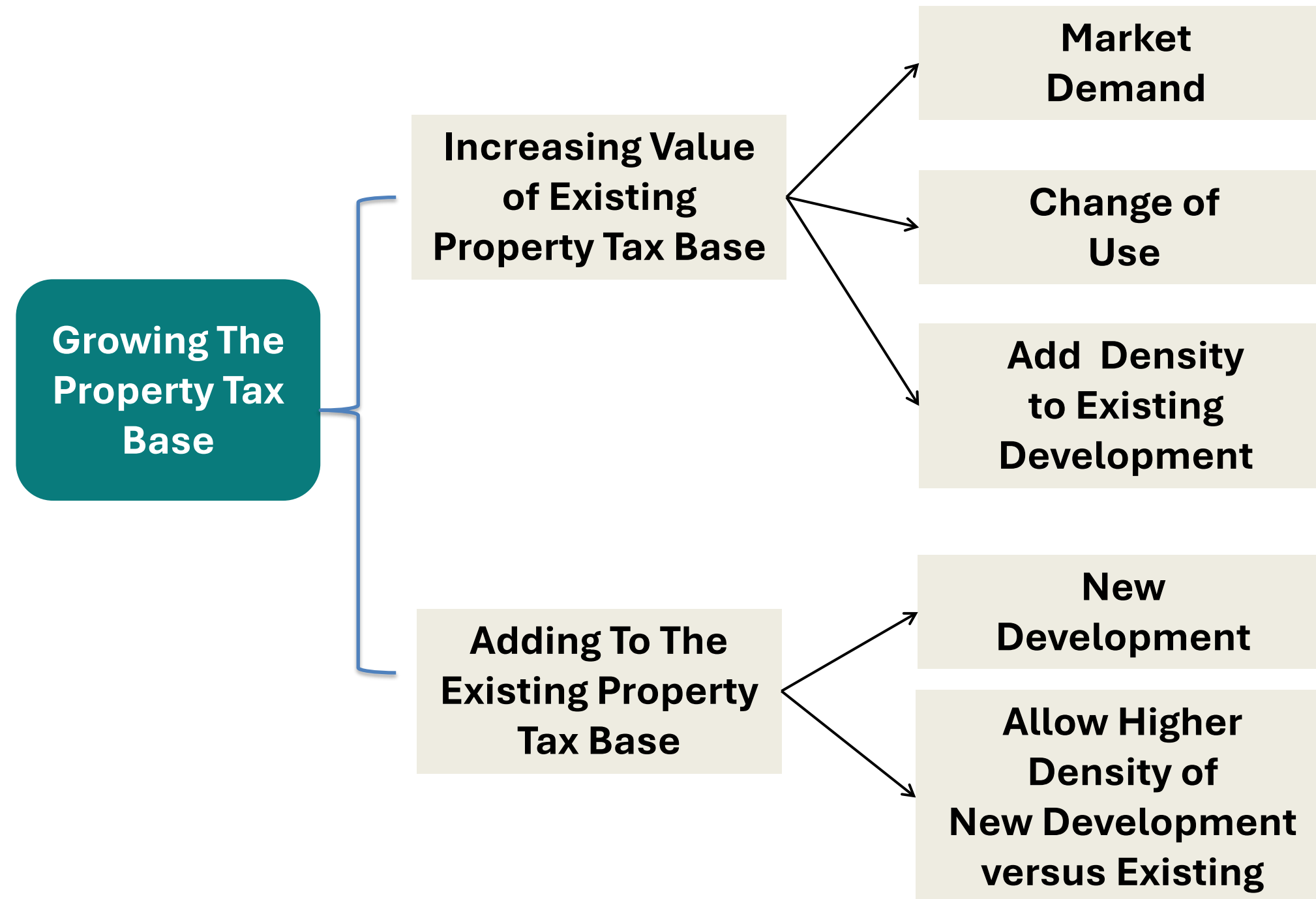
Industrial



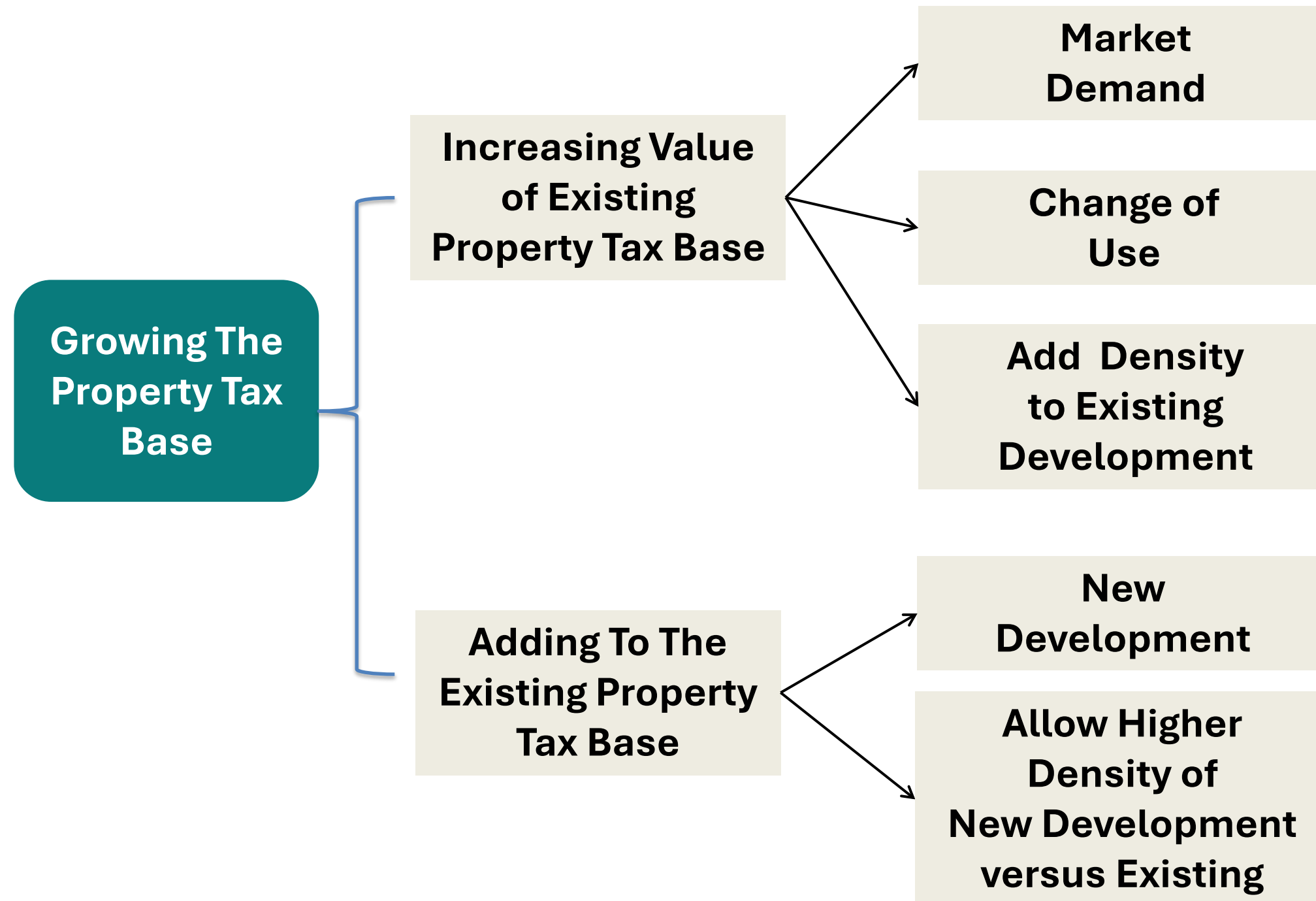


02 // ECONOMIC DEVELOPMENT

How You Grow the Property Tax Base



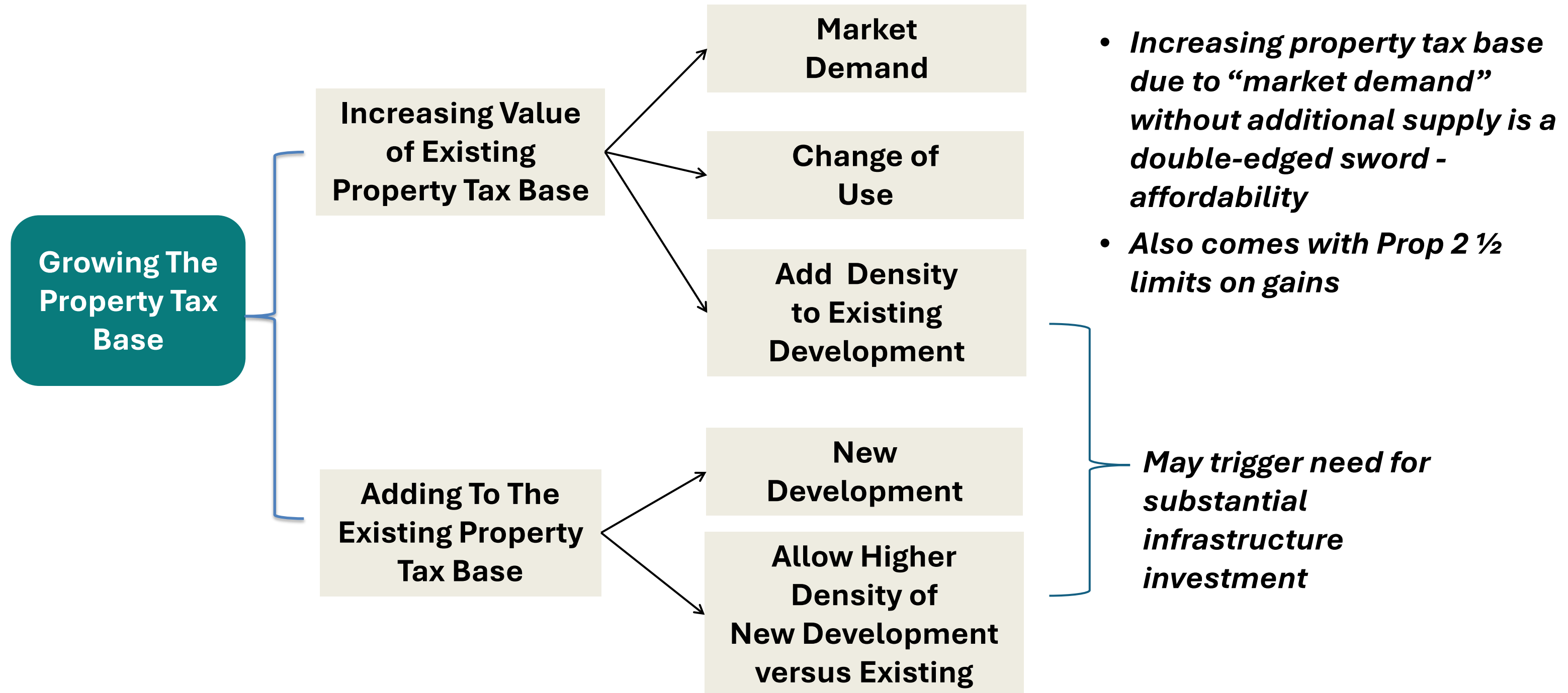
How You Grow the Property Tax Base



PLYMOUTH DYNAMIC

- *High demand for housing*
 - *Less demand for older commercial / industrial*
-
- *A lot of zoned land for single family housing*
 - *Few areas zoned for commercial/industrial + utility limits*

How You Grow the Property Tax Base





03 // FUTURE LAND USE IMPLICATIONS

Using Scenarios to Explore Alternatives

Used two representative sites to explore potential impacts of different types of development

- Previously developed site with public water/sewer being reused
- Undeveloped site without public sewer being newly developed

