

DRAFT VISION STATEMENT

The draft vision statement was created based on extensive public input and with guidance from the Master Plan Committee. It is an aspirational description of what Plymouth will be like once the plan's recommendations are implemented. It provides broad guidance and direction so that planning and budgeting efforts align with the community's desired outcomes.

VISION

"The Town of Plymouth seeks to 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."

How much do you agree with this vision statement? **Place a sticker** in one of the boxes below:

1

Highly disagree

2

Somewhat disagree

3

Neutral

4

Somewhat agree

5

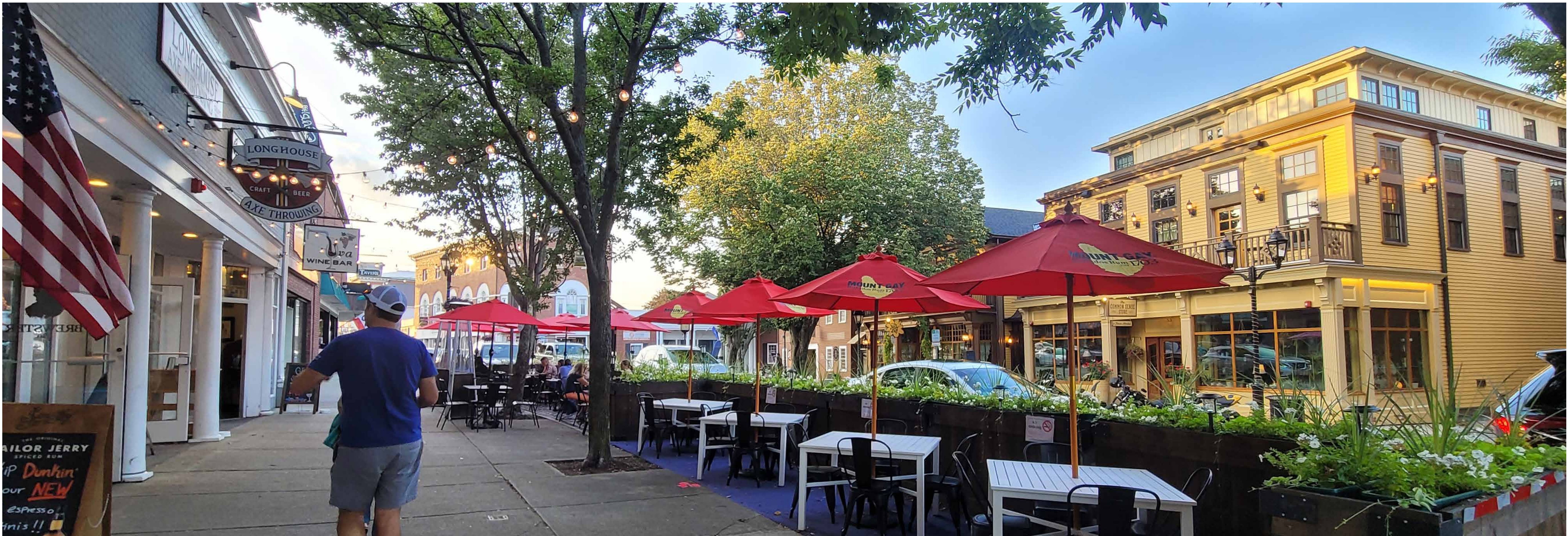
Highly agree

Kindly use a sticky note to briefly explain your response and include the number (1-5) on it.

Is there anything you think should be added to or removed from this vision statement for Plymouth?

DRAFT GOALS

The draft goals were created based on extensive public input and with guidance from the Master Plan Committee. They are more specific outcomes that the community wants to achieve. These statements support the vision and help ensure that decisions align with it and address key priorities. They also reflect the required topics that must be addressed in the master plan.



Please rank the top three goals you think are most important for achieving Plymouth’s vision over the next 10+ years. Place your three poker chips in the corresponding jar for each goal. Note that each color chip corresponds to a ranking (first, second, or third).

01	Develop a variety of housing types that better meet the diverse and changing needs of our multi-generational community.
02	Preserve and protect our natural resources while supporting our biodiversity and essential aquifer.
03	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.
04	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.
05	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.
06	Maintain and improve infrastructure including local roadways, public facilities, recreation, utilities, and services.
07	Advance Plymouth’s long-term fiscal sustainability with sound municipal financial practices
08	Integrate sustainability and resiliency into all aspects of Town planning and decision-making, while working to mitigate the impacts of climate change whenever possible.
09	Maintain the Master Plan as a living document that guides Town actions.

