Rapid Recovery Plan

2021

Plymouth Downtown Harbor District

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This plan has been made possible with generous support from the Commonwealth of Massachusetts.

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The Department of Housing and Community Development, through its community and business partners, provides affordable housing options, financial assistance, and other support to Massachusetts communities. We oversee different types of assistance and funding for consumers, businesses, and non-profit partners.

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The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

Atlantic Properties	Ben Stout
Plimoth Patuxet Museums	Rob Kluin
PACTV	Julie Thompson
Locally, Yours	Alyssa Smith
Cork + Table Kitchen and Bar	Deborah Tanis
Mayflower Brewing	Drew Brosseau
Second Wind Brewing	Kenny Semcken
MEGRYCO, Inc.	Rick Vayo
SCORE	Rod Clark
Plymouth Regional Economic Development Foundation	William Harris
South Shore Chamber of Commerce	Peter Forman
Pilgrim Hall Museum	Donna Curtin

The Planning Team would also like to thank the following individuals for participating as key stakeholders throughout the planning process:

Park Plymouth / Plymouth Growth and Development Corporation	Leighton Price and Desmond Egan
New England Development / The Pinehills	John Judge
Plymouth Recovery Task Force	Multiple stakeholders
Town of Plymouth	Peggy Whalen

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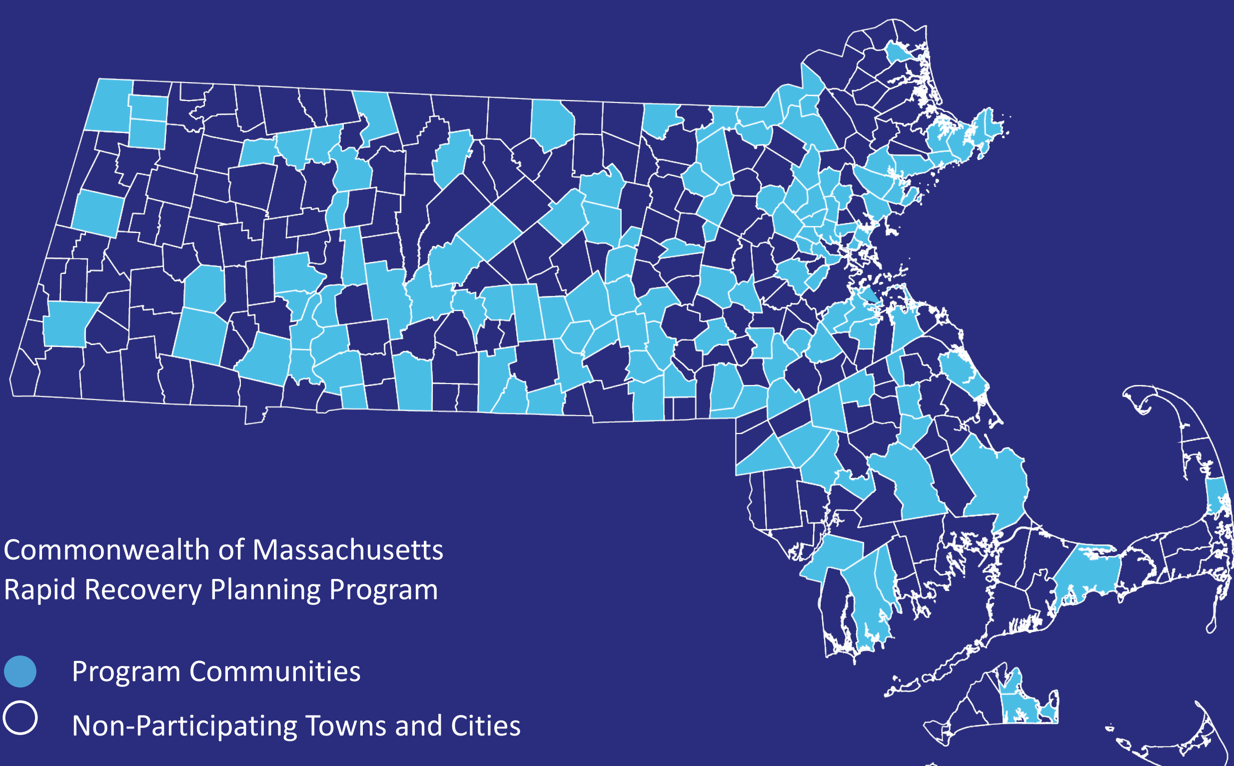
125 communities participated in the Rapid Recovery Plan Program

52 Small Communities
51 Medium Communities
16 Large Communities
6 Extra Large Communities

Mass Downtown Initiative distributed nearly $10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



Commonwealth of Massachusetts
Rapid Recovery Planning Program

Program Communities
Non-Participating Towns and Cities

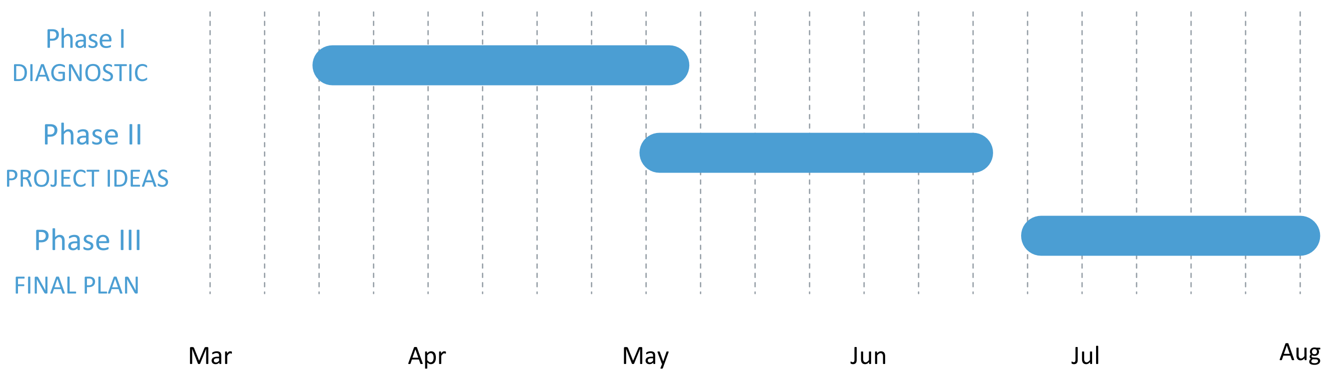
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic", and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework

CUSTOMER BASE

Who are the customers of businesses in the Study Area?

PHYSICAL ENVIRONMENT

How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?

BUSINESS ENVIRONMENT

What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?

ADMIN CAPACITY

Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.

Executive Summary

Executive Summary

All things considered, Plymouth's Downtown Harbor District has proven remarkably resilient amidst the COVID-19 pandemic

Many of us in the Downtown place-management industry were understandably concerned in March 2020. Not just about the onset of a global pandemic, but also, the cataclysmic effect that it would have on – indeed, the existential threat that it posed to -- Downtown and Main Street districts across the country that were grounded in the experiential economy, fueled by discretionary spending, filled with small businesses and, in many cases, dependent on consumer submarkets that had effectively disappeared overnight.

As it turned out, the impacts varied widely. Big-city CBD's like Boston's continue to struggle today with greatly reduced levels of foot traffic, while vacation and second-home markets have benefitted, at least temporarily, from an influx of remote-working urban dwellers. Fly-in tourist destinations faced prolonged stretches of dormancy while drive-in tourist attractions near outdoor-recreational draws were inundated with tourists. And counterintuitively, districts known for large national brands have tended to lose more tenants than ones in which independents predominate.

Plymouth's Downtown Harbor District has been relatively well-positioned for all of this: it sits within a quick drive of a major metropolitan area, offering a waterfront experience that can be enjoyed in the open air. And it was fortunate from a timing perspective, with a sharp drop-off in COVID-19 cases during the summer 2020 peak season (and the first half of summer 2021).

Of course, Massachusetts contains a number of other Downtowns that were similarly situated, and indeed, the District did not compare all that favorably with the other LRRP communities (see table below). Its percentages are skewed, however, by its much higher percentage of respondents in categories like "food service / accommodation" that were disproportionately impacted in the pandemic's early months.

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	Downtown Plymouth (31 Responses)	Commonwealth of Massachusetts
Revenue Loss in 2020 (y-o-y)	**80%**	68%
Revenue Loss of 25%+ in 2020 (y-o-y)	**54%**	46%
Store Traffic Loss in Jan/Feb '21 (y-o-y)	**74%**	65%
Store Traffic Loss of 25%+ in Jan/Feb '21 (y-o-y)	**55%**	49%
Employee Layoffs	**74%**	38%
Reduced Operating Hours / Capacity	**87%**	72%
Stopped or Deferred Rent / Mortgage Payment	**39%**	21%
% Food Service / Accommodation	45%	21%
% Retail	35%	23%
% Arts / Entertainment / Recreation / Fitness	3%	9%

All things considered, Plymouth's Downtown Harbor District has proven remarkably resilient amidst the COVID-19 pandemic

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Anecdotally, the story is very different. According to stakeholder interviews, 2020 turned out to be a very strong year – if not the strongest on record – for a number of District merchants.

Furthermore, there were a slew of new businesses that opened (e.g. Nectar Collective, The Artisan Pig, Keegan's Kreations, Milkshakes & Munchies) – as well as existing ones that expanded (e.g. Locally, Yours, Cork & Table, Setting the Space Interiors, Second Wind Brewing).

Meanwhile, just three businesses had closed as of summer 2021. Three. All told, there were only 14 empty storefronts, of a total of 244 – translating to a 6% vacancy rate, which would be considered healthy even in normal times.

It may be easy to forget now just how dire the circumstances felt in the spring 2020, how grim the forecast. Returning, however, for a moment to that frame of reference, the performance of Downtowns like Plymouth since then has been nothing short of miraculous.

So how was it possible? Well, a number of common themes have emerged.

Perhaps most importantly, the Federal government provided assistance on a truly massive scale, including, for businesses, the Paycheck Protection Program (PPP) and the Restaurant Revitalization Fund (RRF), and, for consumers, the three rounds of stimulus checks, expanded unemployment benefits, expanded child tax credits, etc.

Many state and municipal governments as well as non-profit partners established their own relief funds. The Plymouth Regional Economic Development Foundation, for example, gave away free gift cards so that residents could support local restaurants.

Meanwhile, businesses adapted to the new circumstances in resourceful ways. 61% of District merchants, for example, established alternative means of selling and delivering products. Food and beverage establishments availed themselves of additional space for outdoor dining and drinking as well as loosened restrictions on to-go alcohol sales.

Calls to "shop local" also seemed to resonate during the pandemic. Several of the businesses that reported robust sales in 2020 credited the loyalty of local residents as critical to back-filling lost demand from the visitor trade.

Finally, most property owners were willing to be patient with their tenants and rework lease terms, with businesses also back-stopped for several months by a statewide eviction moratorium.

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Going forward, there are reasons to be bullish

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While there are no doubt some powerful short-term headwinds (e.g. labor shortages, supply-chain bottlenecks, rising supply costs, etc.), growing competition for consumer spending (as domestic tourists and regional residents start to venture further afield) as well the possible “grey swans” (e.g. the emergence of new coronavirus variants), **the longer-term prospects for the Downtown Harbor District seem favorable**.

The District is the premier Downtown on the South Shore: there is arguably no equal competitor *of similar scale and appeal* within the three-county region of Plymouth, Norfolk (to the northwest) and Bristol (to the southwest), a catchment of some 1.8 million people.

Thriving before the pandemic, it continues to enjoy extremely healthy demand for its retail bays. Not only is its vacancy rate very low but also, its existing space is severely underpriced, with some older buildings currently renting at roughly half what the market could support. The coming years will likely see an ongoing turnover of properties and a corresponding rise in tenant caliber. In stark contrast to other Downtowns, it will be challenged more by insufficient inventory than elevated vacancy.

The District is also well-positioned to take advantage of growing consumer demand. According to the U.S. Census, the population of Plymouth itself increased by 8.4% in the 2010’s, to roughly 61,300 (outpacing even the robust 7.4% statewide), and is projected to continue doing so, with Pinehills alone expected to add another 2,000 to 3,000 residents by full build-out. On a regional level, Plymouth County as a whole expanded by 7.3%, Norfolk Co. by 8.2% and Bristol Co. by 5.6%.

Meanwhile, the tourists are not going anywhere, not with the presence of Plymouth Rock, the Mayflower II and other historic attractions. Indeed, there is evidence of an extended season, with visitors arriving in greater numbers well before Memorial Day, as early as March.

Importantly, the presence of this market helps to insulate the District. Leisure travelers tend to be in a different frame-of-mind than everyday consumers. They are not pressed for time, oriented towards convenience or fixated on price; rather, they are on vacation, guitlessly willing to treat themselves (and/or their kids), primed to spend and ready to buy on impulse. They are less vulnerable, then, to the lures of competitors, either ones elsewhere in town or even on their smartphones.

For example, a visitor enticed by a gift item in a Water Street store is not about to walk to her car, drive to Colony Place and compare it to the alternatives there. And even if she can also find it at home or buy it for cheaper online, she is unlikely to forgo the instant gratification of buying it on the spot. She is, in a sense, “captive” to what is in front of her.

The following Plan will zero in on the District's longstanding challenges

The Local Rapid Recovery Plan (LRRP) process is designed to focus on impacts related to the COVID-19 pandemic, and understandably so – the large pot of Federal money provided by the American Rescue Plan Act (ARPA) can only be spent for such purposes.

However, the reality – as explained above – is that the pandemic's impact on the Downtown Harbor District has been surprisingly (and thankfully) mild. To the extent that it has been more dramatic, the LRRP process began long after those effects had been most keenly felt, and indeed, addressed.

Businesses had already applied for, and in most cases, received government relief. Shops had established an online presence (if they had not, already). The Town had allowed for temporary "parklets", enabling restaurants to add large amounts of outdoor seating. The stage had been set for recovery. From the worst of the pandemic, at least.

Indeed, according to Placer.ai data provided by See Plymouth, peak-season foot traffic, which experienced a moderate though far from cataclysmic year-over-year decline of 23% in 2020, was actually 13% *higher* this year than 2019 levels (see table below).

We have tried to indicate in this Plan where our recommendations would be responding to pandemic-specific impacts, but ultimately those are not the biggest obstacles that prevents the District from elevating itself to the next level, from reaching its true potential. Rather, it is the preexisting challenges – the ones predating the arrival of the coronavirus – that remain just as stubborn as ever, still waiting to be addressed. These will be our focus.

Month	2019	2020	2021
June	84,164	40,810	111,422
July	105,430	84,167	113,675
August	102,200	99,175	105,992
TOTAL	**291,794**	**224,152**	**331,089**

Peak-season foot traffic in the Downtown Harbor District, courtesy of See Plymouth / Placer.ai

Finally, a word on how this Plan was written…

We have been provided with an excellent framework by the Commonwealth's Department of Housing and Community Development and have largely followed it – an executive summary, followed by key findings and then specific recommendations (taking the form of project sheets) -- but we have also been encouraged to customize it to our unique style.

So what does this mean?

The LRRP process was an extensive one, incorporating rigorous and nuanced analysis of the customer base, the physical environment and other variables; multiple forms of stakeholder engagement (surveys, community workshops, one-on-one interviews); consideration of case studies and best practices; as well as close collaboration with the client group. We also added a pedestrian-intercept survey to the scope, so as to better understand the peak-season foot traffic.

