



DRAFT STRATEGIES WORKSHOP MEETING SUMMARY

Thursday, May 22, 2025
Plymouth South Middle School

Project Team Attendees

Steven Bolotin, Master Plan Committee Chair
Lee Hartmann, Town of Plymouth
Alanna Wittet, Stantec
Phil Schaeffing, Stantec
Steve Kearney, Stantec
Emily Meyer, RVA
Kyle Olsen, RVA

Materials

PowerPoint Presentation¹
Posters of draft material for review

Public Attendees

33 Sign-Ins

Table of Contents

[Presentation Summary](#)
[Summary of Meeting Exercises](#)
[Appendix A: Exercise Result Breakdown](#)

¹ The presentation and a recording of the meeting are available on the project website:
<https://engagestantec.mysocialpinpoint.com/plymouth-master-plan>

Presentation

Steve Bolotin, Master Plan Committee Chair, kicked off the public meeting by outlining the importance of the Master Plan. The Master Plan will be a blueprint to guide local government and provide a basis for decision-making for long-term physical development.

Plymouth's current master plan was adopted in 2006, necessitating an update. The Town of Plymouth aims to prioritize community engagement and discussion to define the collective goals of the Town. Master Plan main themes will revolve around sustainability and resilience in relation to housing, land use, economic development, and natural resource protection.

Phil Schaeffing, Stantec, then outlined public engagement completed so far, which included in-person workshops and meetings, pop-up events at local hotspots, listening sessions in village centers throughout town, and online surveys.

Taking into consideration the feedback received through these venues, the project team drafted a vision statement that summarizes the purpose of this Master Plan at a high level:

"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."

Additionally, the project team expanded on this vision statement to draft nine goals that outline specific outcomes the community aims to achieve:

1. Explore a variety of housing types that better meet the diverse and changing needs of our multigenerational community.
2. Preserve and protect our natural resources so that our community remains resilient while supporting our biodiversity and essential aquifer.
3. Maintain the historic and cultural character of Plymouth by promoting the rich tapestry of our heritage which includes nationally significant historic assets, settlements, forests, coastlines, ponds, and other built and natural assets.
4. Expand and diversify the economy with continued support for local businesses by increasing living wage jobs in the blue economy, healthcare, and other commercial sectors.
5. Improve connectivity for all modes of transportation so that residents, workers, and visitors alike can safely and efficiently access all parts of Plymouth and the region.
6. Maintain and improve infrastructure including local roadways, public facilities, recreation, utilities, and services.
7. Advance Plymouth's long-term fiscal sustainability with sound municipal finance.
8. Integrate sustainability and resiliency into all aspects of Town planning and decision-making while working to mitigate the impacts of climate change whenever possible.
9. Maintain the Master Plan as a living document that guides Town actions.

Using these high-level goals as a guide, the project team defined a variety of strategies that will help Plymouth achieve its goals.

Finally, the project team performed a Place Type Analysis to categorize Plymouth into four general types of places considering the potential for future changes. These four place types were categorized by the acronym STEP and visualized on a map of Plymouth:

- (S) Strengthen – Places to be improved through modest, purposeful intervention
- (T) Transform – Places for more significant change
- (E) Enhance – Places for minor interventions that focus on improving quality of life
- (P) Preserve – Places for minimal or carefully managed change

Using this place type analysis and the STEP diagram, the project team developed illustrative future scenarios for two representative sites as examples of how future change could help achieve different goals outlined through this planning process.

P. Schaeffing then introduced the meeting's public feedback activities to capture attendees' opinions on the vision statement and draft strategies (see [Summary of Meeting Exercises](#)). Attendees then visited a series of posters containing the draft vision, goals, and strategies and provided their feedback via ranking exercises and written comments.

Following the meeting, an online survey mirroring the in-person workshop questions was published on the project website to collect feedback from those who could not attend the workshop. This survey will be available through June 20, 2025. The project team will use all feedback to refine strategies and draft a future land use map to be incorporated in the first draft Master Plan. This draft plan will be presented to the community via an open house anticipated for Fall 2025.

Before closing the meeting, P. Schaeffing encouraged all participants to review and share materials hosted on the project website, including the survey opportunity:
<https://engagestantec.mysocialpinpoint.com/plymouth-master-plan>



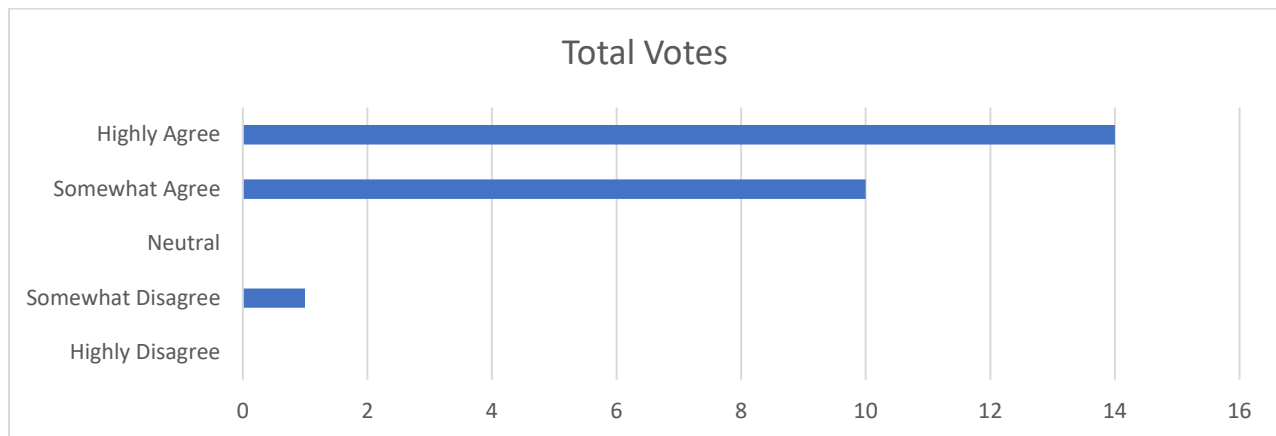
Summary of Exercises

High-level summaries of each activity from the workshop are copied below. For a more detailed breakdown of the responses and transcribed comments, view [Appendix A: Exercise Result Breakdown](#)

Draft Vision Statement Feedback

Attendees were asked to rate on a scale of 1-5 how much they agree with the overall vision statement (highly disagree [1] to highly agree [5]). Nearly all attendees either “highly agreed” or “somewhat agreed” with the vision statement.

“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.”