COMMENTS

Is there anything significant you would add or change about these goals?

DRAFT HOUSING STRATEGIES

GOAL 01

“Develop a variety of housing types that better meet the diverse and changing needs of our multi-generational community.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	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.	
B	Evaluate effectiveness of the Inclusionary Zoning bylaw and consider changes as needed to support its ongoing success.	
C	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.	
D	Identify and evaluate public and private properties for potential affordable housing.	
E	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.	
F	Implement compact dwelling zoning regulation to encourage ‘starter home’ construction at lower price points.	
G	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.	
H	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.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT NATURAL RESOURCES STRATEGIES

GOAL 02

“Preserve and protect our natural resources while supporting our biodiversity and essential aquifer.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	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.	
B	Explore opportunities to enhance/expand the Town’s stormwater management plan to increase protection and improvement of ground and surface water quality.	
C	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.	
D	Explore feasibility of participating in the MassDEP Community Septic System Management Program to support development of local inspection and septic management plans.	
E	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.	
F	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.	
G	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.	
H	Pursue partnerships and grant opportunities to conserve, restore, and protect ecologically sensitive areas and other areas prone to flooding.	
I	Advocate for the Plymouth Carver Aquifer Advisory Committee to receive funding to update the 2007 action plan.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT HISTORIC PRESERVATION STRATEGIES

GOAL 03

“**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.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	Preserve and expand public space resources in each Village Center area.	
B	Expand public beach access to selected ponds and ocean areas consistent with appropriate natural resource conservation measures.	
C	Increase visibility and access to existing historic and cultural resources through improved communications, wayfinding, and multi-generational programming.	
D	Support indigenous culture and history in Plymouth.	
E	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.	
F	Develop a town-wide arts and culture plan.	
G	Identify and implement priority recommendations from Village-specific master plans.	
H	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.	
I	Integrate arts, history, and culture into the parks system to enhance a sense of identity and place.	
J	Integrate artistic elements, local history and culture, and placemaking into public spaces and Village Centers.	

COMMENTS | Are there any strategies you think should be added to help achieve this goal?

DRAFT ECONOMIC DEVELOPMENT STRATEGIES

GOAL 04

“**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.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	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.	
B	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.	
C	Develop tools such as acquisition, zoning mechanisms, or other strategies to preserve existing but underutilized industrially zoned land for future industrial use.	
D	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.	
E	Continue supporting workforce development efforts, and introduction of emerging industries such as blue-tech to existing workforce development partners.	
F	Amend zoning bylaw to increase intensity of opportunities for light industrial development.	
G	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.	
H	Support local agriculture as an important part of Plymouth’s character, food systems, and local economy.	
I	Enhance connections to the waterfront as an opportunity to build upon recreational, experience and event marketing Downtown.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT TRANSPORTATION STRATEGIES

GOAL 05

“**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.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	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.	
B	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.	
C	Improve existing east-west roadways such as Wareham Road, Long Pond Road, and Beaver Dam Road to accommodate all modes of transportation.	
D	Develop a town-wide comprehensive parking management plan to increase use of existing parking infrastructure, reduce commercial parking requirements, and enhance walkability.	
E	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.	
F	Conduct a town-wide sight line and visibility audit at priority intersections to identify and address obstructions.	
G	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.	
H	Increase pedestrian and bicycle access to Downtown and tourist areas	
I	Promote the trail systems online, in print, and through signage. Improve connections between trails, Village Centers, and neighborhoods.	
J	Coordinate with the Greater Attleboro Taunton Regional Transit Authority (GATRA) to improve service and facilities.	
K	Strengthen transit connections to Boston and the greater region.	

COMMENTS | Are there any strategies you think should be added to help achieve this goal?