In the write-up of the Plan, we have eschewed rote summaries of this process, opting instead to **work backwards from our ultimate recommendations.** In each case, we put forward narratives of why we identified the problem and how we thought about it, referencing data points only if/when they were relevant for such purposes (with full data-sets provided in the Appendix).

This approach is by design, so that you can more effectively channel our thinking once we leave the scene. We have seen all too often how implementation of well-intentioned and well-conceived strategies can be stopped in their tracks by unrepresentative pushback rooted in ideology, ignorance and/of self-interest. We want to **arm you with the ammunition to fight back**, not because it will convince the most virulently-opposed but rather, so that you might sway the fence-sitters and the decision-makers.

Second, we did not try to be exhaustive in this Plan. While a large number of issues and challenges emerged during the course of this process, we focused on what we felt were the most pressing ones, sensing that we would be able to add more value by **going deep, rather than wide.**

Three, we were hesitant to stray too far from our primary area of expertise. **Retail is what we know, what we love, what we live and breathe**. And for better or for worse, it is the narrow lens through which we see the world. That will undoubtedly come across in what follows.

Four, we are not grant writers. We have made a good-faith effort to identify possible sources of funding that you might explore, but the eligibility criteria for different programs can be quite complicated and additional due diligence will almost certainly be necessary.

Finally, we limit our direction to initial action steps. Especially in the fast-moving space of retail, practical implementation almost never moves in a linear fashion. What we do first often has second and third-order consequences that completely scramble our original assumptions and expectations. There is little value, then, in projecting too far into the future. The best path forward will likely evolve over time, making us wary of getting too prescriptive, too soon.

Diagnostic

Key Findings

BUSINESS ENVIRONMENT

Evidence of an actual parking ”problem” in Downtown Plymouth is in short supply. And to the extent that it exists, the free on-street spaces only make matters worse.

Stakeholders are absolutely convinced that parking is a serious problem in the Downtown Harbor District. “Parking regulations” was the most commonly-mentioned obstacle to business operations in the LRRP business survey (39% of all responses), with inadequate supply regularly cited on Town boards and commissions as grounds for halting growth, opposing new restaurants, etc.

This conclusion, however, is not supported by available data. See Plymouth surveying indicates that visitors are not bothered by having to pay for their parking spaces or walk a bit to get to their destinations. According to our intercept survey, the median walk time from one to the other was five minutes, and for residents, just *two* minutes.

Furthermore, the most recent Parking Management Plan, completed in 2012, found that “generally speaking, during much of the year, there appears to be an adequate supply of public and private parking in Plymouth Center to satisfy current demand”, with most of the off-street lots offering available even during (non-event) peak parking periods.

A more up-to-date parking study is obviously needed, though it is far from clear that similar conclusions would do anything to shift the prevailing wisdom. And the irony is that even if it were true, a critical element in the current approach only makes matters worse.

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Key Findings

BUSINESS ENVIRONMENT

Evidence of an actual parking "problem" in Downtown Plymouth is in short supply. And to the extent that it exists, free on-street spaces only make matters worse.

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While Park Plymouth charges for stalls on most other Downtown streets and in off-street lots from April to November, it still offers free two-hour parking in the spaces along the primary commercial corridor of Court Street / Main Street / Main Street Extension, in deference to the insistence among merchants there that consumers prefer in-front parking (or at least the possibility thereof).

As a result, all sorts of Downtown users gravitate to those highly-coveted spaces regardless of their intent to patronize the retailers, eateries and other street-level tenants there – including even some of the proprietors themselves, along with their employees – which, in turn, limits turnover and restricts customer access to those very businesses.

This misses the larger, more fundamental point, however: Downtowns are *not* shopping centers. Free, in-front parking might be feasible at a Colony Place or a Myles Standish Plaza, but it is not realistic in a traditional main-street setting, especially one as vibrant as Plymouth's.

Nor, for that matter, is it necessarily decisive. Of course, consumers would *prefer* to maximize their convenience, but would a little bit of inconvenience would truly be a deal-breaker for them? For some older residents and "in-and-out" businesses, perhaps -- but are those the customers and categories that Downtown Plymouth should be prioritizing above all others?

After all, some tenants might be struggling to attract (or retain) patrons because they are not (or no longer) compelling enough – in their product, pricing, atmospherics, marketing, etc. – to *justify* the walk. If they cannot (or do not think they could) survive in Downtown without in-front spaces, are they really worth keeping?

Moreover, successful large-scale shopping destinations – both Downtowns *as well as* shopping centers -- have always been ones that balance the availability of conveniently-located parking with the need to draw foot traffic past (and hopefully, *into*) as many businesses as possible.

Indeed, this twin imperative explains a great deal about how traditional malls have long been designed, with the department stores located at the opposite ends and with obstacles cleverly placed within the visitor's sight line so that she walks (rather than drives) the distance between them, passing all the "in-line" shops along the way.

ADMIN CAPACITY

No one is well-positioned to "run point" on Downtown recovery and place-management

There is no Business Improvement District (BID) or other sort of "place-management" organization in the Downtown Harbor District; instead, many of the responsibilities typically assumed by such an entity -- events, marketing, beautification, economic development, COVID-19 recovery – have been split among or shared by the Town of Plymouth, the Plymouth Area Chamber of Commerce, the Plymouth Regional Economic Development Foundation and See Plymouth.

These four are workhorses, no doubt, but each has its own responsibilities and priorities as well as resource and bandwidth limitations, which might prevent them from fully committing to some of the bolder and/or resource-intensive initiatives that are proposed in this Plan or might prove necessary in the future.

For example, the Town of Plymouth's mandate, to serve 63,000 residents across 103 square miles, extends well beyond – and can in some cases conflict with the interests of – the Downtown Harbor District, while the Plymouth Regional Economic Development Foundation spreads its attention across an even larger geography.

Meanwhile, membership-based organizations like the Plymouth Area Chamber and See Plymouth face what is commonly known as the "free rider" problem, with the non-member often able to enjoy the fruits of their labor without having to contribute at all to the funding of such efforts. They could do even more if all beneficiaries were compelled to pay their share.

CUSTOMER BASE

Opportunities to increase visitation to the Downtown Harbor District are missed due to a lack of modal alternatives

Plymouth sits roughly forty miles away from a major city with nearly 700,000 people, yet none of the 35 out-of-town respondents to our intercept survey – conducted at the height of the peak summer season – hailed from there.

While possible explanations are numerous, access is undoubtedly one of them. Massachusetts Route 3 (“Pilgrims Highway”), effectively the only option for motorists coming from Boston and headed to Plymouth or the Cape, is often choked with traffic, especially on a Friday in summer. Roughly 34% of Boston residents do not own a car, and 37% of Cambridge’s.

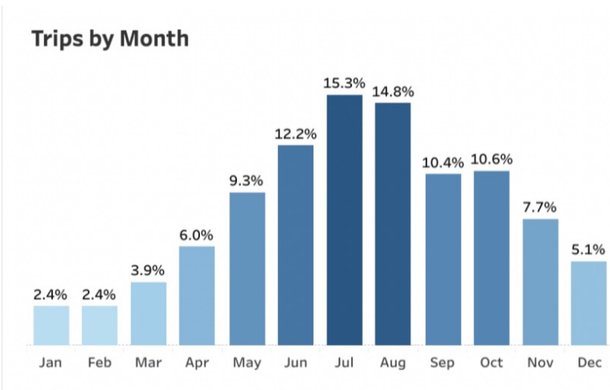
The MBTA discontinued trains to the Downtown Harbor District in 1959, with the right-of-way ultimately revamped as the North Plymouth Rail Trail, though off-peak and weekend service to North Plymouth (as “Plymouth Station”, located next to Cordage Commerce Center) resumed in 1997. Halted due to low ridership this past April, it is slated to reopen in July 2022.

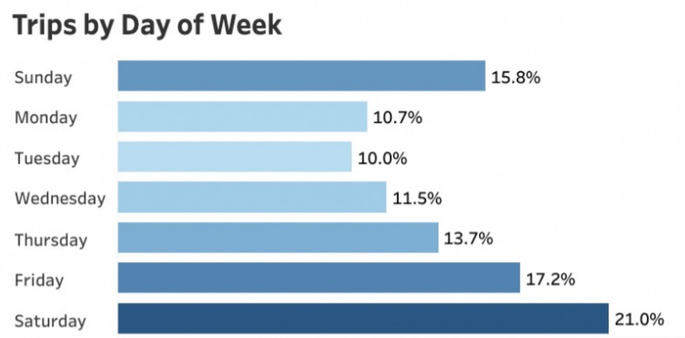
Even so, the station sits roughly two miles away from the Downtown Harbor District, presenting a “last-mile” challenge. Access to the rail trail is not exactly intuitive. Bike rental appears nonexistent in the vicinity of the station and the path itself is partly unpaved. The walk takes roughly forty minutes. GATRA’s “Freedom Link” offers a ten-minute bus ride, though it runs just once an hour, with no service in the evenings or on Sundays.

Meanwhile, Plymouth & Brockton coaches connect Plymouth to Boston’s South Station on a daily basis, but the local port-of-call is the Park & Ride at Exit 5 of Route 3 -- again, more than two miles away from the District and requiring a 44-minute walk or a 14-minute ride on GATRA’s “Mayflower Link”, which runs just once an hour (often late), with no service in the evenings or on Sundays.

The absence of transit also leaves car-less visitors with few options once in town. Most of the tourist attractions are concentrated in the District, but the Plimoth Putuxet Museum and Plymouth Long Beach both sit nearly three miles away, and Mayflower Brewing, almost four miles away in an industrial park.

CUSTOMER BASE





See Plymouth Data on monthly and weekly visitation to the Downtown Harbor District in 2019

The Downtown Harbor District experiences a drop-off in foot traffic between Labor Day and Memorial Day

Like most family-oriented tourist destinations in the northeastern U.S., Plymouth's Downtown Harbor District – particularly its waterfront -- faces a seasonality challenge. See Plymouth data indicates that 43% of the visitation takes place in just the three months of June, July and August, skewing towards the weekends.

While the arrival of new businesses in recent years has helped to entice more locals, the District -- in its anchor uses, its retail mix, its marketing -- is still largely geared towards history-seeking leisure visitors. And as reliable as this sector might seem, such a lack of diversification creates vulnerabilities.

Indeed, the pandemic decimated mono-markets of many kinds, from Boston's Financial District (with its dependence on daytime office workers) to Las Vegas Strip (on fly-in tourism). The District was not as badly exposed, due partly to its accessibility to a dense drive-in market – 2020 visitation from markets like Boston, Springfield and Albany actually *increased* year-over-year in absolute numbers -- but even so, overall tourism dropped by roughly 30%.

Even in healthy times, though, District businesses -- some more than others -- face the reality that annual sales and profitability are heavily reliant on the performance of the tourism sector. Water Street merchants, for instance, had to endure several relatively slow summers without the Mayflower II as it was being stabilized and restored, with one stakeholder pointing to revenue declines of as much as 20% for the restaurants there.

Key Findings

BUSINESS ENVIRONMENT

Merchants desire a *new* façade improvement program

The condition and curb appeal of building storefronts plays a critical role in brand identity, creating initial impressions that shape perceptions of the place and its people. And while beauty is very much in the eye of the beholder, there can be a fine line between ramshackle charm and dated kitsch.

While tourists might delight in the quaintness of it all, year-round locals might view tired-looking facades and dilapidated buildings in less flattering terms, comparing them unfavorably to the spit and polish of modern lifestyle centers like Colony Place and Derby Street Shops.

Indeed, elevation of aesthetic standards will be especially critical in the effort to more fully tap the market opportunity created by the growth of upscale master-planned communities like Pinehills and the presence of other affluent South Shore towns to the north.

Merchants seem to understand the stakes: low-cost financing of storefront / façade improvements ranked as the form of assistance in which Downtown Harbor District business owners are most interested, accounting for 42% of the responses to the LRRP business survey. 16 of 30 felt that such renovations are “important” or “very important.”

The Town of Plymouth has offered a Commercial Façade Improvement Loan Program since 2009, funded by Federal Community Development Block Grant (CDBG) monies. Utilized, however, for just four projects during that time (and none since 2012), it has been proposed for review and refinement as part of the Town’s current Annual Action Plan.

Town officials speculate that the low uptake had to do with the terms: the 2-3% loan required monthly payment, secured by the mortgage. Indeed, most façade improvement programs are structured as matching grants, to incentivize landlords to participate while at the same time ensuring meaningful buy-in.

Part of the problem has to do with reliance on CDBG as a source of funding: the Town of Plymouth receives a relatively limited allocation and must make some tough choices. Merchants have also complained in the past that applications involving CDBG monies are too onerous and simply not worth the trouble.

The 114 Water Street property, looking west

One centrally-located parcel along the waterfront offers an opportunity to think bigger

The 114 Water Street property occupies a central location on Plymouth's waterfront and in its tourist ecosystem. Situated along the western frontage of Water Street between Chilton Street and Howland Street, the 1.67-acre parcel encompasses three buildings aggregating to 26,000 sq ft of retail space as well as a large surface parking lot.

The property, also known as "Harbour Place", is known for Isaac's on the Waterfront, a seafood restaurant with harbor views that had long been popular across the region and with tourists but that closed upon the expiration of its lease in 2020 after three decades in business.

While Isaac's and one other space remain vacant, the site retains a number of strong tenants, including two retail chain-lets (Soft As A Grape and Made It!), a seven-year-old boutique (3 Daughters Jewelry Apparel Gifts) as well as a wine tasting room (Plymouth Bay Winery) and a smoothie franchise (Maui Wowi), among others.

That said, the property's layout and aesthetics represent a significant missed opportunity for the Downtown Harbor District. The majority of the retail space is housed in a dated and slightly rundown two-story building, while the other two structures are sited like a suburban strip mall, with a distant one-story building fronting a shabby surface parking lot and a small freestanding hut on a pad site.

Simply put, Plymouth deserves better. The longtime owner of 114 Water Street, Lulu Tsai, has put the property on the market several times in the past – it was part of a package, along with the Bradford Inn & Suites, that was going to be acquired and redeveloped as mixed-use in 2007 – and is purportedly negotiating with potential buyers right now.

Key Findings

PHYSICAL ENVIRONMENT

The Downtown Harbor District struggles to maximize cross-traffic between its two spatially discrete sub-districts

Enclosed regional malls may be fading in popularity, but they still offer a number of useful lessons for how to conceptualize and design retail environments – to locate the anchor stores, the exterior entrances, the food courts, the escalators -- so as to ensure that visitors walk past (and hopefully, go into) the "inline" business along the way.

Business districts would also do well to think in such terms, except there are significant limitations. Unlike modern shopping centers, historic Downtowns – especially ones four centuries old -- are not blank slates in which the drivers of foot traffic can be sited for maximum benefit.

The challenge is even greater in Plymouth's Downtown Harbor District, where the retail vitality is split between two sub-districts – the waterfront and the Court Street/Main Street/Main Street Extension corridor (Route 3A, or the "traditional core") – that are separated by relatively long and uphill blocks with limited public-facing uses along the way and no visual connection to what awaits on the other end.

Indeed, visitors to Plymouth could come for the Rock and the Mayflower, head across Water Street to buy a souvenir, walk along the seawall to Town Wharf for some fried seafood and a beer, then leave without ever really knowing that there is a vibrant main street corridor just 1,000 feet away.