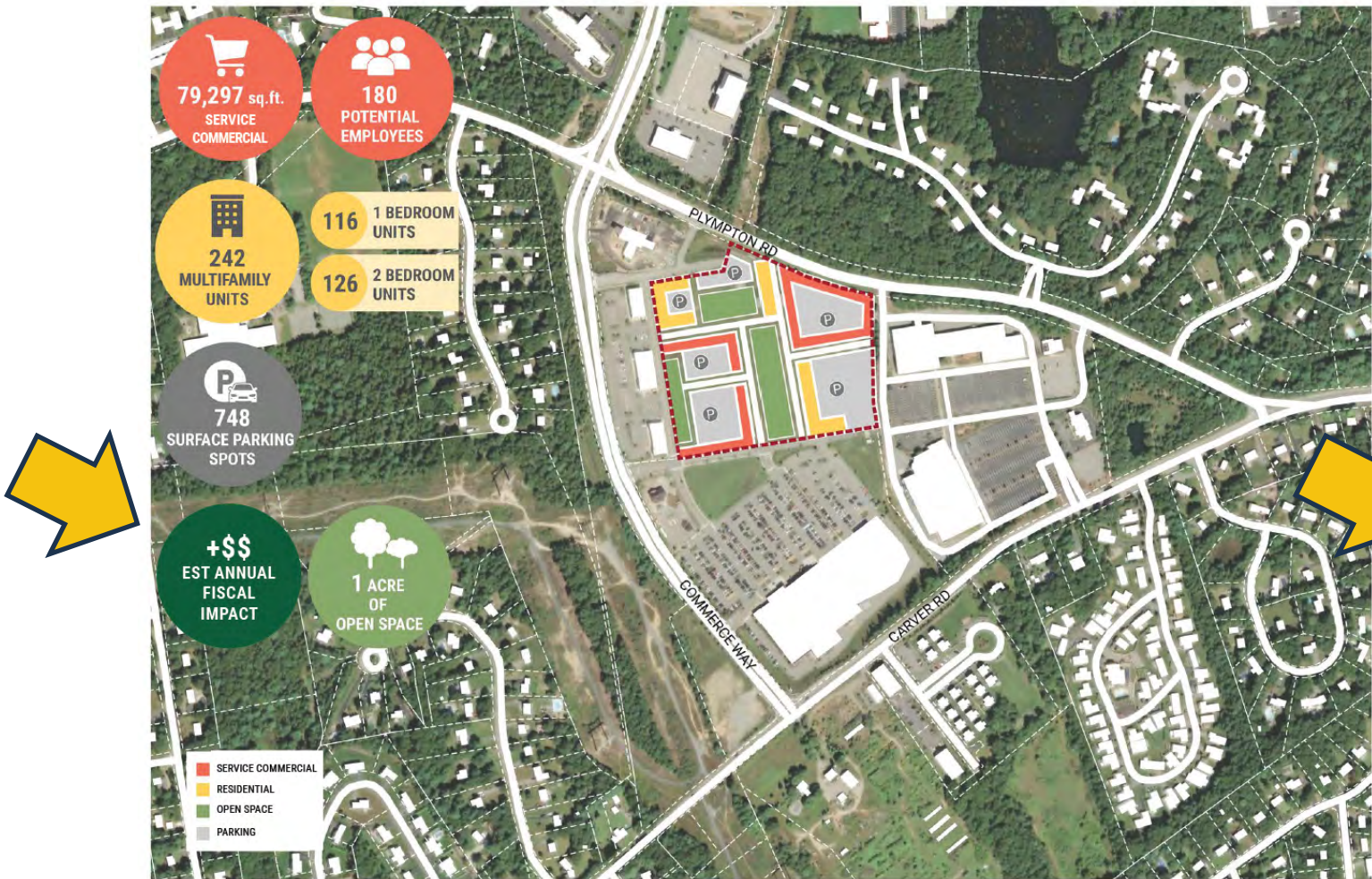
Explored alternative development outcomes:

- Predominantly housing, both multifamily and small-lot single family (strongest market currently)
- Predominantly commercial/industrial (adding local jobs)
- Recreation + conservation (Town cost)