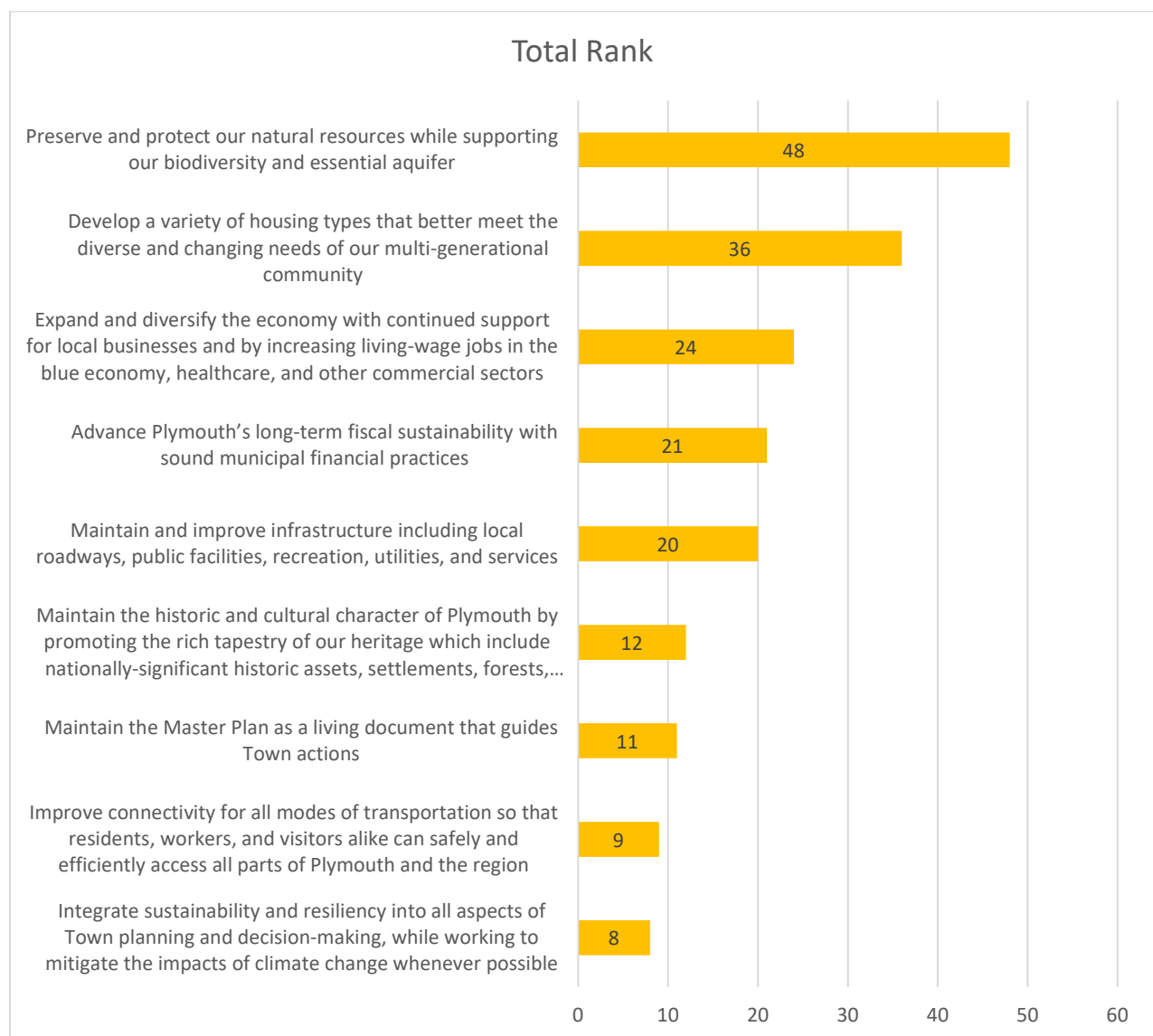


Draft Goals Prioritization

Nine Master Plan goals were developed based on feedback from the Visioning Phase. A poster outlined each of these nine goals, and nine mason jars corresponding to each goal were placed at the station for a voting exercise.

Each attendee was given three different colored chips and asked to rank the top three goals they thought were most important to achieving Plymouth's vision over the next 10 years.

A first-choice vote was given 3 points, second choice 2 points, and third choice 1 point. Protection of natural resources, developing and maintaining a variety of housing types, and expanding the local economy were the highest ranked goals.