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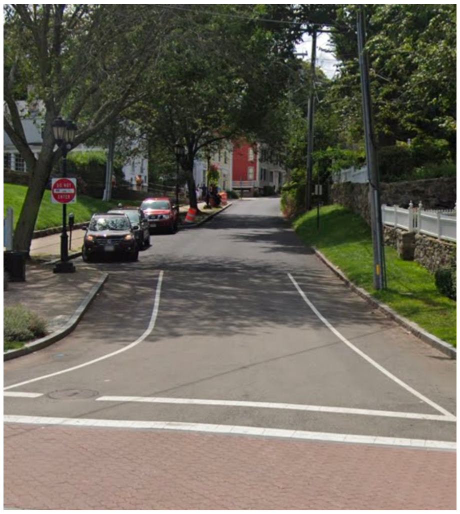

The view up North Street from Water Street, roughly across from Plymouth Rock – presenting as an (uphill) residential street, with no indication of a traditional core ahead

PHYSICAL ENVIRONMENT

The Downtown Harbor District struggles to maximize cross-traffic between its two spatially discrete sub-districts

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Others might be aware of its existence but reluctant to make the trek -- particularly, on a hot summer afternoon, senior citizens and families with kids in tow (perhaps in stroller), who collectively comprise a significant percentage of the visitor foot traffic along Water Street.

The result is that, unlike the stores in a mall, businesses along the Route 3A corridor do not even get the chance to introduce themselves to and capture impulse buys from a sizable number of would-be customers. According to See Plymouth data, roughly one-third of Water Street pedestrians never find their way to Main Street.

Water Street is obviously the heart of the tourist ecosystem, and the lion's share of visitors would prefer to dine (and/or imbibe) *with a view of the water*. Yet in the height of peak season, when the sidewalks are heaving and the restaurants are packed, perhaps the "push" factors become a bit stronger, and the potential for spillover, greater.

The "pull" factors, however, are not quite as strong, as the anchors in the traditional core -- Memorial Hall, The Spire Center, Main Street's nightlife cluster and the John Carver Inn -- mostly drive *evening* foot traffic. In the daytime, there is only the Pilgrim Hall Museum (roughly 30,000 annual visitors), where hours are limited and operations have been curtailed significantly.

The Pilgrim Hall Museum, the traditional core's lone daytime anchor

Key Findings

PHYSICAL ENVIRONMENT

The Downtown Harbor District might need to expand its provision of basic visitor amenities and services (specifically, public restrooms) so as to maximize "dwell time."

As noted earlier in this section, enclosed regional malls may be fading in popularity but they still offer a number of useful lessons for business districts, like, for instance, the importance that they place on the provision of visitor amenities.

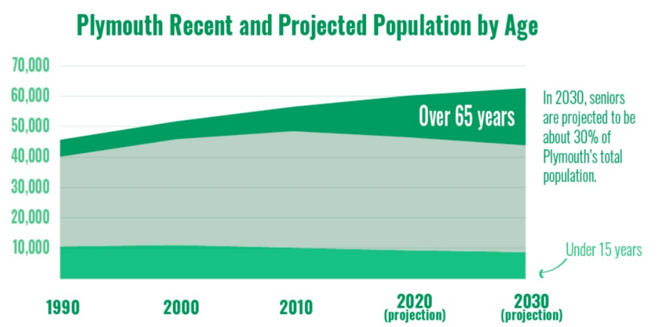
Mall managers have understood for decades that the longer customers stay (the longer the "dwell time", in industry-speak), the more they spend. For this reason, they have acted over the years to remove any possible reasons that one might have to leave, adding food courts, coffee bars, public restrooms, baby-changing tables and most recently, free Wi-Fi and phone-charging stations – on the assumption that if they left, they would be unlikely to return.

Bathrooms represent that most basic of human needs and yet municipalities across the country have long struggled to provide ample, clean and safe ones in busy, pedestrian-heavy settings, leaving much of this responsibility – unfairly -- to privately-owned businesses that are forced to absorb the cost or risk the wrath of would-be customers.

This dependence on the business community for what is ultimately a government responsibility has been exposed during the COVID-19 pandemic, when the interiors of restaurants, bars and stores have been either closed, capacity-constrained or otherwise avoided.

The availability of public restrooms is even more important in the case of Plymouth, where 21% of the population is aged 65 or older (versus 17% statewide) – a percentage that is expected to rise to 30% by 2030 -- and where older heritage travelers account for a disproportionate share of the tourist foot traffic.

There are currently five public restrooms across the Downtown footprint: three on the waterfront (i.e. Pilgrim Memorial State Park, Visitors Information Center, Town Wharf) and two in close proximity to Main Street (i.e. Town Hall, 1749 Courthouse). Moreover, all of them are seasonal, and the latter two are open only on weekends.



Key Findings

CUSTOMER BASE

The historic singularity and allure of the Downtown Harbor District offers little of direct relevance to the day-to-day lives of those who live in the region.

With its rightful claim as "America's Hometown", Plymouth will always attract tourists. Indeed, the Downtown Harbor District could be far less appealing and attractive than it is, and still be assured of drawing visitors from far and wide to Plymouth Rock, the Mayflower II, etc.

Locals are a different story. And while there are some who might be enticed to rediscover what sits in their backyards, the reality is that for a great many, Plymouth's historic singularity has little relevance to their day-to-day lives and limited ability to draw them Downtown.

More accurately described as "regional" than local, this market includes both the six other neighborhoods within Plymouth itself as well as a larger concentric circle within a roughly 30-mile radius, encompassing the rest of Plymouth County, Norfolk County to the northwest and Bristol County to the southwest.

The District has work to do here. According to our intercept surveys this past summer, it is capturing a far lower percentage of South Plymouth residents than that neighborhood's population would suggest. And based on See Plymouth data, day-trippers constituted just 23% of the visitor base in 2019 – before the foot traffic skewed heavily towards drive-in's amidst the pandemic.

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	# / % of Town Population (2020 Census)	# / % of Town Respondents (2021 Intercept Survey)
Plymouth Center	19,529 (32%)	13 (27%)
Cedarville	3,180 (6%)	4 (8%)
Manomet	6,230 (10%)	7 (14%)
North Plymouth	4,846 (8%)	3 (6%)
Pinehills	3,718 (6%)	4 (8%)
South Plymouth	**13,007 (21%)**	**5 (10%)**
West Plymouth	10,707 (17%)	13 (27%)
TOTAL	61,217	49

CUSTOMER BASE

The historic singularity and allure of the Downtown Harbor District offers little of direct relevance to the day-to-day lives of those who live in the region.

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These represent missed opportunities, on a few levels. First, the Downtown Harbor District – particularly the waterfront -- suffers from the seasonality of its tourist-driven customer base, which lags from October to March but which can be back-filled to a greater or lesser degree by the year-rounders.

Second, it is axiomatic, as with any investment strategy, that the most resilient districts are the most diversified ones, with multiple drivers of foot traffic that can provide back-up for each other – especially valuable when the chief source of demand, tourism, is so dependent on the vicissitudes of the economy and, *as we have learned with the COVID-19 pandemic, public health*.

Third, the space is effectively there for the taking. There are arguably no other walkable Downtown settings of the District's scale and appeal within the three-county catchment of roughly 1.8 million people, not even a "town center" development centered on a faux Main Street, like Mashpee Commons. (Colony Place's "The Village", with specialty retailers in a conventional shopping-center environment, does not qualify as such).

Key Findings

BUSINESS ENVIRONMENT

Entrepreneurs searching for available storefronts might never find their way to the Downtown Harbor District.

While COVID-19 did not beget the steep rise in storefront vacancy that might have been expected last spring, the economy has seen a surge in entrepreneurialism during that time. According to data from the Economic Innovation Group, new business applications hit their highest level on record in 2020, climbing 24% year-over-year, with retail trade as the most active sector, rising 54%.

Challenges remain, however, in ensuring that such entrepreneurs find their way to Plymouth's Downtown Harbor District.

When a business interested in or just curious about locating there wants to find more information on available spaces, it has a few options. It can consult a local commercial real estate broker. It can call the phone numbers listed in the "For Lease" signs on vacant storefronts. It can consult an online listing service like LoopNet.

None of these options is ideal. A broker might have an interest in steering such a tenant to one of his exclusive listings, *outside the District*. Meanwhile, separately contacting the representatives of each advertised space is time-intensive and inefficient, and might miss unadvertised opportunities.

As for LoopNet, it is not as comprehensive as it might seem. As a subscription service, it can miss listings from (frugal and/or well-connected) landlords/brokers, thus weakening its appeal to (sophisticated) entrepreneurs. It also does not include possible off-market deals.

Other options include the website for the Town's Department of Economic Development & Tourism, where one currently confronts a disorganized hodgepodge of applications, links, event notifications and history maps.

The Plymouth Area Chamber of Commerce's portal is comparatively more user-friendly, but as a membership-based organization, it might not be the first place to which a business *yet to locate* in Plymouth would turn.

Key Findings

BUSINESS ENVIRONMENT

The incentive structure within which landlords and brokers operate leaves critical voids in the District's retail tenanting ecosystem

The most vibrant main street environments tend to consist of a continuous fabric of street-level shops, cafes, restaurants and other "walk-in" businesses. Most of what exists along the busiest stretch of Main Street in the Downtown Harbor District, between South Russell Street and Brewster Gardens, fits this pattern, but there are also a handful of ground-floor tenants that seem out of place, that do not appear to synergize with their neighbors.

There is nothing inherently wrong with these businesses. However, it can be difficult for a visitor, or, for that matter, a suburban day-tripper, to get all that excited about a financial advisor, an insurance agent or a contractor's office -- they're not exactly "browse-worthy." And while these sorts of uses also drive foot traffic to the District, they could do so just as well from other locations, like a second floor or a side street.

To understand why this happens, it is helpful to consider the broader incentive structure within which storefront leasing takes place.

Generally speaking, (most) landlords tend to opt for the most credit-worthy tenant that pays the highest rent and requires the smallest tenant-improvement allowances (or "T.I."). Indeed, this is considered so axiomatic in real estate that many property owners seem genuinely confused when asked to contemplate broader leasing imperatives such as district-wide mix.

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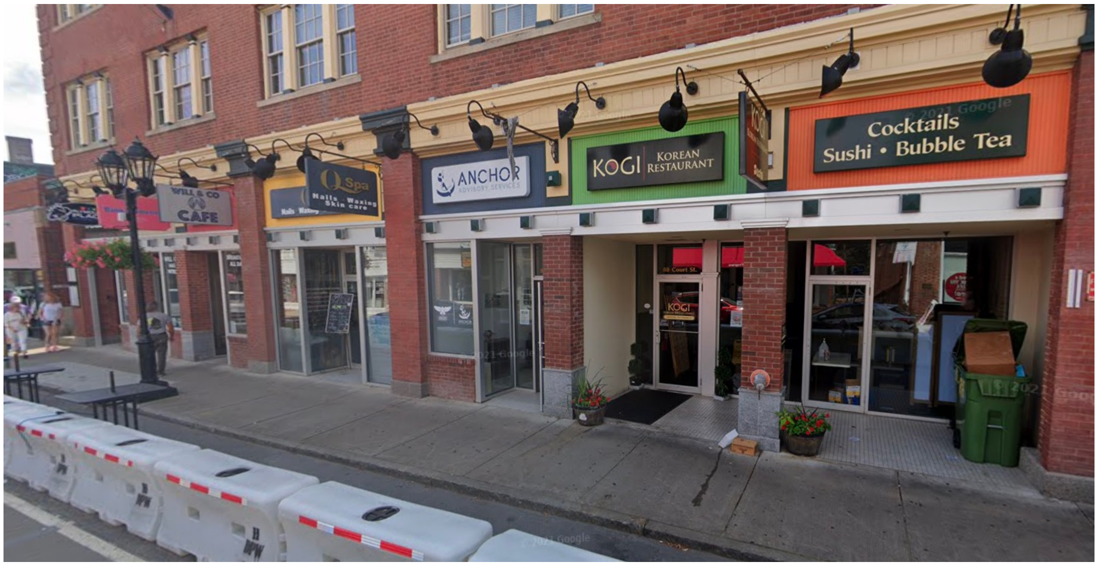

Which one does not belong in this picture?

Key Findings

BUSINESS ENVIRONMENT

The incentive structure within which landlords and brokers operate leaves critical voids in the District's retail tenanting ecosystem

(Continued from previous page)

Shopping centers, by their very nature, incentivize property owners to think in terms of an overall blend, as there is the realization that overall retail sales, rent levels and property values are maximized when tenants mutually reinforce one another, when they generate cross-traffic for each other – the proverbial whole that is greater than the sum of its component parts.

Downtowns, however, are different. Landlords of individual storefronts have far less incentive to consider the broader impact, as they are not necessarily the ones that would benefit from such synergies, nor can they be certain that other property owners will follow suit. Opportunities for a more cohesive mix are thereby missed, leaving the district as a whole to operate at a competitive disadvantage vis-à-vis shopping centers.

The leasing industry's incentive structure creates an additional wrinkle. Retail brokers survive on the basis of commission: they typically do not have the security of a base salary, and can only make money if a lease is actually signed. As a result, they are understandably deal-driven and focused solely on matching space to tenant, with little thought to what that means for other properties or the overall mix.

Because of how they are incentivized and/or have been trained, brokers understandably tend to gravitate to the "lowest-hanging fruit" – the deals that are easiest to complete, the tenancies that do not need much convincing, etc. – which, in turn, often reinforces what has worked before. Enhancing Downtown retail, however, often demands businesses that could add a *new* dimension or catalyze a *new* direction.

Moreover, smaller markets are sometimes dominated by local developers, landlords and brokers that do not venture far beyond their immediate spheres of influence. Their base(s) of knowledge and network(s) of contacts are such that they are not necessarily aware of broader trends, or familiar with comparable projects and expansion-minded "chain-lets" from other metros.

None of this is meant in any way to cast aspersions on property owners or leasing professionals. Indeed, much of it is *entirely understandable*. And there *are* notable exceptions, in Plymouth and elsewhere. The point is merely to shed light on the disconnects that result from actors employing standard operating procedure, to understand how such systemic forces give rise to the tenant mix that exists and why seemingly obvious opportunities can be missed.

CUSTOMER BASE

This incentive structure leaves certain tenanting opportunities on the table.

The incentive structure within which landlords and brokers operate skews the Downtown Harbor District towards food and beverage establishments, tourist-oriented businesses and mass-market concepts – which reflect both the "bulge" in the consumer demand and generate the highest rents.

As a result, opportunities are missed to provide a more complete and multi-faceted experience for visitors (thus extending their "dwell time"), expand capture of the local and regional demand as well as specific niche submarkets – all of which would help to diversify the District's customer base and tenant mix, insulating it against future economic and public-health shocks.

Consider, for instance, modern boutique shopping, which figures prominently in similar-scaled village centers like Provincetown, Chatham and Hyannis but which remains underrepresented in Downtown Plymouth, even though it could tap not just the tourist contingent but also, a grossly underserved local catchment with barely any alternatives in the space, either at Colony Place or anywhere else.

Indeed, it is telling that at least two such shops in today's Downtown Plymouth, Locally, Yours and Nectar Collective, have enjoyed robust sales since the start of the COVID-19 pandemic, largely on the basis of their local and regional followings, and that Setting the Space Interiors chose to shutter its Colony Place store and expand its Downtown presence to a second location.

Another example is niche-oriented dining and drinking, like chef-driven restaurants and craft alcohol establishments. In a market historically driven by mid-market sensibilities and preferences, Downtown has started to emerge over the last decade as a destination for those seeking "artisanal" food and beverage, yet local operators feel that it remains far from saturated, especially at an accessible price point.