DRAFT INFRASTRUCTURE STRATEGIES

GOAL 06

“**Maintain and improve infrastructure** including local roadways, public facilities, recreation, utilities, and services.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	Implement recommendations of the Water System Master Plan and Comprehensive Wastewater Management Plan when completed.	
B	Establish composting facility at the DPW yard to divert food waste from landfill.	
C	Identify suitable property(ies) in South Plymouth for new public safety facilities to improve police and fire coverage in high-growth area.	
D	Implement priority recommendations from the police and fire strategic analyses.	
E	Continue improving universal accessibility in existing public and recreational facilities based on the 2019 Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan.	
F	Expand recreational programming offerings to promote multigenerational community health.	
G	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.	
H	Implement targeted safety improvements at high-crash intersections, including roadway redesigns to reduce conflict points and improve sight lines and signal timing adjustments.	
I	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.	
J	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.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT FISCAL STRATEGIES

GOAL 07

“Advance Plymouth’s long-term fiscal sustainability with sound municipal financial practices.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	Review potential impact future growth would have on Town staffing needs and plan accordingly. Evaluate roles of Town staff and volunteer committees.	
B	Conduct return-on-investment analysis on major capital projects not tied to essential services as part of the prioritization process.	
C	Review existing enterprise funds for water, sewer, and solid waste for opportunities to increase dedicated funding for maintenance of public infrastructure.	
D	Assess feasibility of creating a new stormwater enterprise fund to establish a dedicated funding source for stormwater and drainage projects.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT SUSTAINABILITY/RESILIENCY STRATEGIES

GOAL 08

“Integrate sustainability and resiliency into all aspects of Town planning and decision-making, while working to mitigate the impacts of climate change whenever possible.”

STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	Reduce municipal energy use and greenhouse gas emissions through energy efficiency retrofits and electrification of municipal buildings and vehicle fleet.	
B	Expand renewable energy use and generation, including solar and wind, for municipal, business, institution, and residential use.	
C	Enhance the resilience of Town infrastructure to prioritize climate hazards through implementation of the Priority Plymouth Climate Action Plan.	
D	Update the 2021 Hazard Mitigation Plan and continue implementation to support ongoing mitigation of current and future natural hazards.	
E	Maintain and expand Plymouth’s tree canopy and promote sustainable and resilient landscaping practices, including green infrastructure and native plant species, throughout the community.	
F	Partner with Plymouth County and neighboring communities on shared climate resilience strategies.	
G	Conduct an inventory and needs assessment of coastal infrastructure to evaluate conditions and identify maintenance and/or redesign/retrofit needs.	
H	Expand reach and capacity of emergency preparedness communications and services across Town, paying special attention to vulnerable populations.	
I	Conduct Town-wide low-lying roadways assessment to identify roadway sections vulnerable to coastal and/or stormwater flooding.	
J	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.	
K	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.	
L	Consider a Town approach for managed retreat in areas at high risk of coastal erosion and flooding.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

DRAFT MASTER PLAN STRATEGIES

GOAL 09

“Maintain the Master Plan as a living document that guides Town actions.”