Using Scenarios to Explore Alternatives



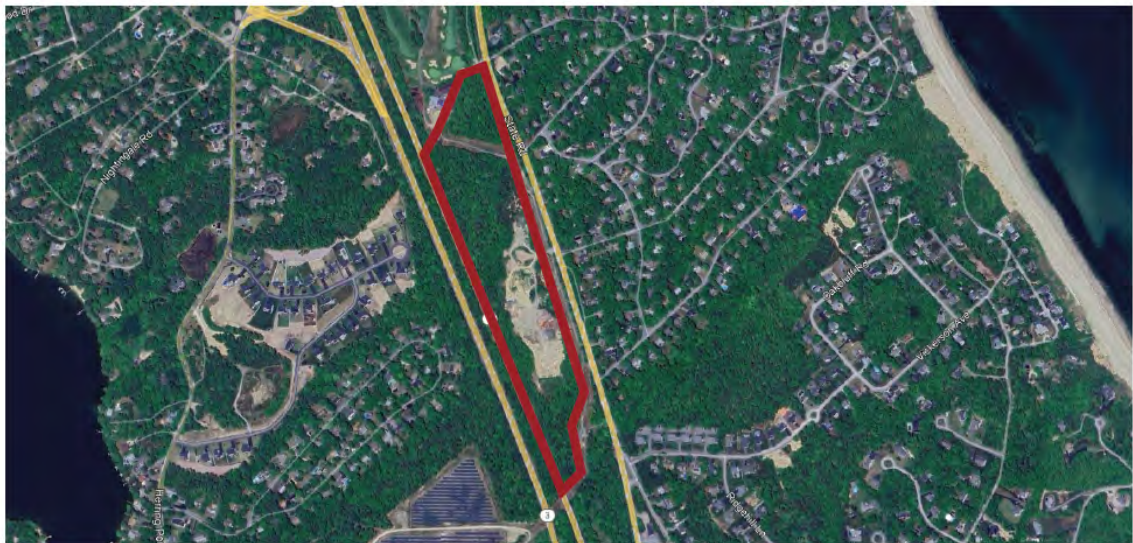
SCENARIO 01: MIXED-USE DEVELOPMENT



SCENARIO 02: COMMERCIAL DEVELOPMENT



Using Scenarios to Explore Alternatives



SCENARIO 01: HOUSING VARIETY



SCENARIO 02: COMMERCIAL DEVELOPMENT



SCENARIO 03: RECREATION/CONSERVATION



Future Land Use Strategy

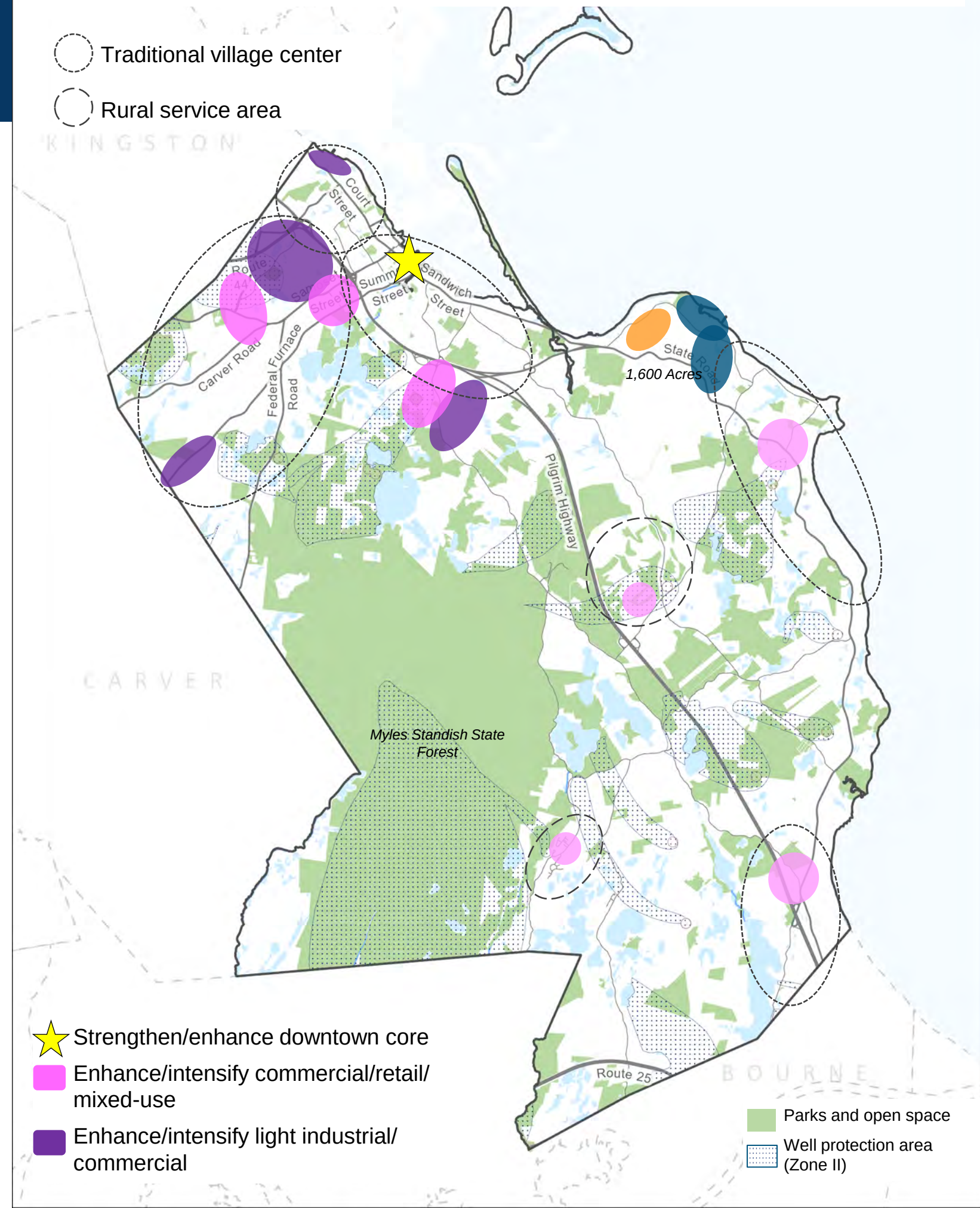
Future land use vision applies master plan strategies to parts of town and informs potential zoning changes