Again, it is worth noting that several such concepts, like Cork + Table Kitchen and Bar, Second Wind Brewing, The Artisan Pig and The Tasty, performed well during the pandemic, and that no less than three of them are currently in the process of expanding in the Downtown, either through additional square footage or with second locations/ concepts.

Project Recommendations

Introduce a demand-based parking management scheme in Downtown Plymouth

Category	Revenue/Sales
Location	Downtown Plymouth - Census Tract(s) 5303 and 5305
Origin	MJB Consulting and Park Plymouth / Plymouth Growth and Development Corporation (PGDC)
Budget	Low Budget (less than $50,000) – self-funded by Park Plymouth / PGDC, with other possible sources including EDA's Economic Adjustment Assistance Program (as aid for for Travel, Tourism and Outdoor Recreation); "); the Commonwealth's State and Local Fiscal Recovery Fund (as aid to impacted Travel & Tourism industry); the Community One-Stop for Growth's Urban Agenda Grant Program; MassDOT's Shared Streets and Spaces; Office of Travel and Tourism's Destination Development Capital (DDC) Program
Timeframe	Short Term (<5 years)
Risk	High Risk (see "Action Items / Process" below)
Key Performance Indicators	Parking utilization rate of roughly 85% on each block (and 90-95% in off-street facilities); foot traffic and retail sales
Partners & Resources	Park Plymouth / Plymouth Growth and Development Corporation, See Plymouth; Plymouth Area Chamber of Commerce, Plymouth Regional Economic Development Foundation, Select Board, landlords, merchants and residents

Diagnostic:

As noted earlier in the "Key Findings" section, there is little evidence to back the assertion that the Downtown Harbor District has a parking problem. In fact, to the extent that there is one, the existence of free on-street spaces along Court Street/Main Street/Main Street Extension is only making matters worse.

With the most recent parking study having been completed nine years ago, a new one needs to be undertaken, and if it indicates that utilization rates there exceed 90%, Park Plymouth should take the bold yet necessary step of installing Passport-equipped pay machines.

Charging for such highly-coveted spaces is an example of demand-based parking management, which has become firmly established as a best practice in recent decades, as a means of encouraging turnover and *increasing* access for consumers of the adjoining businesses.

The goal of such schemes is to price stalls such that at least 15% of them on each block *would be available* to motorists at any one time – and, not incidentally, so that they are *not* hoarded by meter-feeding proprietors and/or their employees (who are all too often among the abusers of free on-street parking).

At the same time, nearby off-street lots should be priced (or re-priced) to incentivize motorists to use those spaces instead. The lower level of the Town Hall parking deck, currently available to permit holders at a discounted rate, could be offered as cheaper public parking.

This need to revamp the system in order to maximize turnover along the primary commercial corridor has only become more critical amidst the pandemic, with some of its parking spaces having been redeployed for outdoor dining and with permanent parklets currently under consideration.

Action Items / Process:

Installing parking meters along Court Street/Main Street/Main Street Extension will almost certainly cause an uproar among abutting merchants, who might then enlist Select Board members as advocates.

Park Plymouth could technically proceed regardless, or, depending on the results of the updated parking study, suggest compromises:

- the meters are only operational from April to November, or even just between Memorial Day and Labor Day;
- the first 30 minutes are free, to facilitate in-and-out visits (with the 1:30 thereafter, more expensive).

Initial steps would include the following:

1) An updated parking study that determines utilization and turnover at different locations and at different times of the day, week and year; that cross-tabs these findings with the types of users (to the extent possible), e.g. visitors, residents, employees, proprietors, etc.; and that considers impacts and implications for employee and permit parking

2) A determination, grounded in the findings and recommendations from the parking study, of whether to institute a demand-based parking management scheme and if so, a detailed plan for *how* to do so (including strategies for employee and permit parking) as well as a compelling case for *why* to do so

3) An engagement and educational process with the goal of securing buy-in from a representative cross-section of stakeholder groups including landlords, merchants and residents

4) Ongoing monitoring, evaluation and refinement of the scheme, with tweaks and refinements if necessary

Other important elements include wayfinding signage, directing motorists to alternatives, and a permanent shuttle service connecting all the off-street lots – which will be piloted in summer 2022.

Undertake a strategic planning exercise for the purpose of arriving at consensus on a more cohesive approach to place management

Category	Admin Capacity
Location	Downtown Plymouth; Census Tract(s) 5303 and 5305
Origin	MJB Consulting, in consultation with the Town of Plymouth, the Plymouth Area Chamber of Commerce, the Plymouth Economic Development Foundation and See Plymouth
Budget	Medium Budget ($50,000 to $200,000), with possible funding sources including: the Commonwealth's Coronavirus State and Local Fiscal Recovery Fund (for expenses "to improve efficacy of economic recovery programs"); the Community One-Stop for Growth's Massachusetts Downtown Initiative or Urban Agenda; MassDev's real estate technical-assistance
Timeframe	Short Term (less than 5 years)
Risk	Medium Risk (see "Diagnostic")
Key Performance Indicators	Consensus on a path forward, approval of a new place-management entity
Partners & Resources	Town of Plymouth, Plymouth Area Chamber of Commerce, Plymouth Regional Economic Development Foundation, See Plymouth, Park Plymouth / Plymouth Growth and Development Corporation, Select Board, property and business owners

Diagnostic:

As noted earlier in the "Key Findings" section, the imperatives of Downtown recovery and place-management call for an entity capable of transcending the mandates and limitations of the four workhorse organizations jointly spearheading such efforts today.

One model is a Business Improvement District (BID). Created in accordance with State-enabling legislation, BID's now exist in a number of Downtowns statewide, including Hyannis, Amherst and Boston's Downtown Crossing. Originally focused on "clean and safe", many across North America now also take the lead on events, marketing as well as economic development, capital improvements and even parking management.

A BID avoids the free rider problem by levying an additional assessment on property owners (which typically pass it through to their tenants). In the Downtown Harbor District, however, such an entity is unlikely to secure buy-in, from major landlords (who are reportedly not interested), business proprietors (who tend to be disengaged) or the voting public (whose approval would be needed at Town Meeting).

Another possibility would be some sort of business association, which, while not blessed with the same level of resources or capacity, can still achieve results if the merchant community is particularly active. An example would be the Provincetown Business Guild.

Again, however, there is little precedent in the Downtown Harbor District for this kind of engagement from the business owners. Moreover, such an organization would simply compete for membership with – and ultimately drain the coffers of -- existing ones like the Plymouth Area Chamber and See Plymouth.

Park Plymouth / Plymouth Growth and Development Corporation (PGDC), which manages parking on behalf of the Town, is actually well-positioned to at least approximate such a role. It enjoys a guaranteed revenue stream. It already helps to fund events and tourist-related projects (like the RideCircuit pilot, for example). It even owns property and can issue bonds.

Indeed, State enabling legislation gives Parking Benefit Districts wide latitude in how their revenue can be utilized, as long as there is a positive impact on the overall parking experience (thus including wayfinding and signage, streetscape and beautification, parklets, marketing and special events, etc). Rockport, MA uses theirs to support Cultural District activities.

The PGDC has long struggled with governance and credibility, however. Not only would its Board have to be revamped (with term limits, for example), but also, it would need additional capacity, including, most obviously, a permanent executive director. Such a position might become more appealing, though, with the expansion of the organization's mandate and workplan.

In any event, there is a clear need for a technical assistance provider specializing in place management and strategic planning to analyze the current players and dynamics in Downtown Plymouth, introduce best practices from across North America, and then work with the various stakeholders to consider different options and develop consensus on a way forward.

Action Items / Process:

Initial steps include the following:

- Outreach to the Plymouth Growth and Management Corporation to gauge its openness to an expanded mandate and workplan as well as changes in its governance
- Hiring of a technical assistance provider specializing in place-management organizations and strategic planning to engage in a process of stakeholder outreach and reach consensus on a path forward

Explore feasibility of modal alternatives for access to, from and within Plymouth

Category	Other - Access
Location	Eastern Massachusetts and Town of Plymouth
Origin	Lea Filson / See Plymouth, in addition to comments from other stakeholders
Budget	Large Budget ($200,000 and up), with possible funding sources including the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism & Outdoor Recreation" and "Build Back Better"); the Commonwealth's Coronavirus State and Local Fiscal Recovery Fund (as aid for the impacted Travel & Tourism industry or as "revenue replacement" for government); the Community One-Stop for Growth's Urban Agenda Grant Program; the Office of Travel and Tourism's Destination Development Capital (DDC) Program
Timeframe	Short Term (0 to 5 years)
Risk	Medium Risk (see "Diagnostic")
Key Performance Indicators	Additional modes and utilization thereof; visitation from Greater Boston
Partners & Resources	See Plymouth, Plymouth Regional Economic Development Foundation, Town of Plymouth, Plymouth Area Chamber of Commerce, South Shore Chamber of Commerce, Old Colony Planning Council, Cordage Commerce Center, transportation operators

Diagnostic:

As noted earlier in the "Key Findings" section, driving one's car (and braving the traffic along Massachusetts Route 3) is effectively the only option for getting to Plymouth from Boston, as taking mass transit – either train or intercity bus -- presents "last-mile" challenges.

As a result, the Downtown Harbor District misses out on opportunities to increase visitation from Boston, where 34% of the population does not own a car, or from other close-in urbanized communities like Cambridge (37%). None of the 35 out-of-town respondents to our pedestrian-intercept survey this summer hailed from The Hub.

One possibility would be a ferry, similar to the ones operated seasonally by Bay State Cruises and Boston Harbor Cruises between Boston and Provincetown. A service between Boston and Plymouth would likely be a bit faster – roughly 75 minutes, versus 90 – and a possible operator exists, Captain John's Boats, which already runs between Plymouth and P-Town in in the summer.

This is not a new idea: the Town's 2017 Plymouth Harbor Management Plan recommended improved ferry service as a priority of "medium" importance. The challenging logistics of a Plymouth Harbor approach have been noted in the past, though it might be worth revisiting now, with the recent (and ongoing) dredging project that has allowed for larger boats, including relatively small cruise ships.

In the event that it is still not practical, the alternative is to consider the deep-water channel at Cordage Commerce Center, which would likely offer a quicker route in any event. The issue there, of course, is that the ferry would leave visitors two miles away from their ultimate destination.

It is not yet clear if a connecting service that is easy, fast and free would mitigate this fact. See Plymouth has received a $100,000 grant from the Plymouth Growth and Development Corporation to pilot a free shuttle in summer 2022, which could theoretically help to fill the last-mile gap.

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Diagnostic:

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Of course, such a shuttle would be critical for other reasons, linking remote parking lots as well as providing a micro-mobility option in a somewhat hilly Downtown setting for seniors, stroller-pushers and other pedestrians, especially on a hot summer afternoon.

The shuttle's routing is not yet clear and at the moment, it remains a pilot. In the meantime, other such modal alternatives might be explored, including, for instance, water taxis that could provide access to/from ferry terminal at Cordage Commerce Center, Putuxet Plimoth Museum and Plymouth Long Beach during peak season.

The 2017 Plymouth Harbor Management Plan also suggested that a water taxi service be explored, but when the Town proposed a publicly-run one in 2019 to ensure reliable launches for recreational boaters, it received pushback, with mumblings about feasibility. There might, however, be latent visitor demand with more effective marketing, new feeders (e.g. ferry terminal).

Finally, there has been a proposal to split the rail track and dedicate half of it to electric vehicles. Yet while this would shorten the route to/from the Downtown Harbor District, the savings might not be enough to justify the political capital needed to contend with almost certain pushback from abutting neighbors.

Action Items / Process:

Initial steps include the following:

- Convene relevant stakeholders for a Regional and Intra-Town Mobility Task Force focused on improving access to, from and within Plymouth for those without private automobiles
- Retain the services of a cutting-edge transportation consultant to survey and evaluate existing services, explore the feasibility of modal alternatives and develop a detailed plan for implementation

Bring a new convention center to the Downtown Harbor District

Category	Cultural/Arts
Location	Downtown Harbor District – Census Tracts 5303 and 5305
Origin	See Plymouth
Budget	Large Budget (more than $500,000), with possible funding sources including: the Town of Plymouth; EDA's Economic Adjustment Assistance Program (for "Travel, Tourism and Outdoor Recreation" and "Build Back Better"); Office of Travel and Tourism's "Destination Development Capital (DDC) Program"; (possible) Federal infrastructure bill
Timeframe	Medium Term (5 to 10 years)
Risk	Medium Risk (see "Action Items / Process")
Key Performance Indicators	Development of convention center; annual number of and attendees to meetings / events and attendees; occupancy and RevPAR of existing hotels as well as investment in new ones; job creation as well as spin-off impacts on local spending, employment and tax revenue
Partners & Resources	Plymouth Economic Development Foundation, the Town of Plymouth and the Commonwealth of Massachusetts (which has already agreed to fund the $150,000 feasibility study) as well as local hoteliers

Civic boosters in Plymouth would ideally hope to land a facility on the scale of Downtown Hartford's Connecticut Convention Center

Diagnostic:

See Plymouth is currently spearheading an effort to bring a new convention center to Plymouth's Downtown Harbor District and has secured $150,000 in funding from the Commonwealth for a feasibility study that also considers possible locations. We strongly support the creation of such a use and recommend that it be sited in the heart of Plymouth's visitor ecosystem.

An appropriately-scaled convention facility in such an attraction-rich waterfront location with broad name recognition would seem to hold tremendous appeal to planners of mid-level conferences, meetings and events, for which there are otherwise few other options south of Boston, along the South Shore and in the Cape.

By generating year-round visitation, it would help to address the seasonality challenges faced by shops, restaurants, cultural attractions and hotels in the Downtown Harbor District, where, as noted in the "Key Findings" section, 43% of the trips in 2019 took place in the peak months of June, July and August (according to See Plymouth data).

Also, with the majority of out-of-town visits taking place on Fridays, Saturdays and Sundays, conferences, meetings and events can help to supplement lower levels of foot traffic and lodging demand during the slower weekdays.

Finally, by diversifying the draws that bring people to the Downtown Harbor District, a convention center would help to insulate it against the kinds of future economic shocks and leisure-travel slowdowns to which it has been vulnerable during the pandemic. And mid-level conferences primarily attract drive-in attendees, yet another buffer.

The Commonwealth, which will obviously play a major role in planning and financing the development of such a facility, might consider other possible locations across the region, but Plymouth's Downtown Harbor District offers the one attribute that reigns above all others in the minds of convention planners and that no other Downtown or suburban site comes close to matching: a vibrant, amenity-rich destination that conference-goers actually want to visit.

Other than meetings focused on those of us who live and breathe revitalization or redevelopment, there are few people who would be eager to attend a conference in a long-struggling Downtown or next to a distressed mall, regardless of how much of a boost it would provide.

Furthermore, while a freeway-adjacent location provides superior regional access, it cannot offer walkability to and from a critical mass of visitor attractions and unique restaurants, and the budgets for mid-level conferences typically cannot accommodate bus travel between convention hotel and primary destination.

Action Items / Process:

Plymouth civic boosters aspire to something on the order of the Connecticut Convention Center in Downtown Hartford, which features 140,000 sq ft of exhibition space, a 40,000 sq ft ballroom and 25,000 sq ft of flexible meeting space.

In lieu of that, they might also consider a more modestly-sized facility, say, 65,000 sq ft, that could be developed on the parking lot behind Memorial Hall and attached to that venue – similar in concept and scale to the Downtown Worcester's DCU Center.