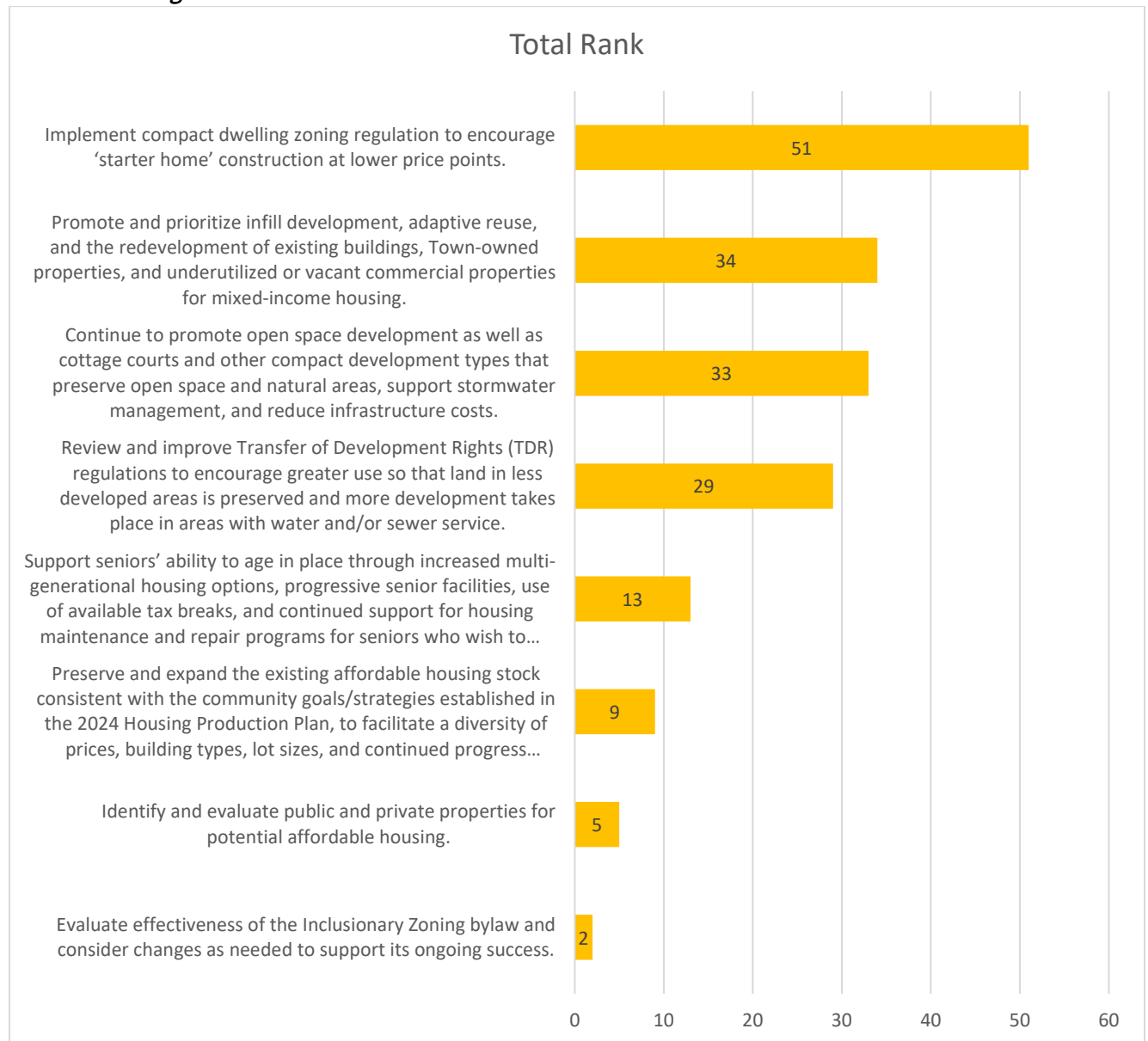


Draft Strategies Feedback and Prioritization

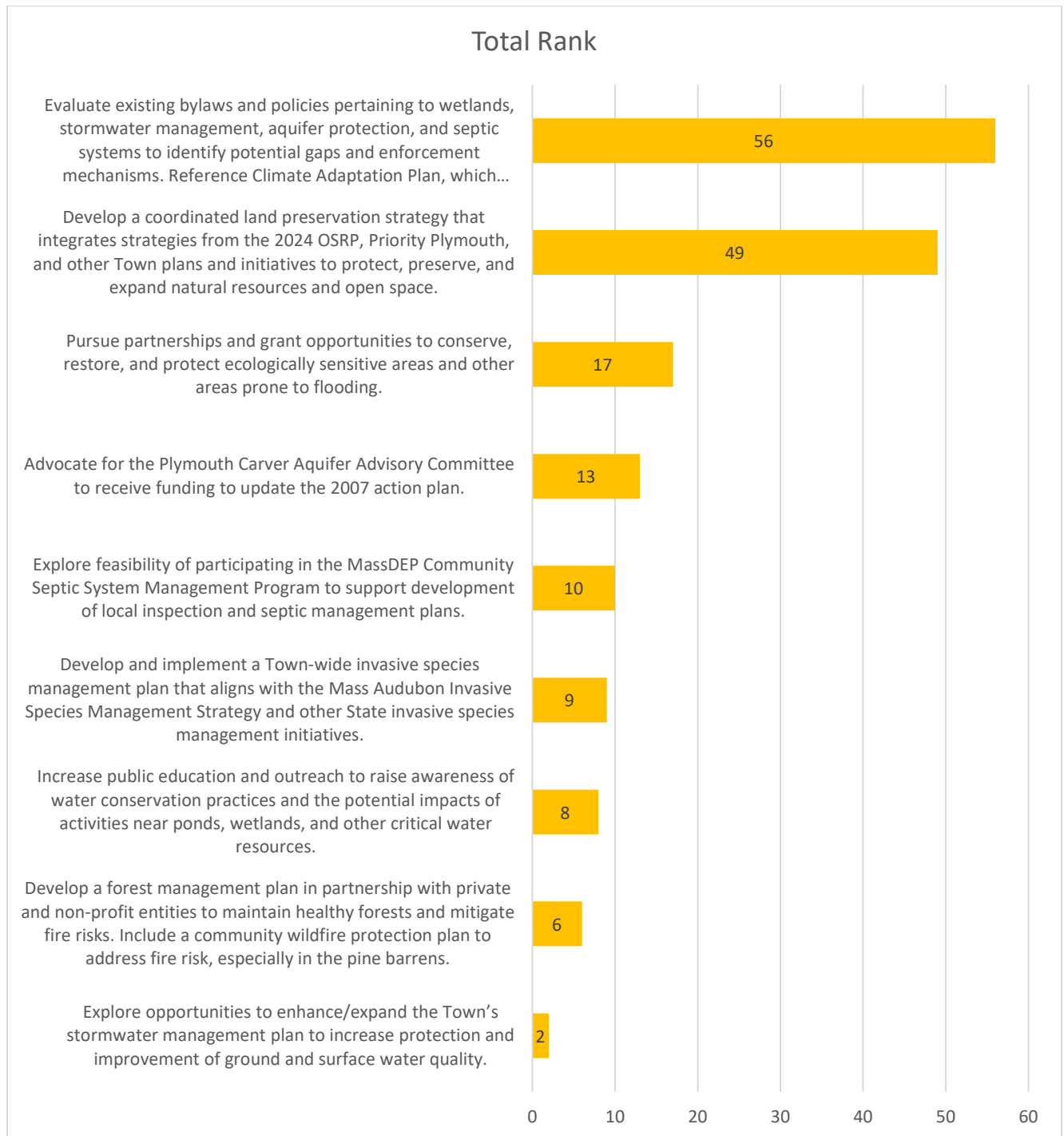
Nine posters (one for each of the Master Plan goals) displayed the associated strategies meant to achieve each specific goal. Each strategy included space to place a dot sticker for a ranking exercise.

Each attendee was given 3 different colored dot stickers for each poster, representing a ranked vote (first choice = 3 points, second choice = 2 points, and third choice = 1 point):

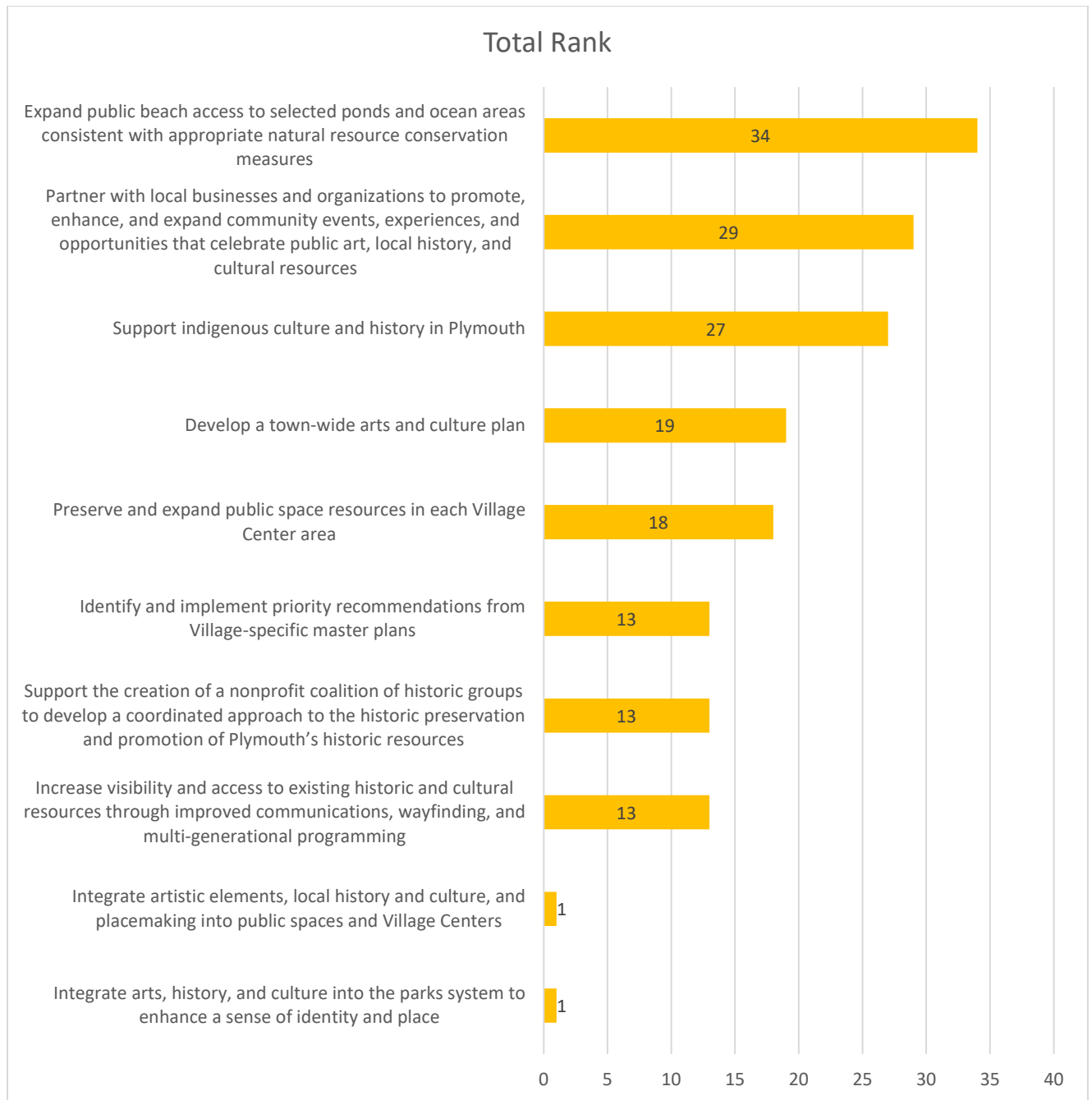
Goal 1: Housing:



Goal 2: Natural Resources:



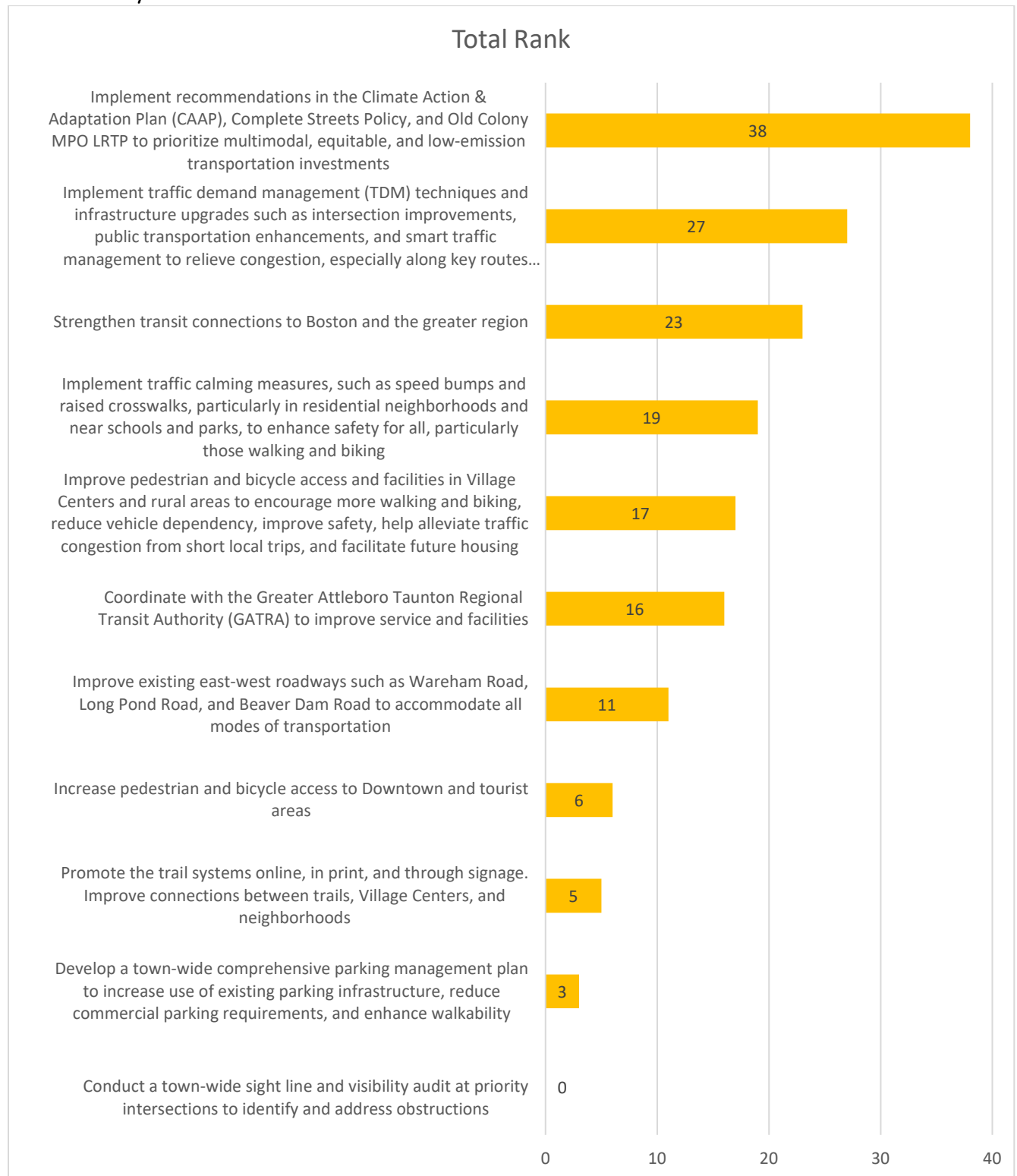
Goal 3: Historic Preservation:



Goal 4: Economic Development



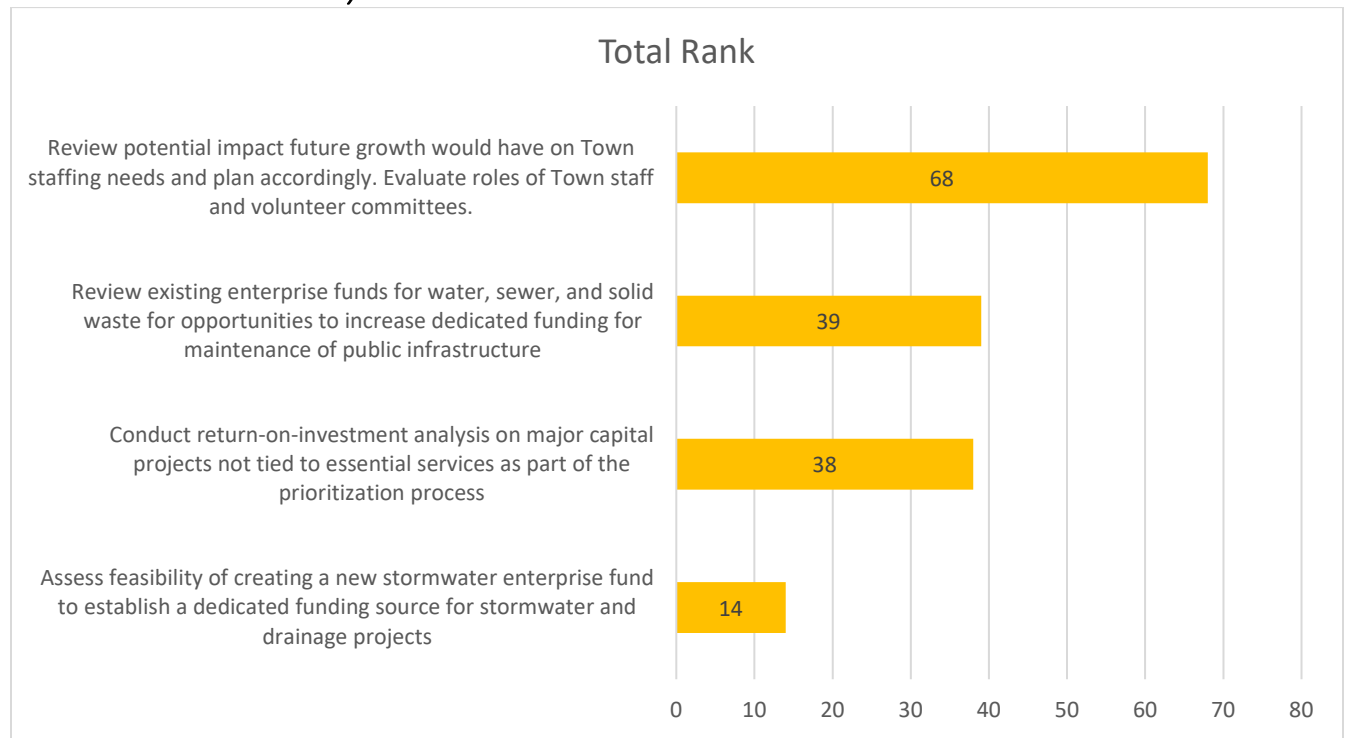
Goal 5: Transportation



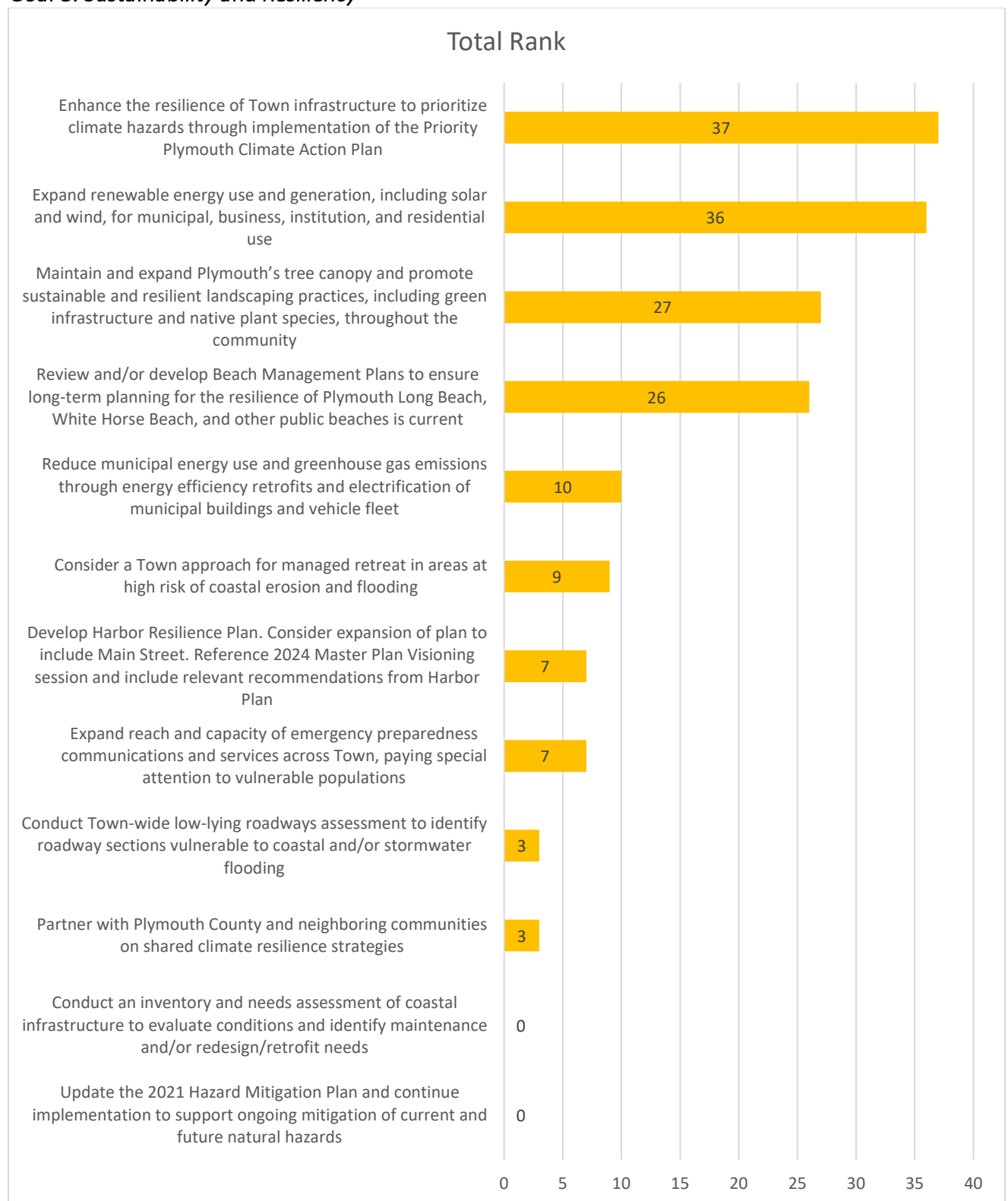
Goal 6: Infrastructure



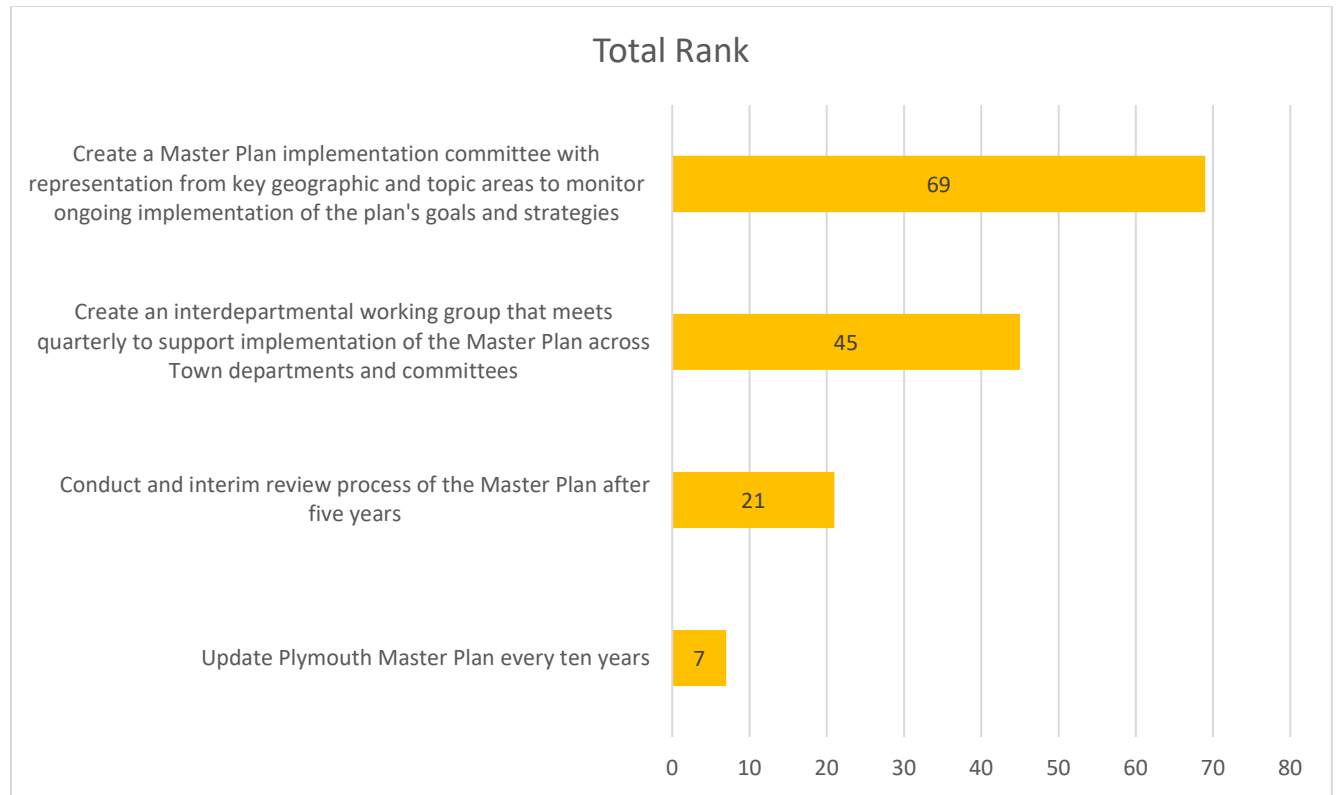
Goal 7: Fiscal Sustainability



Goal 8: Sustainability and Resiliency

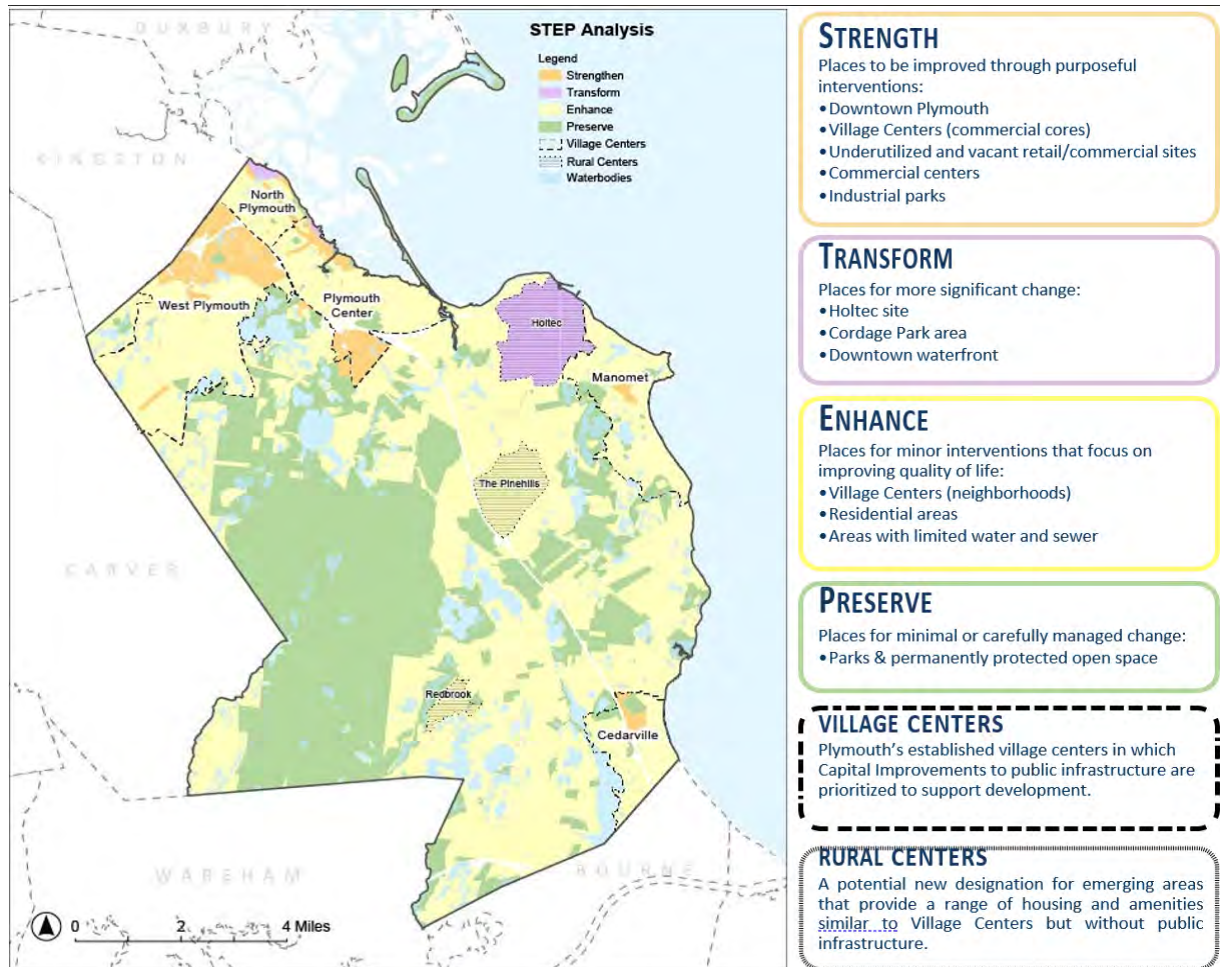


Goal 9: Master Plan Maintenance