- Most of Plymouth will stay relatively the same over next ten years, especially neighborhood areas
- A few areas are susceptible to change – aging commercial sites especially
- Some undeveloped parcels will be developed – impossible to predict which ones

Future Land Use Diagram

- **Historic Downtown** – strengthen and enhance to support Town’s identity and economy
- **Commercial/retail/mixed-use** – as aging properties transition, maintain commercial component for jobs/tax base while adding mixed-use/multi-family
- **Light industrial/commercial** – enhance critical areas to drive economic growth

FUTURE LAND USE DIAGRAM – DRAFT 8/26/25



Utilities Influence Growth

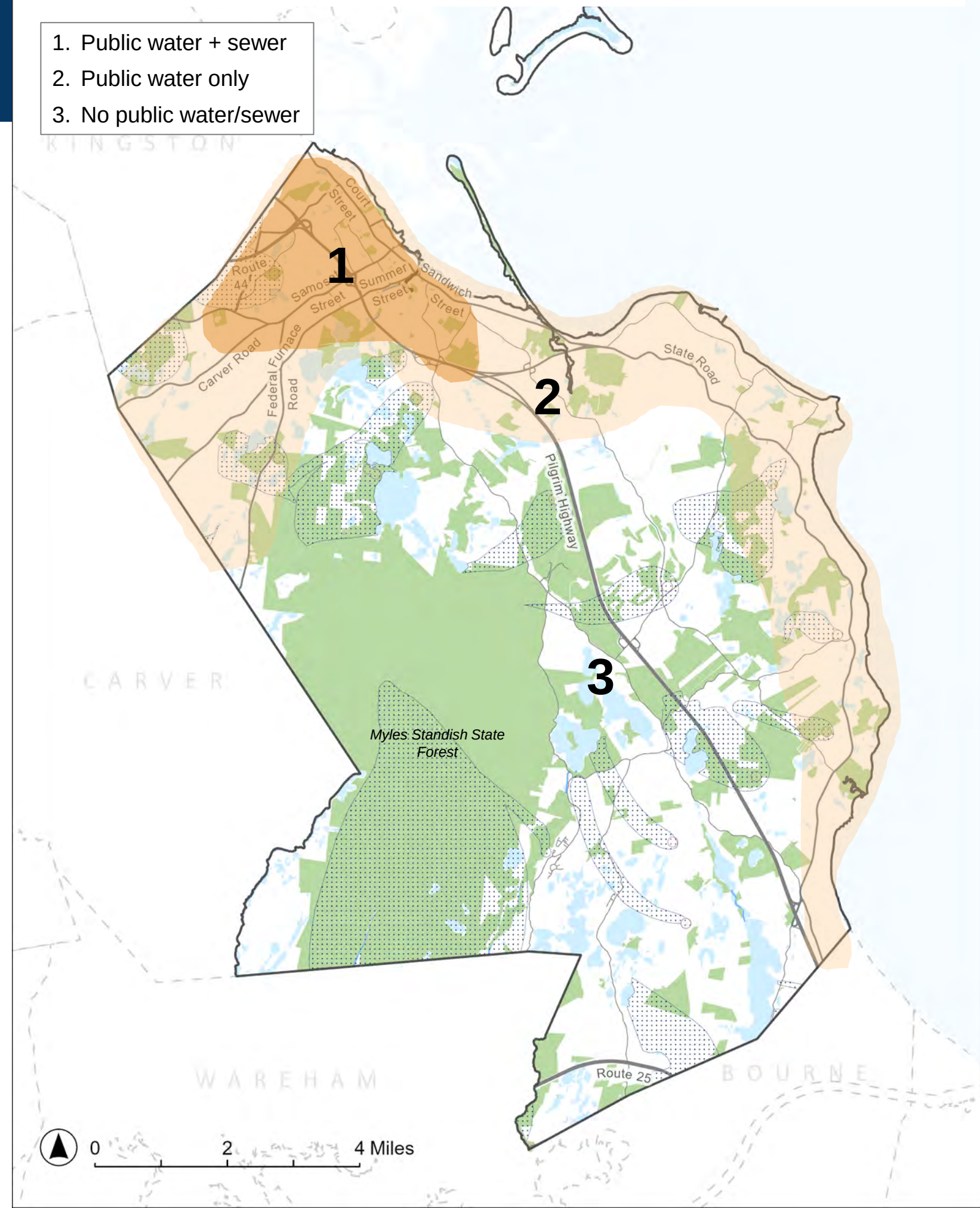
Housing opportunity throughout Plymouth, type depends on location