In either case, it would be connected either to a newly-developed or existing hotel, which has spurred concern among local hoteliers that it would result in the flooding of an already mediocre submarket with new inventory, citing their struggles, even prior to the arrival of COVID-19, with filling rooms on weeknights.

Such a facility, however, would *help* with weekday bookings, even if as spillover from the convention hotel. It might also be argued that the District's two existing properties – the Hotel 1620 Plymouth Harbor (currently ranked fifth of ten Plymouth hotels on *TripAdvisor* based on guest reviews) and the John Carver Inn (seventh of ten) – could use the competition.

See Plymouth, in partnership with the Plymouth Regional Economic Development Foundation, is already proceeding with the next step, a feasibility study, in what is sure to be a lengthy process.

Revamp the Town’s façade improvement program to encourage greater utilization among business and property owners

Category	Public Realm
Location	Downtown Harbor District – Census Tracts 5303 and 5305
Origin	The Town of Plymouth already has a façade improvement program (see below) yet it has not been heavily utilized, and stakeholders, including Pilgrim Hall Museum’s Donna Curtin and Cork + Table’s Deborah Tanis, noted the continued presence of buildings in poor shape.
Budget	Medium Budget ($50,000 to $200,000), with possible funding sources including: municipal self-funding (see accompanying “Best Practice” sheet); Community Preservation Act revenue or the Massachusetts Historical Commission’s Massachusetts Preservation Project; the Commonwealth’s Coronavirus State and Local Fiscal Recovery Fund (as assistance for impacted small businesses, industries – Travel & Tourism, Hospitality, and governments); EDA’s Economic Adjustment Assistance Program (as aid for Travel, Tourism and Outdoor Recreation)
Timeframe	Short Term (0 to 5 years)
Risk	Medium Risk (see “Action Items / Process”)
Key Performance Indicators	Program utilization, retail sales and property values
Partners & Resources	Town of Plymouth’s Office of Community Development, property and business owners

Diagnostic:

As noted earlier in the "Key Findings" section, the condition and curb appeal of building storefronts plays a critical role in brand identity, creating initial impressions that shape perceptions of the place and its people. And while beauty is very much in the eye of the beholder, there can be a fine line between ramshackle charm and dated kitsch.

While tourists might delight in the quaintness of it all, year-round locals – accustomed to the spit and polish of modern lifestyle centers like Colony Place and Derby Street Shops and/or the upscale look and feel of a Pinehills or Hingham -- might view tired-looking facades and dilapidated buildings in less flattering terms.

Even with a more effective façade improvement program than the poorly utilized one the Town currently offers, uptake can remain a challenge, as the property and business owners with the greatest need for these enhancements are also often the least interested in taking advantage – which can help to explain why their storefronts are in such shape in the first place.

Merchants, however, seem to understand the stakes: low-cost financing of storefront / façade improvements ranked as the form of assistance in which Downtown Harbor District business owners are most interested, accounting for 42% of the responses to the LRRP business survey. 16 of 30 felt that such renovations are "important" or "very important."

A revamped program geared towards higher utilization would likely necessitate a new funding source, offering matching grants or forgivable loans, free design guidance (from an on-call local architect) as well as eligibility for a broader range of improvements. It would also require a concerted marketing effort, given that the CDBG-funded one met with such dissatisfaction and has not even appeared on the Office of Community Development's webpage for years.

Finally, it is worth noting that other funding sources can be put towards a wider range of improvements, covering not just the basics of signage, awnings and lighting but also, interior enhancements like window displays and exterior ones such as planters and landscaping. Indeed, they can even help with costs for the outdoor dining and selling areas that have proliferated amidst the COVID-19 pandemic.

The frame-of-reference for many residents in the region…

Action Steps / Process:

An alternative to CDBG is municipal self-funding. The Boston suburb of Ashland, MA approved at Town Meeting a fund that provides matching grants for up to half of the cost or $5,000, whichever is less, with eligibility also extended to planters and landscaping, even surface parking lots ((https://www.ashlandmass.com/669/Business-Incentive-Programs).

If the Town of Plymouth is unable to secure alternative funding (and forced to rely still on CDBG dollars), it should take a more proactive approach in selling the program directly to would-be beneficiaries, offering to help with the paperwork as well as providing lists of eligible designers and contractors, streamlining approvals, etc.

Also, with limited CDBG funding, the Town might consider matching grants (rather than loans) for a first few participants, to visually demonstrate the program's value to others, then revert to loans thereafter. Or it could change the financing to zero-interest, with deferred payments.

Initial steps would include the following:

- Convene a working group of property and business owners as well as other relevant stakeholders to gather feedback, introduce alternatives and secure buy-in to a new approach

- Ensure flexible design guidelines that account for the inherent subjectivity of aesthetic and cultural preference as well as the need to cater to multiple consumer submarkets

… though quaint New England is another attribute of Plymouth's brand that needs to be preserved.

Champion the development and support a more inspiring vision for the 114 Water Street property

Category	Private Realm
Location	114 Water Street
Origin	MJB Consulting, based on comments from stakeholders
Budget	Large Budget (more than $200,000), with possible funding sources including: the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism & Outdoor Recreation"); the Commonwealth's Coronavirus State and Local Fiscal Recovery Fund (as aid for the impacted Travel & Tourism industry or as "revenue replacement" for government); the Community One-Stop for Growth's Massachusetts Downtown Initiative (for technical assistance) and 43D Expedited Permitting; Commonwealth Places (for a non-profit partner engaged in on-site placemaking); the Office of Travel and Tourism's Destination Development Capital (DDC) Program
Timeframe	Short Term (0 to 5 years)
Risk	High Risk (see "Action Items / Process"
Key Performance Indicators	The establishment and realization of a community-driven vision for the property; increased property value and tax revenue; spin-off investment
Partners & Resources	Property owner; existing tenants; nearby residents; Historic District Commission; Town of Plymouth; Park Plymouth / PGDC; See Plymouth; Plymouth Regional Economic Development Foundation

114 Water Street property

Diagnostic:

As noted earlier in the "Key Findings" section, 114 Water Street's layout and aesthetics represent a significant missed opportunity for the Downtown Harbor District.

Simply put, Plymouth deserves better. The longtime owner of 114 Water Street, Lulu Tsai, has put the property on the market several times in the past – it was part of a package, along with the Bradford Inn & Suites, that was going to be acquired and redeveloped as mixed-use in 2007 – and is purportedly negotiating with potential buyers right now.

The property is and will remain in private hands; the Town cannot and should not dictate what ought to happen there. However, it can – and municipalities routinely do – provide support for the development and realization of a more inspiring vision that would benefit both the owner as well as the District more generally.

For example, the Town could offer to pay for a consultant team that would work closely with the developer to mold its ideas and interests into a practical redevelopment scheme that reflects cutting-edge thinking while also generating buy-in from other influential stakeholders (who could otherwise present fierce opposition).

Moreover, the Town could propose to fund and build infrastructure that would enable the developer to maximize the value of the the overall footprint, like, for example, a low-rise parking deck that would free up acreage for revenue-generating tenancies, or open space that would help to drive rent premiums.

This approach emphasizes the use of carrots – not sticks – in exchange for the property owner's willingness to engage in a more imaginative, community-oriented planning process, in which, importantly, it retains the ultimate decision-making power.

Such a process, for instance, might reimage the site as follows:

- Water Street frontage, far more valuable for other uses besides surface parking, would be redeveloped as a continuous fabric of street-level storefronts and/or as amenity-filled open space.

- New buildings would include a second level of retail, with restaurants and ancillary event space (like the former Isaac's), or serve as part of the new convention center/hotel proposed elsewhere in this Plan.

- The Town would not only replace but expand the on-site parking supply by constructing a new two or three-level deck *behind* these structures, as well as construct and manage any open space.

The recently-redeveloped property next door, "The Bradford Lookout Marketplace & Flats" (image below) offers a model of sorts. While one might quibble with whether its contemporary aesthetic is appropriate for Plymouth, there can be little doubt that it is more visually appealing than the Bradford Inn & Suites, or that the ground-floor retail space, while still slightly set back, improves the pedestrian experience along Water Street.

Action Items / Process:

Again, neither the current or future owner would be under any obligation to proceed along this path – or to do anything with the property, for that matter -- and the Town should take special care to ensure that its decisions or actions with respect to this site are not perceived as contingent in any way.

Even if the property owner were to play along, one can expect pushback on various fronts, along the lines of what has emerged in response to other such proposals along Water Street in the past – on massing, traffic and parking, for instance. Ideally, these concerns would be addressed at least to some degree by the role proposed here for the Town in brokering a broader process and helping with critical infrastructure.

Initial steps for the Town would include the following:

- Consider willingness to invest in major infrastructure improvements – like a parking deck or amenity-filled open space -- that could be offered to the site's current / would-be owner

- Approach the current / would-be owner about the general possibility of engaging in a visioning and planning process in exchange for the funding and management of such an exercise as well as on-site infrastructure that it might recommend

- Hire a consultant team consisting of planners, designers, community facilitators and development economists to work with the property owner, existing tenants, nearby residents, the Historic District Commission, Park Plymouth / PGDC, See Plymouth, the Plymouth Regional Economic Development Foundation and other stakeholders on a vision and plan for the site's redevelopment

Improve pedestrian connectivity between the waterfront and the Court Street/Main Street/Main Street Extension traditional core

Category	Public Realm
Location	Downtown Harbor District - Census Tract(s) 5303 and 5305
Origin	Multiple stakeholders
Budget	Medium Budget ($50,000 to $200,000), with funding sources including the Town of Plymouth, the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism & Outdoor Recreation"); the Commonwealth's Coronavirus State and Local Fiscal Recovery Fund (as aid for the impacted Travel & Tourism industry or as "revenue replacement" for government); Community One-Stop for Growth's MassWorks Infrastructure Program; MassDOT's Shared Streets and Spaces Grant
Timeframe	Short Term (0 to 5 years)
Risk	Medium Risk (see "Action Items / Process")
Key Performance Indicators	Pedestrian counts, pedestrian-intercept surveys, credit-card receipts of businesses in the traditional core
Partners & Resources	Town of Plymouth (Planning, Public Works, Town Manager, Select Board), See Plymouth, Plymouth Area Chamber of Commerce, property and business owners

Diagnostic:

As noted earlier in the “Key Findings” section, the retail vitality in the Downtown Harbor District is split between two sub-districts – the waterfront and the Court Street / Main Street / Main Street Extension corridor (Route 3A, or the “traditional core”) – that are separated by relatively long and uphill blocks with limited public-facing uses along the way and no visual connection to what awaits on the other end.

The result is that, unlike the stores situated between the “anchors” in a regional mall, businesses along the Route 3A corridor do not even get the chance to introduce themselves to and capture impulse buys from a sizable number of would-be customers. According to See Plymouth data, roughly one-third of Water Street pedestrians never find their way to Main Street.

Visitors would presumably be interested in the offerings within the traditional core *once* they are there. The “push” factors seem to exist, at least in the busy summer months; the challenge is in accentuating or creating the “pull” factors that would entice or compel them to head in that direction in the first place, when most of the anchors drive evening (not daytime) foot traffic.

The foregrounding of Leyden Street with cobblestone resurfacing and period lighting, and the anchoring of a revamped Town Square, including the new Mayflower Meetinghouse with its interactive exhibits, could help immensely in this regard and deserves focused attention.

Additional initiatives to help with establishing and reinforcing connectivity include tenant prospecting (discussed elsewhere in the Plan) as well as a new wayfinding system.

The latter, however, cannot just be about designing and installing a set of signs. Rather, wayfinding in this context should be understood as something more than just a service for visitors who might have lost their way; it must also proactively if not loudly direct their attention towards Downtown’s *other* sub-district and drive them there.

One model for which there is already a precedent in this case is the Plymouth Scallop Roll (and the Plymouth Lobster Crawl before that), which was designed by the Plymouth Area Chamber of Commerce partly with such connectivity in mind and which succeeded in enticing visitors to explore a broader swath of the Downtown.

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Diagnostic:

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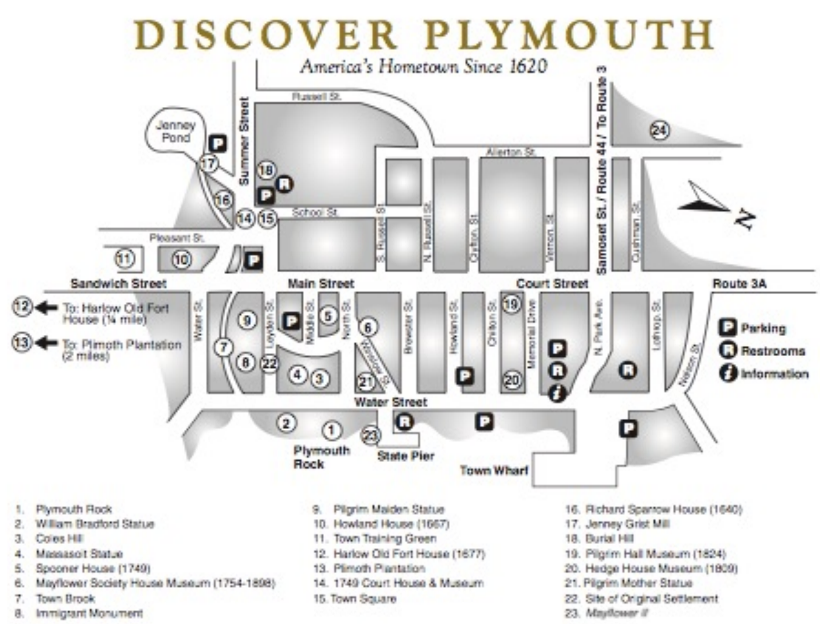
A future iteration of this street-art initiative could be tweaked to serve an explicit wayfinding function. Or, drawing on the Pilgrim Path audio tour (map below) as a starting point, Downtown's myriad historic attractions could be bundled in a kind of Freedom Trail, with attention-grabbing educational panels erected at each stop along the way.

Meanwhile, See Plymouth ambassadors, in period costume and character, are funded for the 2022 peak season, with specific instructions to guide visitors towards the traditional core. Finally, future events could be conceived and programmed for both sub-districts – though admittedly, the impact would be limited only to the few days per year when they actually take place.

Local stakeholders would obviously need to buy in to any of this, yet those who work and/or live in Plymouth – who are already familiar with the Downtown Harbor District and its sub-districts -- are obviously *not* the ones for whom wayfinding is intended. Any new system, then, should be specifically designed on the basis of input and feedback from *out-of-town visitors.*



Action Items / Process:

The chief risk is in determining who would own, champion and coordinate such a project. The Town's Department of Public Works would obviously need to be involved but would not consider itself as the one to lead the charge. Direction would likely need to come from the Town Manager or the Select Board, with execution by See Plymouth and the Plymouth Area Chamber of Commerce.

Other parts of town might demand their own wayfinding system(s), but the priority given to the Downtown Harbor District seems justifiable, given that one, Downtown is a critical economic engine and two, the neighborhoods primarily serve locals who already know where they are going.

Finally, Water Street merchants might oppose any initiative that proactively steers visitors away from the waterfront and towards the traditional core. Their case for sympathy is hard to take all that seriously, however, as they will still enjoy the built-in advantage of a captive market.

Initial steps include the following:

- Hire a consultant to conduct an analysis of pedestrian-circulation patterns and audit of existing wayfinding signage in Downtown Plymouth, then pilot a new system in concert with lead partners and community stakeholders.