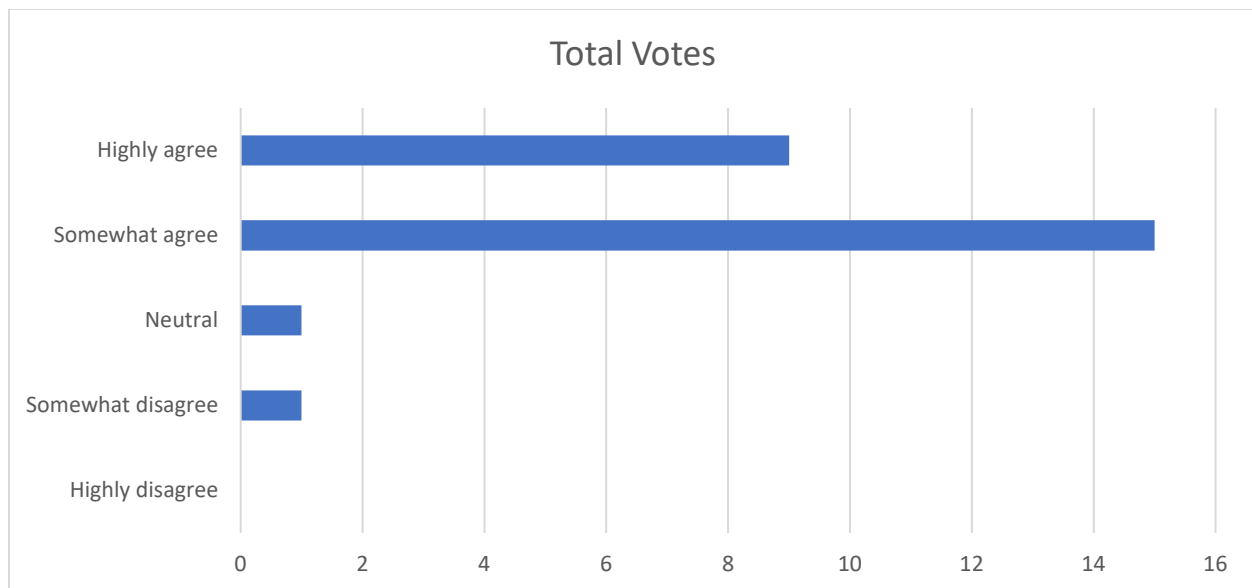


Future Land Use Planning

Place Types: A poster displayed a diagram categorizing places in Plymouth on their potential for future change based on community input collected to-date. Each place falls into one of four categories that describe how the master plan will guide change in the future:

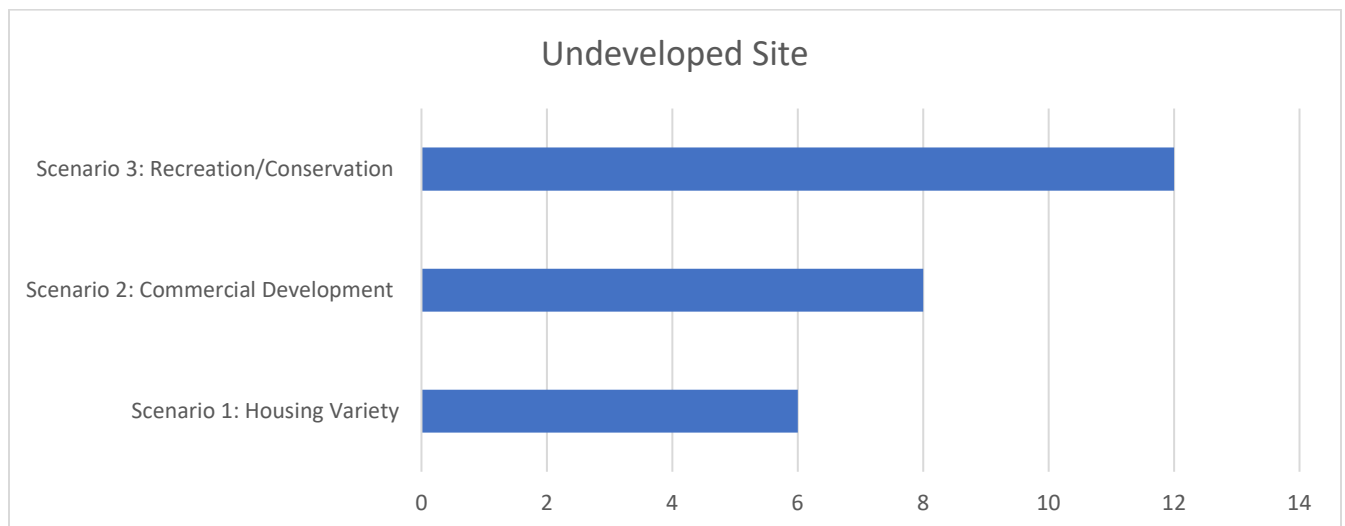


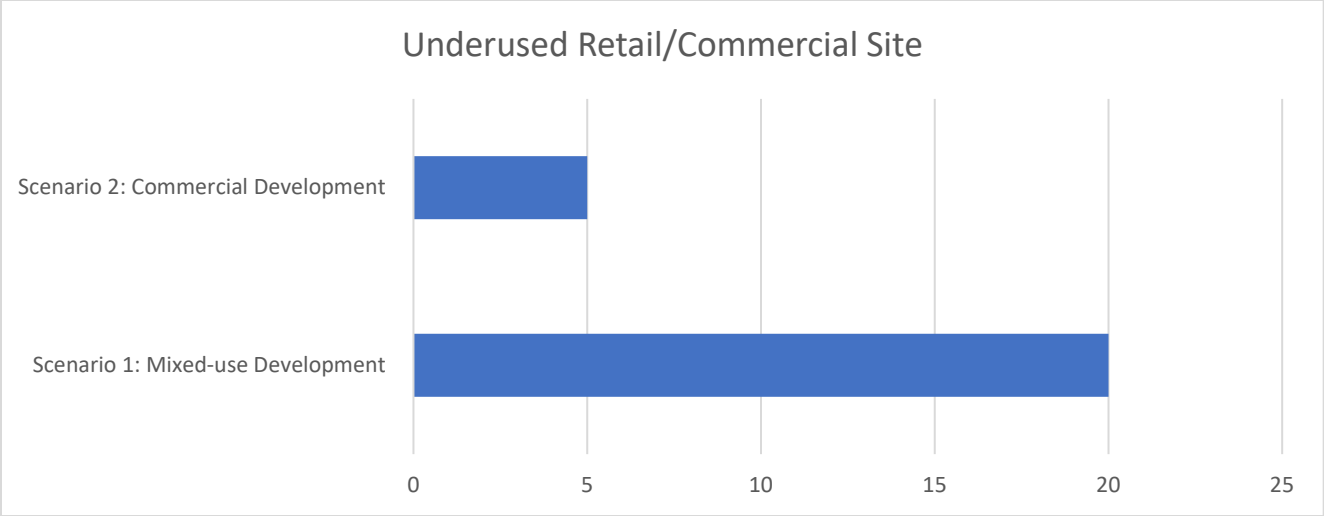
On a scale of 1-5, how well does the places diagram generally reflect degrees for future change in Plymouth (highly disagree [1] to highly agree [5])? Nearly all attendees either “highly agreed” or “somewhat agreed” with the place types diagram.



Site Scenarios: A poster displayed illustrative scenarios for two representative sites in Plymouth: one an underused commercial site , and the other an undeveloped site. For each of the two representative sites, respondents were asked to indicate which scenario they preferred with a sticker.

Responses indicated support for recreation and conservation of natural resources in less developed areas, and the creation of mixed-use developments on underused sites in already built-up areas.





Appendix A: Exercise Result Breakdown

The following data was used to inform the tables linked in the above tables. Additionally, written comments related to each activity are copied below.

Draft Vision Statement Feedback

Level of Agreement	Total Votes
Highly Disagree	0
Somewhat Disagree	1
Neutral	0
Somewhat Agree	10
Highly Agree	14

Comments

"Too 'everything'! Needs more focus to effectively drive and prioritize goals and strategies"

Draft Goals Prioritization

Goal Number	Goal	First Choice	Second Choice	Third Choice	Total Rank
8	Integrate sustainability and resiliency into all aspects of Town planning and decision-making, while working to mitigate the impacts of climate change whenever possible	1	1	3	8
5	Improve connectivity for all modes of transportation so that residents, workers, and visitors alike can safely and efficiently access all parts of Plymouth and the region	0	3	3	9
9	Maintain the Master Plan as a living document that guides Town actions	3	0	2	11
3	Maintain the historic and cultural character of Plymouth by promoting the rich tapestry of our heritage which include nationally-significant historic assets, settlements, forests, coastline, ponds, and other built and natural assets	1	3	3	12
6	Maintain and improve infrastructure including local roadways, public facilities, recreation, utilities, and services	2	5	4	20
7	Advance Plymouth's long-term fiscal sustainability with sound municipal financial practices	4	3	3	21
4	Expand and diversify the economy with continued support for local businesses and by increasing living-wage jobs in the blue economy, healthcare, and other commercial sectors	2	5	8	24
1	Develop a variety of housing types that better meet the diverse and changing needs of our multi-generational community	9	3	3	36
2	Preserve and protect our natural resources while supporting our biodiversity and essential aquifer	11	6	3	48

Comments

"The term 'multi generational' is too vague. More senior housing? More starter homes?" What does that look like?

"Develop housing that is environmentally friendly."

"More importance on the historical district (frontage, signage, making it look not modern)

"Would like to see a start on expanding sewage throughout Plymouth (like a 3rd world city today)"

"Bike paths that are real once paths start"

"Less emphasis on only blue economy - why not other jobs, especially white collar?"

Draft Strategies Feedback and Prioritization

Goal 1: Housing:

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
1B	Evaluate effectiveness of the Inclusionary Zoning bylaw and consider changes as needed to support its ongoing success.	0	1	0	2
1D	Identify and evaluate public and private properties for potential affordable housing.	0	0	5	5
1A	Preserve and expand the existing affordable housing stock consistent with the community goals/strategies established in the 2024 Housing Production Plan, to facilitate a diversity of prices, building types, lot sizes, and continued progress towards state-mandated affordable housing goals.	1	1	4	9
1E	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.	1	3	4	13
1G	Review and improve Transfer of Development Rights (TDR) regulations to encourage greater use so that land in less developed areas is preserved and more development takes place in areas with water and/or sewer service.	5	6	2	29
1H	Continue to promote open space development as well as cottage courts and other compact development types that preserve open space and natural areas, support stormwater management, and reduce infrastructure costs.	2	11	5	33
1C	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.	4	8	6	34
1F	Implement compact dwelling zoning regulation to encourage 'starter home' construction at lower price points.	15	3	0	51

Comments

"Septic zoning means lots have to be too big"

"These are all good strategies"

"Some of these terms are unfamiliar to 'lay' people"

"Housing: rework existing built spaces. We can't afford to take down more green space"

Goal 2: Natural Resources:

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
2B	Explore opportunities to enhance/expand the Town's stormwater management plan to increase protection and improvement of ground and surface water quality.	0	1	0	2
2E	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.	0	2	2	6
2A	Increase public education and outreach to raise awareness of water conservation practices and the potential impacts of activities near ponds, wetlands, and other critical water resources.	1	2	1	8
2G	Develop and implement a Town-wide invasive species management plan that aligns with the Mass Audubon Invasive Species Management Strategy and other State invasive species management initiatives.	1	2	2	9
2D	Explore feasibility of participating in the MassDEP Community Septic System Management Program to support development of local inspection and septic management plans.	1	2	3	10
2I	Advocate for the Plymouth Carver Aquifer Advisory Committee to receive funding to update the 2007 action plan.	1	3	4	13
2H	Pursue partnerships and grant opportunities to conserve, restore, and protect ecologically sensitive areas and other areas prone to flooding.	2	2	7	17
2F	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.	10	7	5	49
2C	Evaluate existing bylaws and policies pertaining to wetlands, stormwater management, aquifer protection, and septic systems to identify potential gaps and enforcement mechanisms. Reference Climate Adaptation Plan, which advocates for bylaw development to improve resilience of wetland resource areas to climate / anthropogenic impacts.	12	9	2	56

Comments

"Natural resource goals are all over the place. I see them as: 1. Water/sewer = how do we have enough. 2. Forest = keep it! Not just safe from wildfires, but pollution, eco systems, and recreation are key!"

"Get Plymouth Foundation out of municipal planning!"

Goal 3: Historic Preservation

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
3I	Integrate arts, history, and culture into the parks system to enhance a sense of identity and place	0	0	1	1
3J	Integrate artistic elements, local history and culture, and placemaking into public spaces and Village Centers	0	0	1	1
3C	Increase visibility and access to existing historic and cultural resources through improved communications, wayfinding, and multi-generational programming	1	4	2	13
3E	Support the creation of a nonprofit coalition of historic groups to develop a coordinated approach to the historic preservation and promotion of Plymouth's historic resources	3	0	4	13
3G	Identify and implement priority recommendations from Village-specific master plans	1	5	0	13
3A	Preserve and expand public space resources in each Village Center area	3	2	5	18
3F	Develop a town-wide arts and culture plan	5	1	2	19
3D	Support indigenous culture and history in Plymouth	6	3	3	27
3H	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	2	10	3	29
3B	Expand public beach access to selected ponds and ocean areas consistent with appropriate natural resource conservation measures	8	3	4	34

Comments

"All town employees of Plymouth Foundation"