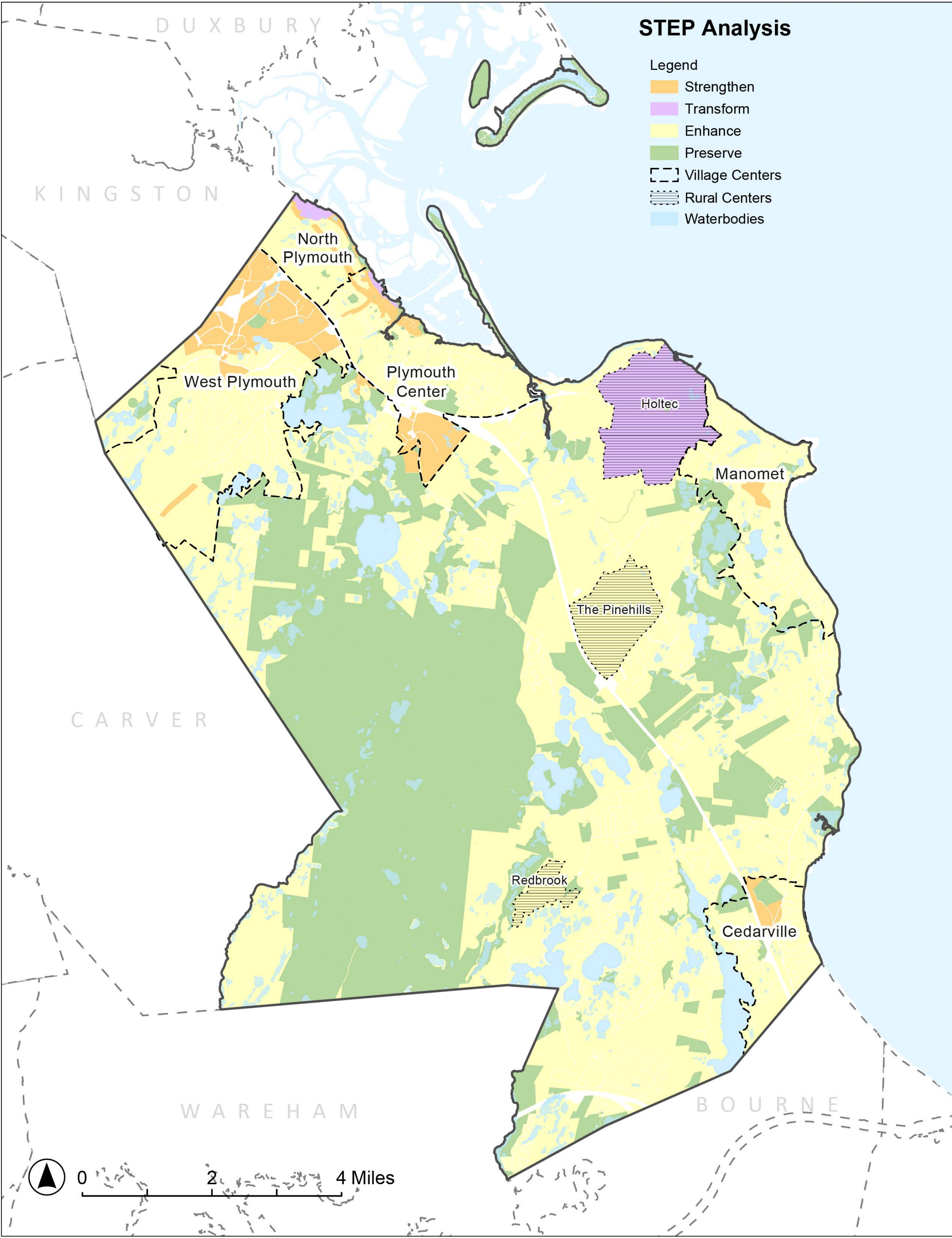
STRATEGIES

Please **USE DOT STICKERS TO RANK** the **THREE STRATEGIES** you think are the most important for Plymouth’s future

A	Create an interdepartmental working group that meets quarterly to support implementation of the Master Plan across Town departments and committees.	
B	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.	
C	Conduct an interim review process of the Master Plan after five years.	
D	Update Plymouth Master Plan every ten years.	

..... **COMMENTS** | Are there any strategies you think should be added to help achieve this goal?

PLACE TYPES DIAGRAM



STRENGTHEN

Places to be improved through purposeful interventions: Downtown Plymouth Village Centers (commercial cores), Underutilized and vacant retail/commercial sites, Commercial centers, Industrial parks

TRANSFORM

Places for more significant change: Holtec site, Cordage Park area, Downtown waterfront

ENHANCE

Places for minor interventions that focus on improving quality of life: Village Centers (neighborhoods), Residential areas, Areas with limited water and sewer

PRESERVE

Places for minimal or carefully managed change: Parks & permanently protected open space

VILLAGE CENTERS

Plymouth's established village centers in which Capital Improvements to public infrastructure are prioritized to support development.

RURAL CENTERS

A potential new designation for emerging areas that provide a range of housing and amenities similar to Village Centers but without public infrastructure.

How well do you think this diagram generally reflects degrees of future change in Plymouth?

PLACE A STICKER in one of the boxes below:

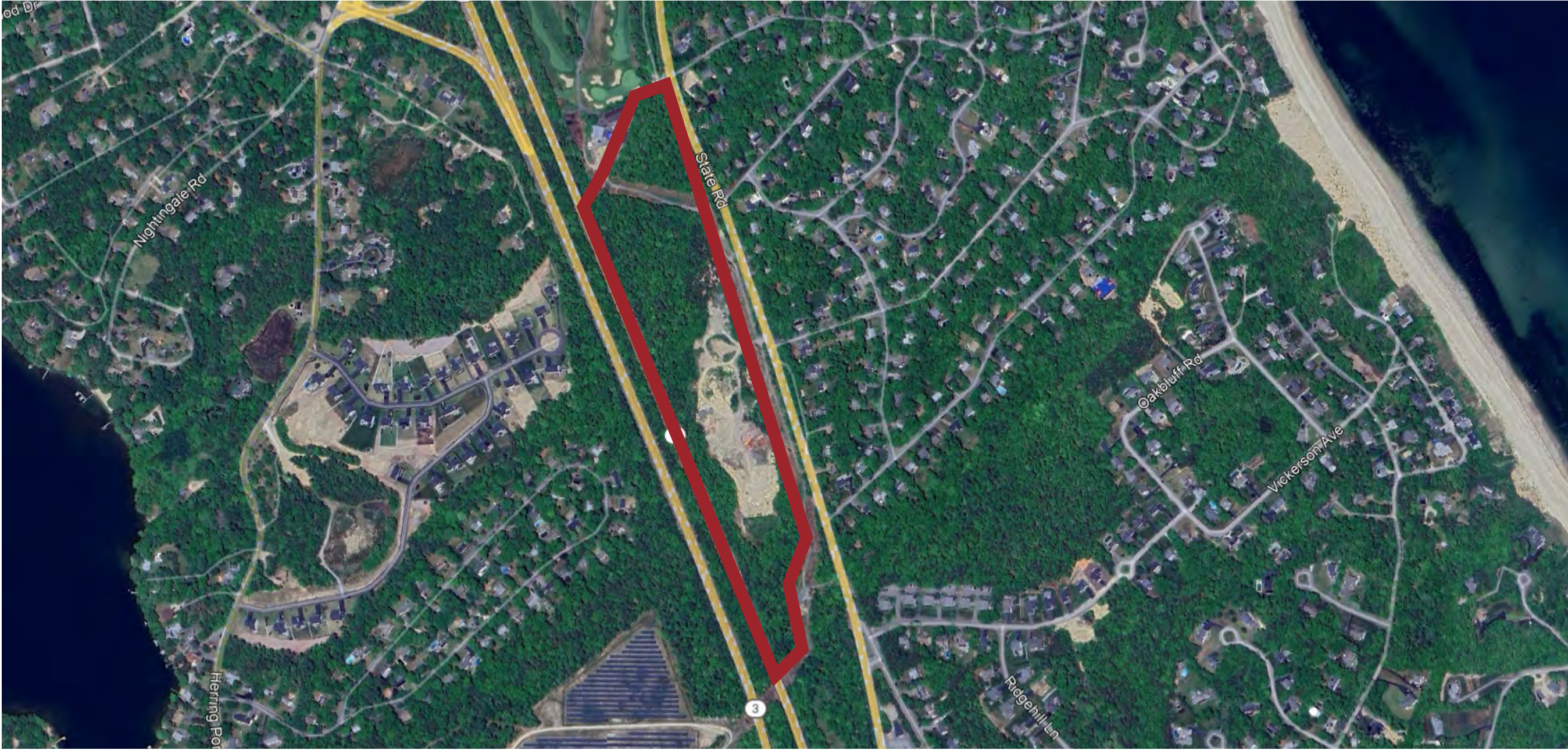
1 Highly disagree	2 Somewhat disagree	3 Neutral	4 Somewhat agree	5 Highly agree
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Are there other places you think rural centers could or should emerge in the next ten years?

Please provide any other comments to help refine this diagram.

SCENARIO PLANNING | UNDEVELOPED SITE

The following scenarios and metrics illustrate potential outcomes of different policy decisions. This particular site is representative of many similar undeveloped sites in or near village centers. The scenarios shown are illustrative examples only, not design proposals or redevelopment recommendations. Please review each scenario and then provide your feedback below.



SCENARIO 01: HOUSING VARIETY



SCENARIO 02: COMMERCIAL DEVELOPMENT



SCENARIO 03: RECREATION/CONSERVATION



Place **ONE DOT STICKER** beneath the **SCENARIO** that you think best aligns with your vision for Plymouth's future

COMMENTS | Use a sticky note to briefly explain why you chose the scenario.

SCENARIO PLANNING | UNDERUSED RETAIL/COMMERCIAL SITE

The following scenario and metrics illustrate potential outcomes of different policy decisions. This particular site is representative of many similar underused or vacant retail and commercial sites in Town. The scenarios shown are illustrative examples only, not design proposals or redevelopment recommendations.