Best Practice

Create a walking loop connecting the waterfront to the traditional core

PUBLIC REALM

Location Manchester, NH

The city of Manchester, New Hampshire provides a useful case study with its creation of a walking loop (“The Loop”) to connect the Amoskeag Millyard along the Merrimack River (with its thousands of high-tech workers and university students) with the Downtown core roughly a 0.3-mile uphill walk to the east.

The project, emerging from the Manchester Connects plan and shepherded by CivicMoxie, included a series of events to generate attention for the new pedestrian route, which were advertised via printed material and social media as well as coordinated with public-art projects and business promotions.

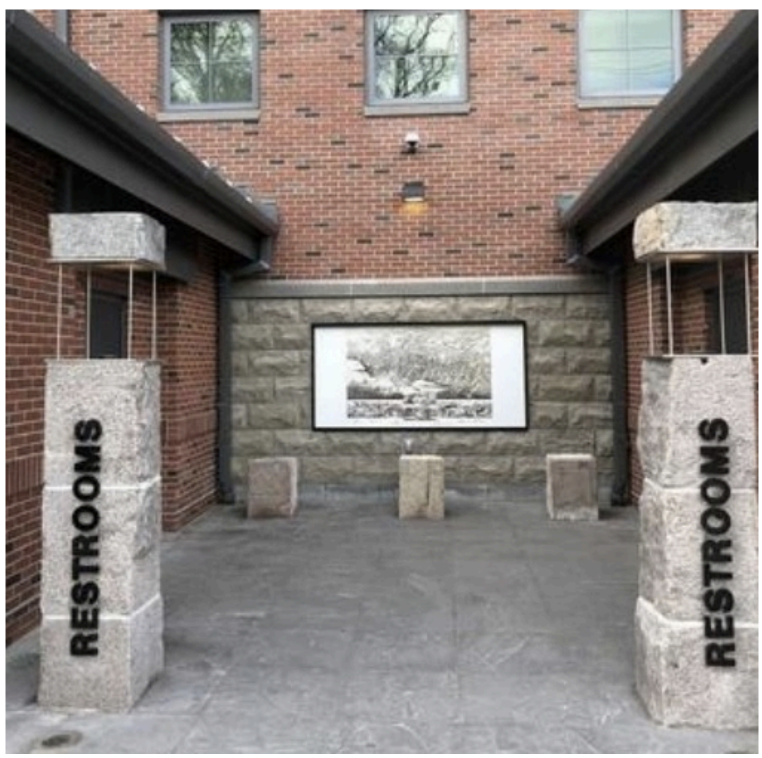
The planning of The Loop offers useful lessons in how to improve the experience of the journey, with new points of interest as well as pedestrian amenities along the way -- like seating areas, which would be particularly useful in the Downtown Harbor District’s case for older visitors.

That said, it does not focus as much on the “pull” factors, that is, the reasons why pedestrians would *want* to embark on such a journey. In the case of the Millyard, the “push” factors – the lack of ”Third Place(s)” and outdoor seating, for example -- would presumably do most of the work; these already exist along Plymouth’s waterfront.

Also, it should be noted that The Loop was just a pilot with temporary activations, designed to demonstrate proof-of-concept. With past precedents like the Scallop Roll and Pilgrim Path, Plymouth would be starting from a much later point in the process.

Explore the need to invest in additional public restrooms and other visitor amenities in the Downtown Harbor District

Category	Public Realm
Location	Downtown Harbor District - Census Tract(s) 5303 and 5305
Origin	Julie Thompson, PACTV
Budget	Large Budget (more than $200,000), with possible funding sources including: the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism & Outdoor Recreation"); the Commonwealth's Coronavirus State and Local Fiscal Recovery Fund (as aid for impacted small businesses, industries -- Travel & Tourism, Hospitality -- or government, as "revenue replacement"); MassDOT's Shared Streets and Spaces Grant Program; the Office of Travel and Tourism's Destination Development Capital (DDC) Program; the Community Preservation Act (to develop "outdoor recreational facilities"); revnue from advertising on the structure's exterior
Timeframe	Short Term (0 to 5 years)
Risk	Low Risk (see "Action Steps / Process")
Key Performance Indicators	Ratio of public toilets to pedestrian traffic, median dwell time (per geo-fencing data, with permission from See Plymouth)
Partners & Resources	Town Department of Public Works, See Plymouth, Park Plymouth / Plymouth Growth and Development Corporation (PGDC)



Diagnostic:

As noted earlier in the “Key Findings” section, Downtowns, should take a page from the mall playbook and obsess about maximizing “dwell time”, ensuring adequate provision of amenities and services in order to remove any possible reasons that one might have to leave.

Of those, public restrooms are the most basic, and assumed particular importance amidst the COVID-19 pandemic. when the interiors of restaurants, bars and stores have been either closed, capacity-constrained or otherwise avoided.

They are even more important in the case of Plymouth, where 21% of the population is aged 65 or older (versus 17% statewide) -- a percentage that is expected to rise to 30% by 2030 -- and where older heritage travelers account for a disproportionate share of the tourist foot traffic.

There are currently five public restrooms across the Downtown footprint: three on the waterfront (i.e. Pilgrim Memorial State Park, Visitors Information Center, Town Wharf) and two in close proximity to Main Street (i.e. Town Hall, 1749 Courthouse). Moreover, all of them are seasonal, and the latter two are open only on weekends.

Guidance on appropriate “toilet ratio(s)” is nearly impossible to find, with even the American Restroom Association (ARA) having little to offer. And while information exists on the actual number of public restrooms in specific settings, it cannot easily be standardized, given how widely the needs can vary by demographics.

The International Building Code (https://codes.iccsafe.org/content/IBC2018/chapter-29-plumbing-systems) details a minimum number of plumbing fixtures depending on type of business or use but does not specify any ratios for public restrooms.

The Massachusetts’ Uniform State Plumbing Code (https://casetext.com/regulation/code-of-massachusetts-regulations/department-248-cmr-board-of-state-examiners-of-plumbers-and-gas-fitters/title-248-cmr-1000-uniform-state-plumbing-code/section-1010-plumbing-fixtures) offers more detail, establishing requirements for the number of public toilets in settings with similarities to Downtown Plymouth (though the matter of how they arrived at such guidance remains unclear).

In a “covered mall”, for instance, public toilets must be provided at a rate of 1 per 750 for females and 1 per 1,500 for males (with up to 50% as urinals), then 1 per 1,500 and 1 per once occupancy exceeds 9,000. At a public beach, they must be installed at a ratio of 1 per 200 women and 1 per 500 men (with up to 50% as urinals), then 1 per 1,000 and 1 per 2,000 when the number of people climbs past 4,000.

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Diagnostic:

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The cost of a new public restroom can vary widely, depending on the type. A standalone "Portland Loo" (image below) installed three years ago in Cambridge's Central Square cost $320,000, whereas a four-wall structure with gender-segregated bathrooms typically runs in the millions. New York City Parks Department bathrooms, for example, average $3.6 million.

Finally, when planning for public restrooms, it is worth considering how they might be bundled with other visitor services and amenities that can help to extend dwell time, like, for instance, phone-charging stations, vending machines, even seating areas in a sort of "living room" space – physically and olfactorily removed from the toilets themselves, of course.

The visitor information center at 4 North Street would be the most logical location, as the traditional core is the sub-district most in need of an additional facility. Again, however, the lessons of the mall can be instructive, in pointing to a role for the public restroom as a (very effective) "anchor" for ensuring circulation throughout the entirety of the space and past all of our businesses therein. With this in mind, siting one, say, at 15 Sandwich Street could make even more sense.

Action Items / Process:	Initial steps include the following: - Undertake an assessment of existing facilities and quantify the need for new ones, incorporating input from both Town residents and out-of-town visitors; conduct an analysis of possible locations; and determine lead sponsor (e.g. Town, See Plymouth, PGDC, etc.) and funding scheme In the event that monies or locations cannot be secured for additional public restrooms, one alternative would be to pay individual businesses for the service – which some merchants might see the value in doing, as a way of generating in-store traffic -- and then incorporate such locations on maps, wayfinding signage, etc.

Create a meaningful brand identity and marketing campaign targeting regional day-trippers

Category	Cultural/Arts
Location	Plymouth County, Bristol County and Norfolk County, on behalf of the Downtown Harbor District - Census Tract(s) 5303 and 5305
Origin	MJB Consulting, synthesizing comments from stakeholders
Budget	Medium Budget ($50,000 to $200,000), with funding sources including: the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism and Outdoor Recreation" and "Build Back Better"); the Commonwealth's Coronavirus State & Local Fiscal Recovery Fund (as aid for impacted industries – Travel & Tourism); the Community One-Stop for Growth's Massachusetts Downtown Initiative (for technical assistance); the Office of Travel and Tourism's Travel and Tourism Recovery Grant Program
Timeframe	Short Term (0 to 5 years)
Risk	Medium Risk (see "Action Items / Process"
Key Performance Indicators	Social media impressions, likes and followers; foot traffic and spending data via Placer.ai (with permission from See Plymouth); pedestrian-intercept surveys
Partners & Resources	See Plymouth, Plymouth Area Chamber of Commerce, Plymouth Regional Economic Development Foundation

EAT NEW ENGLAND

Exploring Plymouth, the South Shore Town Beloved by Foodies, History Buffs

This South Shore community has a lot more going for it than being the site of a Pilgrim colony and perhaps the first place to celebrate Thanksgiving.

By Marc Hurwitz • Published November 17, 2020 • Updated on November 17, 2020 at 12:56 pm

Diagnostic:

As noted earlier in the "Key Findings" section, the historic singularity and allure of Plymouth's Downtown Harbor District offers little of direct relevance to the day-to-day lives of those who live in the region, even though as a walkable Downtown of some scale, it largely has the market all to itself.

There is no one silver bullet for attracting *more* of these regionals, *more* often. Rather, it will require a comprehensive approach involving support in diversifying the retail mix (discussed elsewhere in this Plan), coordination and sponsorship of a cooperative advertising effort as well as the staging of additional (off-season) special events that intentionally target this audience.

The entire effort would be tied together with a new branding and marketing campaign that does not replace the strong and well-established "America's Hometown" identity but rather, serves as a "sub-brand" of sorts in efforts specifically geared towards the three-county catchment.

The "Hello South Shore" website (www.hellosouthshore.com), developed by the South Shore Chamber of Commerce, provides a useful starting point, though it does not appear to feature Plymouth among the possible day-tripping excursions and, in any event, presents the destination *alongside* – and implicitly, *as equal to* – competitors.

Furthermore, the campaign Plymouth needs cannot just be a conventional or generic one. Indeed, an effective brand is more than just an attraction checklist, a pretty logo or a clever tagline; it actually *says something*, cutting through the noise by projecting an identity that is clearly differentiated from the competing alternatives (known in the trade as a "unique selling proposition").

In order to accomplish this feat, a brand has to thread the needle, speaking to the sensibilities and aspirations of its audience while at the same time reflecting the realities on the ground and passing the proverbial smell test. In other words, there can be no disconnect with the actual experience *already on offer* – the existing aesthetics, vibe, businesses, amenities, etc. – or else one will leave disappointed, unlikely to return.

Obviously, the development of a meaningful brand demands more than just a run-of-the-mill creative agency. Given that the community process would presumably be driven by and ultimately require the buy-in of local stakeholders who do *not* necessarily represent the target audience, the firm's principals and facilitators would need to be able and willing to call out their sometimes-unrealistic aspirations and blind spots, staying laser-focused on what is likely to resonate *beyond* Plymouth.

All of these elements – the brand identity, the advertising placements, the retail mix, the special events -- should be conceived with both the mass market *and* niche submarkets in mind. All too often, they focus exclusively on the former, reflecting the broader draw of the pre-1960's Downtown, while failing to account for the extent to which consumer culture has splintered in modern times.

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Diagnostic:

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So much of what the Downtown Harbor District is known for – its unifying historic attractions, its family-oriented special events (e.g. Waterfront Festival, Winterfest), its iconic seafood shacks – is premised on a mass-market appeal. There are, however, other modestly-sized, psychographically-specific submarkets that are already being captured but can be leveraged still further.

These include, for instance, the upwardly-mobile, craft-obsessed "neo-hipsters" who patronize Locally Yours and Nectar Collective, eat at The Artisan Pig and The Tasty, imbibe at Second Wind Brewing and Dirty Water Distillery. Or the mature, sophisticated "yupsters" who shop at Style Unlimited, 3 Daughters Jewelry and Sea Bags as well as dine and drink at Cork + Table and Mallebar.

Both of these submarkets are more likely to respond to specific messaging, events and businesses, which could, in turn, prove more broadly resonant than anticipated, given the gradual mainstreaming of these unique sensibilities. Consider, for instance, the growing reach of craft beer (e.g. Second Wind), which first built its following among neo-hipsters, or fine wine (e.g Uva Wine Bar, Plymouth Bay Winery), with yupsters.

Finally, one last balancing act: all of these elements must account for but not be dictated by the needs and preferences of the merchants. On the one hand, brand identities, special events and even recruitment efforts are all too often conceived without a focus on what would actually help to drive foot traffic to existing storefront-occupying businesses.

At the same time, some proprietors can be remarkably myopic if not self-interested about what would be best for the whole of the district, even to the point of opposing initiatives that would ultimately benefit their respective businesses. And ones that draw primarily from within Plymouth might not feel any need to extend Downtown's reach beyond it.

Action Items / Process:

Plymouth, according to multiple stakeholders, is currently dealing with something of an identity crisis, and such tensions can often find expression in community processes like this one. Again, this points to the critical importance of identifying and hiring a facilitator who deals forthrightly with such messiness, who is capable of establishing credibility with and common purpose among the various factions.

Also, there may be complications related to the eligibility criteria for certain funding sources, in light of how the Commonwealth of Massachusetts employs an arbitrary 50-mile threshold in defining “tourism”, which would not, then, include campaigns geared, say, towards large parts of Greater Boston or Cape Cod.

Initial steps include the following:

- Hire a creative agency / plan facilitator to lead a community process, with the ultimate goal of securing buy-in to and ownership of a new brand identity
- Promulgate said identity across the region, utilizing a wide range of mediums and channels that also include highway and road signage, conventional and social media, etc., while also propagating it throughout the District itself, in wayfinding signage (as recommended elsewhere in this Plan), informational kiosks, etc.

Establish a more effective “Information Clearinghouse” for retail tenants, brokers and investors interested in the Downtown Harbor District

Category	Tenant Mix
Location	Downtown Harbor District - Census Tract(s) 5303 and 5305
Origin	MJB Consulting
Budget	Low Budget (0 to $50,000), with possible funding sources including the Community One-Stop for Growth’s Massachusetts Downtown Initiative (for technical assistance); MassDev’s Commonwealth Places
Timeframe	Short Term (0 to 5 years)
Risk	Low Risk (see “Action Items / Process”)
Key Performance Indicators	Web visits as well as qualitative feedback from the leasing and tenant communities
Partners & Resources	Plymouth Regional Economic Development Foundation, Plymouth Area Chamber of Commerce, See Plymouth, Town of Plymouth, Plymouth Growth and Development Corporation, landlords and brokers

Diagnostic:

As noted earlier in the "Key Findings" section, the Downtown Harbor District might not be able to take advantage of the pandemic-era boom in small business creation because there is no single, comprehensive database to which entrepreneurs can turn for information on available retail spaces.

In addition to relevant details on and contact info for individual storefronts, such a resource could provide other data points that interested tenants cannot easily or cost-effectively find on their own, like, for example, quantification of the tourist/visitor submarket.