- Leverage existing utilities to support growth (1 especially, mostly village centers in 2)
- In unserviced areas (3), promote open space development types* when growth occurs, to preserve high-quality natural areas surrounding compact development footprint

* typically use private package treatment plants to treat wastewater, which is better for groundwater than septics

PUBLIC INFRASTRUCTURE DIAGRAM – 8/26/25

1. Public water + sewer
2. Public water only
3. No public water/sewer



Development Potential Is Less Than You Might Think

There is less potentially developable land remaining than was developed in the past twenty years

- **About 8.5%** of Plymouth's land area could still be developable
 - Only 0.5% is commercial/industrial developable land
- **About 12.5%** was developed between 2000 and 2020

Compare to:

- **About 38%** of Plymouth's land area is open space or recreation, over 85% of which is permanently protected

Infill Development Can Improve Quality of Life

Redevelopment of properties that were already developed (“infill”) is an opportunity to replace aging and/or vacant buildings with:

- **Local jobs** in growing industries
- **Housing types** that meet changing needs
- **Public spaces** to meet neighbors, host events, etc.
- **Arts/culture/entertainment** attractions

Redevelopment also:

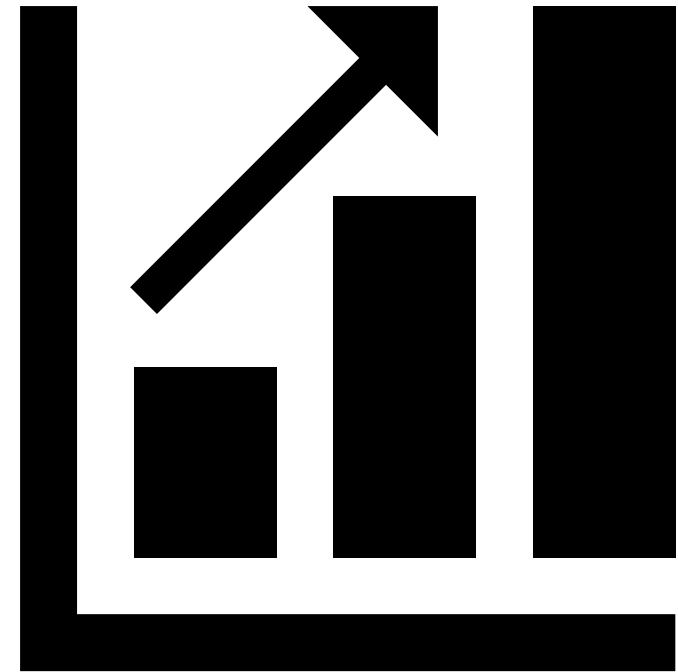
- **Increases property value** which increases tax revenue for Town budget
- **Accommodates new housing/jobs** in already built areas instead of undeveloped land
- **Takes advantage of existing infrastructure** (water, sewer, roads)



04 // WHAT'S NEXT?

Next Steps in the Master Plan Process

- 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 highlights for public comment
 - o Plan themes
 - o Future land use





Thank You!