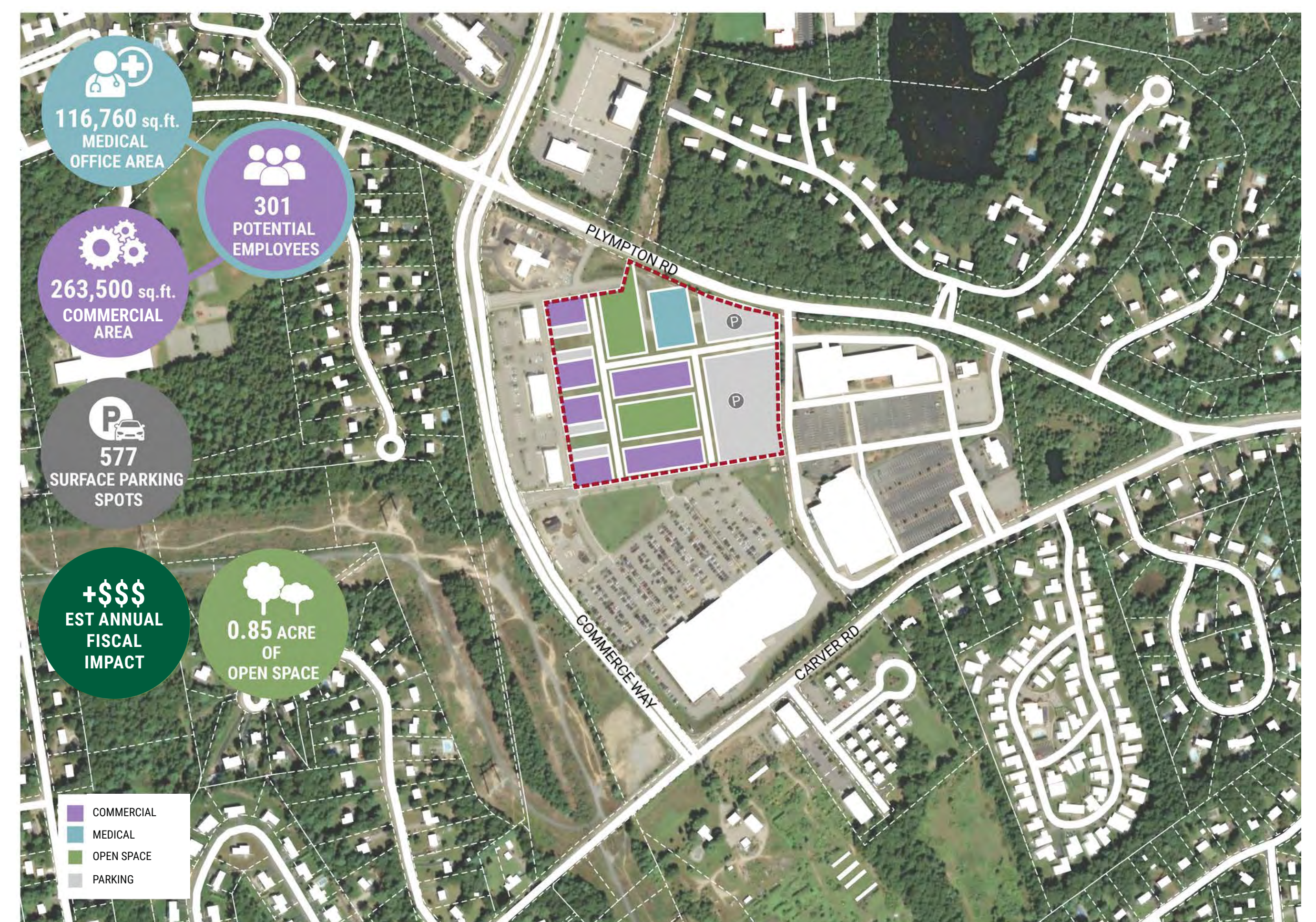
Please review each scenario and then provide your feedback below.



SCENARIO 01: MIXED-USE DEVELOPMENT



SCENARIO 02: COMMERCIAL DEVELOPMENT



Place **ONE DOT STICKER** beneath the **SCENARIO** that you think best aligns with your vision for Plymouth's future

Area for placing a dot sticker beneath Scenario 01.

Area for placing a dot sticker beneath Scenario 02.

COMMENTS | Use a sticky note to briefly explain why you chose the scenario.