Goal 4: Economic Development

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
4B	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	0	3	5	11
4G	Support the development of one or more business incubators that lower the barriers to starting or growing a business venture by providing shared services and technical assistance	0	6	0	12
4D	Evaluate potential for a flex industrial spec space (50,000- 75,000 total square feet, subdividable, multi-tenant capable) to attract blue economy and other small tech manufacturers	1	2	7	14
4I	Enhance connections to the waterfront as an opportunity to build upon recreational, experience and event marketing Downtown	3	3	2	17
4A	Update the 2017 Harbor Plan to reflect changes in the blue economy (commercial fishing, lobstering, tourism, boating, blue-tech) with watersheet, shoreside uses, and infrastructure needs	1	5	5	18
4C	Develop tools such as acquisition, zoning mechanisms, or other strategies to preserve existing but underutilized industrially zoned land for future industrial use	4	3	1	19
4H	Support local agriculture as an important part of Plymouth's character, food systems, and local economy	4	4	3	23
4F	Amend zoning bylaw to increase intensity of opportunities for light industrial development	5	4	1	24
4E	Continue supporting workforce development efforts, and introduction of emerging industries such as blue-tech to existing workforce development partners	13	2	2	45

Comments

"Watershed = too technical of a word"

"Get the Plymouth Foundation out of master planning"

"Developing industry = look at and make those attractive old exit 5 behind colony place"

Goal 5: Transportation

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
5F	Conduct a town-wide sight line and visibility audit at priority intersections to identify and address obstructions	0	0	0	0
5D	Develop a town-wide comprehensive parking management plan to increase use of existing parking infrastructure, reduce commercial parking requirements, and enhance walkability	0	0	3	3
5I	Promote the trail systems online, in print, and through signage. Improve connections between trails, Village Centers, and neighborhoods	0	1	3	5
5H	Increase pedestrian and bicycle access to Downtown and tourist areas	1	1	1	6
5C	Improve existing east-west roadways such as Wareham Road, Long Pond Road, and Beaver Dam Road to accommodate all modes of transportation	1	3	2	11
5J	Coordinate with the Greater Attleboro Taunton Regional Transit Authority (GATRA) to improve service and facilities	2	3	4	16
5G	Improve pedestrian and bicycle access and facilities in Village Centers and rural areas to encourage more walking and biking, reduce vehicle dependency, improve safety, help alleviate traffic congestion from short local trips, and facilitate future housing and economic growth	1	5	4	17
5E	Implement traffic calming measures, such as speed bumps and raised crosswalks, particularly in residential neighborhoods and near schools and parks, to enhance safety for all, particularly those walking and biking	3	4	2	19
5K	Strengthen transit connections to Boston and the greater region	6	2	1	23
5B	Implement traffic demand management (TDM) techniques and infrastructure upgrades such as intersection improvements, public transportation enhancements, and smart traffic management to relieve congestion, especially along key routes like Route 3 and Samoset Street	5	3	6	27
5A	Implement recommendations in the Climate Action & Adaptation Plan (CAAP), Complete Streets Policy, and Old Colony MPO LRTP to prioritize multimodal, equitable, and low-emission transportation investments	10	3	2	38

Comments

"Connectivity' * Bike trails/walking from Manomet to downtown"

"Public transport could support tourism"

"Town Centers. Area near old exit 5 traffic is a mess!"

"Most town centers could use a facelift, not much more"

"East - West roads should include Drew Rd, Ship Pond Rd, and a connector between Long Pond & Samoset"

Goal 6: Infrastructure

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
6D	Implement priority recommendations from the police and fire strategic analyses	0	1	0	2
6E	Continue improving universal accessibility in existing public and recreational facilities based on the 2019 Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan	0	1	0	2
6I	Retrofit wide intersections by reducing turning radii to slow vehicle speeds and shorten pedestrian crossing distances. Use curb extensions or pedestrian refuge islands where feasible. Prioritize improvements near high crash locations as well as schools, parks, busy GATRA stops, and Downtown	0	1	1	3
6J	Install high-visibility pedestrian warning signs and advance yield markings at key crosswalks throughout Plymouth, particularly at unsignalized crossings and trail intersections. Use fluorescent signage, rectangular rapid flashing beacons (RRFBs), and yield signage where appropriate	0	1	4	6
6C	Identify suitable property(ies) in South Plymouth for new public safety facilities to improve police and fire coverage in high-growth area	0	2	7	11
6F	Expand recreational programming offerings to promote multigenerational community health	3	1	2	13
6B	Establish composting facility at the DPW yard to divert food waste from landfill	3	3	3	18
6G	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	1	6	3	18
6H	Implement targeted safety improvements at high-crash intersections, including roadway redesigns to reduce conflict points and improve sight lines and signal timing adjustments	3	7	5	28
6A	Implement recommendations of the Water System Master Plan and Comprehensive Wastewater Management Plan when completed	17	2	2	57

Comments

"Town should work with Black Earth Composting to facilitate establishment of town-wide program"

Goal 7: Fiscal Strategies

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
7D	Assess feasibility of creating a new stormwater enterprise fund to establish a dedicated funding source for stormwater and drainage projects	1	2	7	14
7B	Conduct return-on-investment analysis on major capital projects not tied to essential services as part of the prioritization process	5	8	7	38
7C	Review existing enterprise funds for water, sewer, and solid waste for opportunities to increase dedicated funding for maintenance of public infrastructure	4	9	9	39
7A	Review potential impact future growth would have on Town staffing needs and plan accordingly. Evaluate roles of Town staff and volunteer committees.	19	5	1	68

Comments

"Greater gov. transparency - uphold open meeting law!"
 "ROI on all activities not just major capital works"

Goal 8: Sustainability and Resiliency

Strategies	First Choice	Second Choice	Third Choice	Total Rank
Update the 2021 Hazard Mitigation Plan and continue implementation to support ongoing mitigation of current and future natural hazards	0	0	0	0
Conduct an inventory and needs assessment of coastal infrastructure to evaluate conditions and identify maintenance and/or redesign/retrofit needs	0	0	0	0
Partner with Plymouth County and neighboring communities on shared climate resilience strategies	0	0	3	3
Conduct Town-wide low-lying roadways assessment to identify roadway sections vulnerable to coastal and/or stormwater flooding	0	1	1	3
Expand reach and capacity of emergency preparedness communications and services across Town, paying special attention to vulnerable populations	0	2	3	7
Develop Harbor Resilience Plan. Consider expansion of plan to include Main Street. Reference 2024 Master Plan Visioning session and include relevant recommendations from Harbor Plan	2	0	1	7
Consider a Town approach for managed retreat in areas at high risk of coastal erosion and flooding	3	0	0	9
Reduce municipal energy use and greenhouse gas emissions through energy efficiency retrofits and electrification of municipal buildings and vehicle fleet	0	4	2	10
Review and/or develop Beach Management Plans to ensure long-term planning for the resilience of Plymouth Long Beach, White Horse Beach, and other public beaches is current	4	3	8	26
Maintain and expand Plymouth's tree canopy and promote sustainable and resilient landscaping practices, including green infrastructure and native plant species, throughout the community	4	5	5	27
Expand renewable energy use and generation, including solar and wind, for municipal, business, institution, and residential use	8	5	2	36
Enhance the resilience of Town infrastructure to prioritize climate hazards through implementation of the Priority Plymouth Climate Action Plan	8	6	1	37

Comments

"Establish a design review process for all development proposals as an adjunct to site plan review"

"Development review process to review scale and massing"

Goal 9: Master Plan Maintenance

ID	Strategies	First Choice	Second Choice	Third Choice	Total Rank
9D	Update Plymouth Master Plan every five years	2	0	1	7
9C	Conduct and interim review process of the Master Plan after five years	0	0	21	21
9A	Create an interdepartmental working group that meets quarterly to support implementation of the Master Plan across Town departments and committees	7	11	2	45
9B	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	15	11	2	69

Comments

"Plymouth Foundation? Remove involvement in planning and town decision making"

WHERE DO YOU LIVE?

PLACE A DOT NEAR WHERE YOU LIVE



TOWN OF
PLYMOUTH
MASSACHUSETTS

Not on the Map?
Let us know where.
Add a **STICKY HERE!**