It could also provide a platform for selling the District as a whole. Landlords and brokers typically market available spaces by generating flyers filled mostly with information specific to their individual properties. However, the larger setting can also play a significant role in the thinking of prospective tenants, especially smaller-scale operators.

As opposed to Loopnet where listings sit next – and implicitly, equal – to ones in rival shopping centers and main streets elsewhere, such a platform gives the community a rare opportunity to tell its story, to pitch *its* locational advantages, to foreground what makes *it* uniquely competitive – *while* the prospect is in the thick of such comparative analysis.

Such a clearinghouse is ideally housed on the website of an organization with a specific Downtown and business mandate but, with an intuitive domain name (www.locateinplymouth.com, for example), it could also take the form of a standalone portal, with direct and prominently displayed links on the pages of the Town's Department of Economic Development & Tourism, the Plymouth Regional Economic Development Foundation, the Plymouth Area Chamber of Commerce and See Plymouth.

Meanwhile, the responsibility for gathering and maintaining what is sometimes perceived as sensitive information – on the database of available storefronts, for instance – should fall to the entity that not only has the capacity but also, currently enjoys more credibility and trust with landlords and brokers -- or would be best positioned to cultivate and nurture such relationships.

Action Items / Process:

Initial steps include the following:

- Determine the appropriate entity to spearhead the development and ongoing maintenance of the clearinghouse

- Retain the services of a consultant and web designer for the initial development

- Gather and regularly update the necessary information (which may first require relationship-building with the landlord and broker community)

Identifying and vetting prospective shop tenants (versus food and beverage) that landlords and brokers might pursue for available retail spaces

Category	Tenant Mix
Location	Downtown Harbor District - Census Tract(s) 5303 and 5305
Origin	MJB Consulting, synthesizing comments from multiple stakeholders
Budget	Low Budget (less than $50,000), with non-municipal funding sources including: the EDA's Economic Adjustment Assistance Program (for "Travel, Tourism and Outdoor Recreation"); the Commonwealth's Coronavirus State & Local Fiscal Recovery Fund (as aid for impacted industries – Travel & Tourism, Hospitality – and for government – as compensation of non-profit employees charged with program delivery); the Community One-Stop for Growth's Massachusetts Downtown Initiative (for technical assistance); local and regional community financial institutions; the Plymouth Regional Economic Development Foundation
Timeframe	Short Term (0 to 5 years)
Risk	Medium Risk (see "Action Items / Process")
Key Performance Indicators	Leads generated (*not* leases signed)
Partners & Resources	Plymouth Regional Economic Development Foundation, See Plymouth, Plymouth Area Chamber of Commerce, Plymouth Growth and Development Corporation, property owners and leasing professionals

Diagnostic:

Many laypeople think of retail as something largely within the control of municipalities and their non-profit partners, citing the proverbial "they" when talking about what kinds of businesses *should* exist in or be lured to a given district – as in, "*they* should bring in more of this" or "less of that." The reality, of course, is that landlords and tenants are the ones making these decisions.

That said, there is a need, given what was noted earlier in the "Key Findings" section, for the non-profit sector in particular to consider a more proactive role, working with property owners, leasing professionals and existing merchants to identify and implement initiatives that fill the genuine voids in the District's retail tenanting ecosystem.

For example, it might identify specific prospects that would be new to the market and diversify the current offerings, passing them through various filters to arrive at the ones most likely to be interested and able to offer similar levels of creditworthiness, then relaying these leads to landlords and their brokers in a carefully structured process that matches site criteria to available spaces.

By assuming responsibility for this labor-intensive process of unearthing and vetting such tenancies for the District, then handing them (for free) to landlords and their brokers on the proverbial silver platter, the non-profit will collapse the disconnect between how these actors are incentivized and what would work best for the overall mix – as well as maximize the district's retail sales, rent levels, property values and tax revenues.

None of this, of course, would happen without the private sector's full buy-in, and ultimately, property owners can do what they want with the leads; they would be under *no* obligation to pursue or even consider them, nor would they lose any control or discretion over what they ultimately put in their spaces. *The idea is to offer a carrot, not use a stick*. (Indeed, this is one reason why the municipality should not be visibly involved).

The approach is not new. For example, MJB Consulting was retained by the Town Green Special Services District, the BID for Downtown New Haven (CT), to source, qualify and pursue prospects on behalf of landlords and brokers in the part of the district sitting beyond Yale University Properties' sphere of influence, with a focus on concepts that, unlike much of what existed at the time, would draw more than just undergraduate students.

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Diagnostic:

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We successfully pitched Barcade, a Brooklyn, NY-based regional chain-let and originator of the now-widespread bar/arcade format popular among Gen X'ers, which we then introduced to a local broker working to fill an available space in the Downtown's Ninth Square sub-district. Barcade opened there in 2015, its unique concept quickly becoming a popular draw among students and non-students like.

A number of Downtown place-management organizations across North America have even taken the additional step of creating permanent, full-time, salaried positions dedicated solely or at least partly to this recruiter function, to supplement and support the efforts of property owners and leasing professionals. We have worked with many of them to train these new prospectors on the basics of retail tenanting.

Some communities have also developed and shaped incentive programs to align with such goals. Ashland, MA's "Amenities Financing Program", for example, provides upwards to $40,000 in financial assistance from its economic development fund to new or expanding businesses in the Downtown that fall into designated target categories, including brewpubs and restaurants.

As discussed earlier, the disconnect -- between the incentives facing the private sector and the imperatives of overall mix – leaves the Downtown Harbor District with a skew towards food and beverage establishments, tourist-oriented businesses and mass-market concepts – which reflect both the "bulge" in the consumer demand and generate the highest rents for property owners.

Such a prospecting effort could leverage opportunities not only to provide a more complete and multi-faceted experience for visitors – thus extending their "dwell time" – but also, to expand capture of the local and regional demand as well as specific niche submarkets – all of which would help to diversify Downtown's customer base and tenant mix, insulating it against future economic and public-health shocks.

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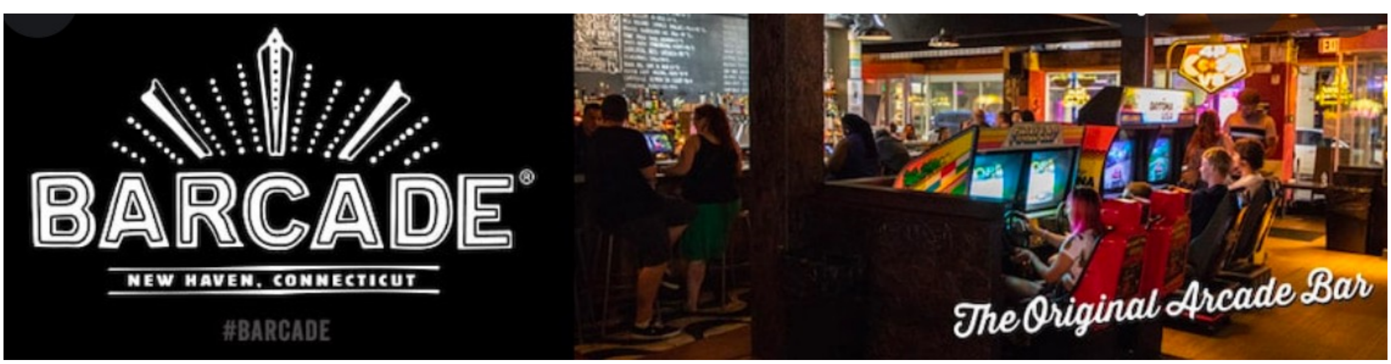

Diagnostic:

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Especially with smaller niche submarkets like modern boutique shopping or artisanal food and beverage, there is a role for the non-profit sector in finding, pre-qualifying and relaying alternatives to the lowest-hanging fruit that would add to the overall mix while also satisfying landlords in the short term.

This role will become even more critical as Downtown's retail rents continue to rise. One large Downtown property owner points to the likelihood of sharp increases in the coming years as buildings change ownership, meaning that even more legwork and creativity will be necessary in order to source prospects that would have such an impact while also offering roughly similar levels of creditworthiness.

Some developers, it should be noted, are already elevating Downtown's mix on their own. Harbourtown Development, for example, might be charging top dollar for its retail space at 150 Water Street, but it also appears to have taken care to add a new dimension, with chain-lets such as Fatface, On The Water Outfitters, Cape Kids as well as an independent bookstore (in addition to that new Setting the Space Interiors location).

Others, however, might need to be presented with viable alternatives to the lower-hanging fruit. Indeed, it is not surprising that most of the modern boutiques, the artisanal eateries, the craft brewpubs are located in second-tier retail space -- inside Village Landing, fronting on Court Street, hidden on Howland Street – at least partly because of the limited inventory and higher pricing on the more established blocks.

In any event, it points to a need for Downtown's prime retail zone(s) to expand. One area of focus for such a prospecting effort, for example, could be to offer retail possibilities to the landlords and brokers along Court Street – again, carrots and not sticks -- that might ultimately take the place of the various non-retail uses at ground level and beget higher levels of foot traffic there.

Action Items / Process:

Property owners might question the notion of *doing anything* to interfere with the "free market." In response, it might be worth pointing to the "Prisoner's Dilemma", a concept in game theory whereby individual actors driven by self-interest give rise to a suboptimal result for everyone, including themselves. Within the context of a Downtown, this means that by allowing market forces to dictate tenanting, landlords will never maximize the value of their holdings, which would undoubtedly rise with a more cohesive and mutually-reinforcing mix (as they do and have long done in shopping centers).

Property owners also sometimes worry that they will somehow lose control or discretion over which tenants can and cannot occupy their spaces, especially if the municipality is visibly involved. This is one of the reasons why a non-profit partner should act as the "face" of such an effort, and should clarify to landlords that they can do what they want with the leads, without consequence.

In addition, property owners in other parts of Plymouth might complain about *not* receiving such support and question why the Downtown Harbor District deserves such special attention. The answer would seem to be self-evident – the District is the town's economic engine and dictates its brand identity – but in any event, installing a non-profit organization as the lead (rather than the Town) sidesteps this potential conflict.

Meanwhile, some brokers might be confused by the precise role that such an entity would be playing as a third party, and anxious that they could lose commissions as a result. They also might feel insulted by the implication that they have not performed or have been deemed incapable of doing so.

In response, the non-profit lead should explain the proposed role within the context of structural voids (rather than gross incompetence), and point out that it would be providing brokers with new, pre-qualified leads (for free), thereby enabling them to earn even *more* commissions.

Some merchants might decry efforts to recruit *new* tenants (competitors), especially after such a difficult eighteen months. It should be noted in response, however, that in most categories, expanding the offerings will *increase* the overall draw and benefit legacy businesses as well.

In the case of the Downtown Harbor District, perhaps the bigger challenge is in identifying which non-profit would act as the face and serve as the lead. The one best-positioned for such purposes is probably the Plymouth Regional Economic Development Foundation, or a revamped Plymouth Growth and Development Corporation (as proposed elsewhere in the Plan).

Finally, the impulse within the non-profit sector is often to fixate on consensus and buy-in, which, in this case, might lead to an insistence that the key stakeholders agree on which prospects should and should *not* be forwarded to landlords. This would likely hinder the process, and it will be essential to limit the number of "cooks in the kitchen."

(Continued on next page)

Action Items / Process:

(Continued from previous page)

Initial steps include the following:

- Retain the services of a retail consultancy that will undertake the following scope-of-work:

1) Expand upon the findings of the LRRP Plan, with a refined retail positioning and tenanting strategy that includes additional detail and nuance on the markets to be cultivated, categories to be pursued, other metros to be canvassed, etc.;

2) Canvass relevant markets for and draw on its database of expansion-minded tenants, then pass each of them through various filters designed to eliminate ones that would not be realistic prospects for the Downtown Harbor District, pass muster with property owners and/or synergize with existing merchants;

3) Develop two-page "detail sheets" on fifteen leads (image below), with relevant information on each (e.g. concept, ownership, history, target market, size/ creditworthiness, expansion plans, site criteria, contact info, etc.); and

4) Consult the database on available spaces, recommended elsewhere in this Plan, to match each of these leads to storefronts that would align with their site criteria, then relay their project sheets to the respective landlords / brokers simultaneously

MJB Consulting
Detail Sheets – Downtown San Rafael
FINAL / September 25, 2017

Terra Mia Coffee

Concept: artisanal coffeehouse with single-origin espressos and pour-over coffees as well as Latin-inflected drinks (e.g. horchata lattes, mocha mexicanos, café con leches, etc.); roasts its own beans; coffee skews bold and medium dark (in contrast to the lighter, mellower roasts in vogue today); interiors look the part, with granite counters and leather couches; offers free WiFi; pricing similar to other up-market coffeehouses (e.g. $2.75 for coffee, $3.25 to $5.00 for lattes)

Ownership: Ulyssess Romero, an L.A. native and resident; received a B.A. from UC Berkeley and an MBA from Stamford, has also worked as a financial consultant; apprenticed under Martin Diedrich, founder of Diedrich Coffee (a Southern California-based coffee roaster and café chain popular during the '80's, '90's and early '00's)

History: founded in 2008 by Ulyssess Romero; originally focused on Latino immigrants, starting with a number of locations in the working-class Latino communities of Southeast Los Angeles -- first one was in Southgate; expanded to Downtown Los Angeles in 2012 before debuting in the Bay Area with cafes in San Francisco/Bernal Heights in 2013 and Oakland/Uptown in 2014

Target Market: Latinos and non-Latinos; families; hipsters and "coffee geeks"; students, including ones in high school; some locations see their highest volumes at night, often from Latinos

Size/Creditworthiness: 12 locations, 10 in Southern California and 2 in the Bay Area; each new location (after the initial one) has been funded from cash flow

Expansion Plans: three to five new locations per year; opened last year in Los Angeles' hipster-heavy Highland Park neighborhood, about to open in Montebello and Long Beach; has expressed interest in the past (2012) in Berkeley, Palo Alto, San Leandro, Hayward and San Jose; expansion in the Bay Area could accelerate if/when Romero decides to open a roasting facility here

Appendix

Massachusetts DHCD Rapid Recovery Plan Program

BUSINESS SURVEY REPORT

dhcd Massachusetts RAPID RECOVERY PLANS

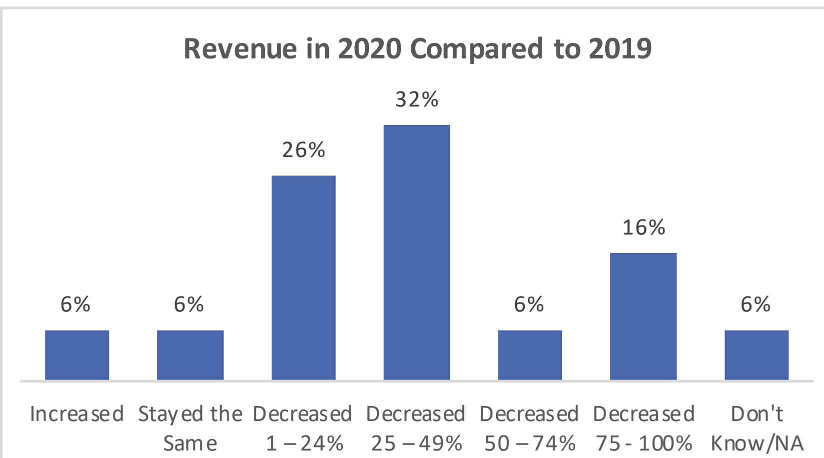
This report provides the results of a business survey conducted during March and April of 2021. The survey is part of a program launched by the Massachusetts Department of Housing and Community Development to help communities develop Rapid Recovery Plans for downtowns and commercial districts. The survey was directed to owners or other appropriate representatives of business establishments located in the targeted commercial areas. (For Data Tables, see page 9.)

Plymouth
Downtown Harbor District

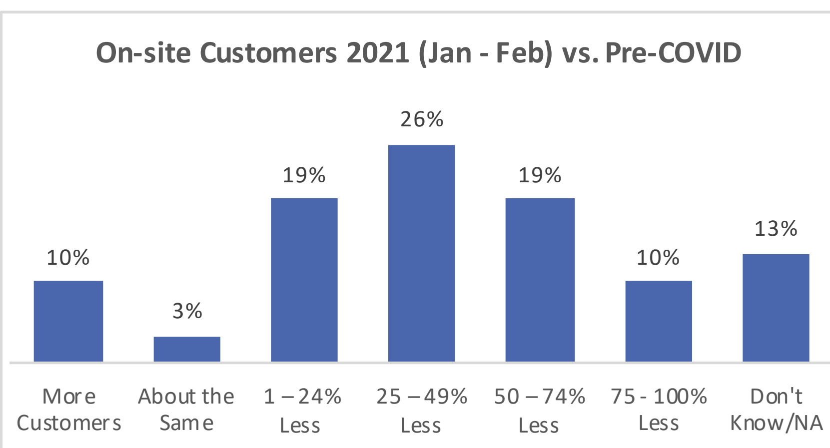
Responses: 31

Impacts of COVID-19

Decline in Business Revenue
80% of businesses generated less revenue in 2020 than they did in 2019.
For 54% of businesses, revenue declined by 25% or more.



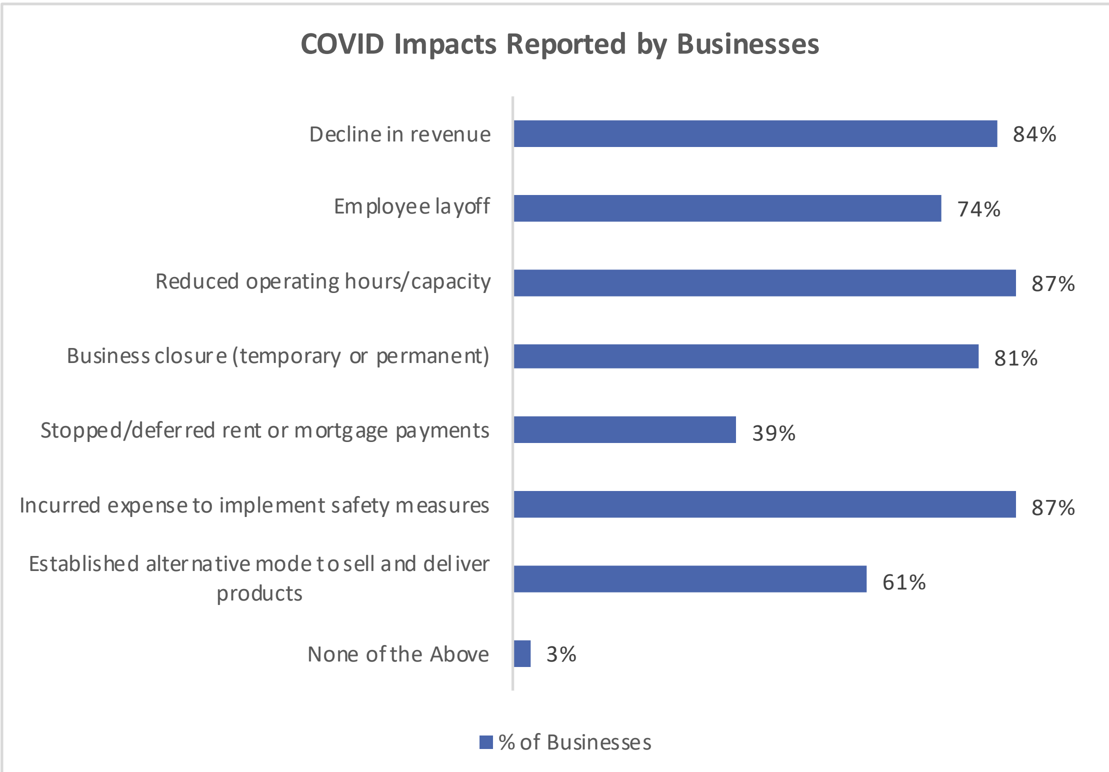
Less Foot Traffic in Commercial Area
74% of businesses had less on-site customers in January and February of 2021 than before COVID.
55% of businesses reported a reduction in on-site customers of 25% or more.



Impacts of COVID-19 (cont'd)

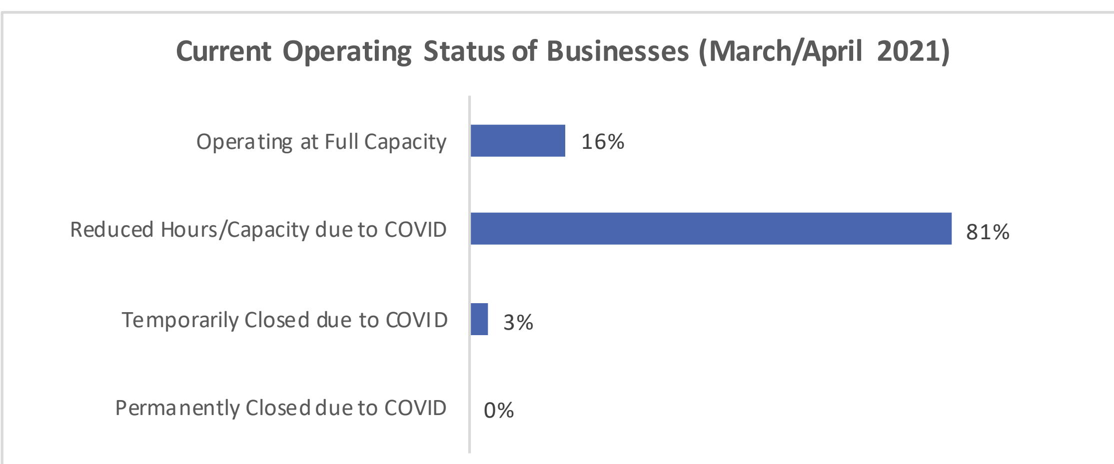
Reported Impacts

97% of businesses reported being impacted by COVID.



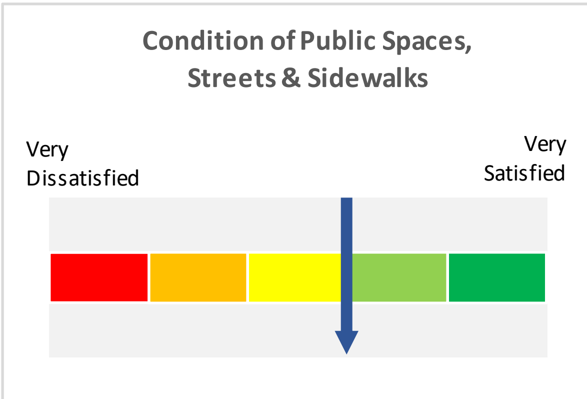
Operating Status

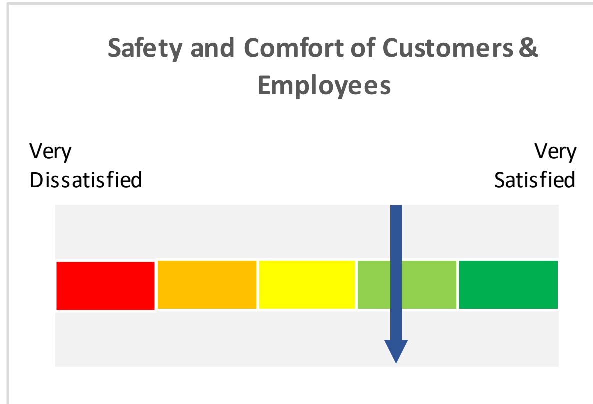
At the time of the survey, 84% of businesses reported they were operating at reduced hours/capacity or closed.

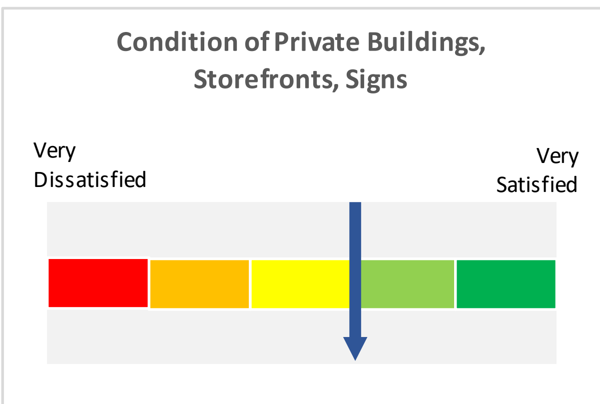


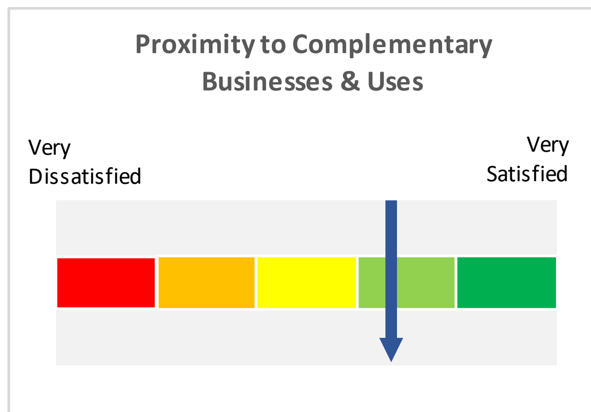
Business Satisfaction with Commercial District

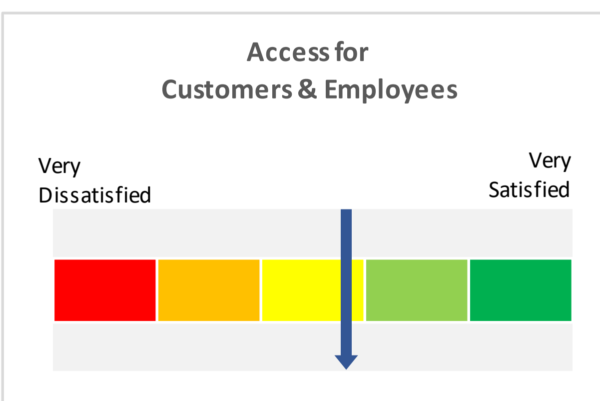
The charts below illustrate the average satisfaction rating among respondents regarding various elements.







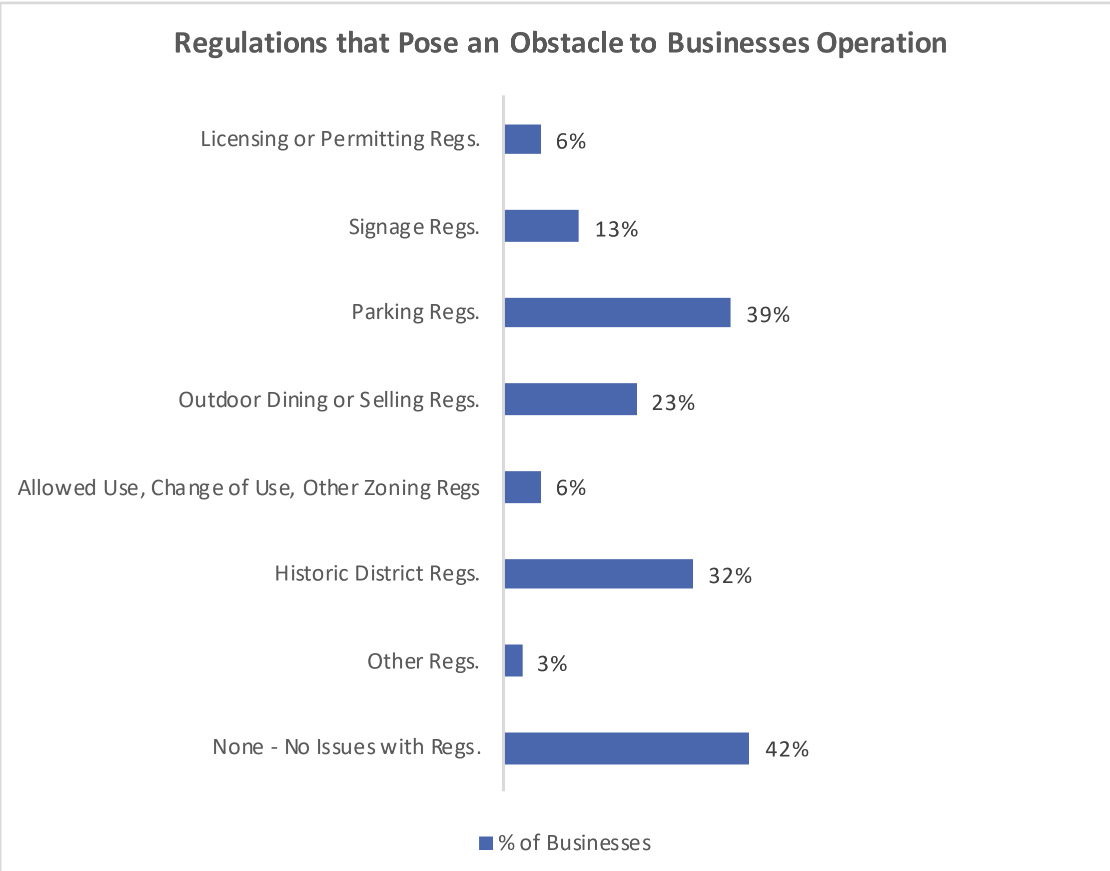




Business Satisfaction with Commercial District (cont'd)

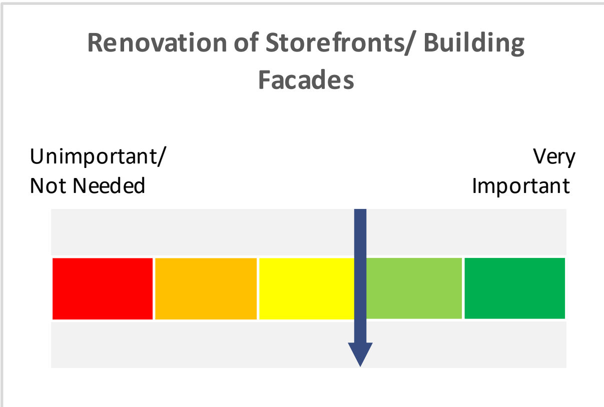
Regulatory Environment

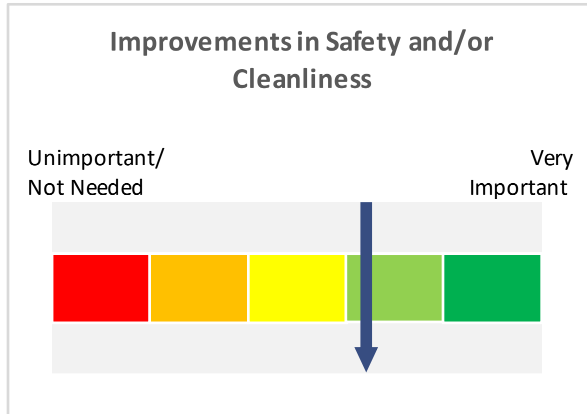
58% of businesses indicated that the regulatory environment poses an obstacle to business operation.

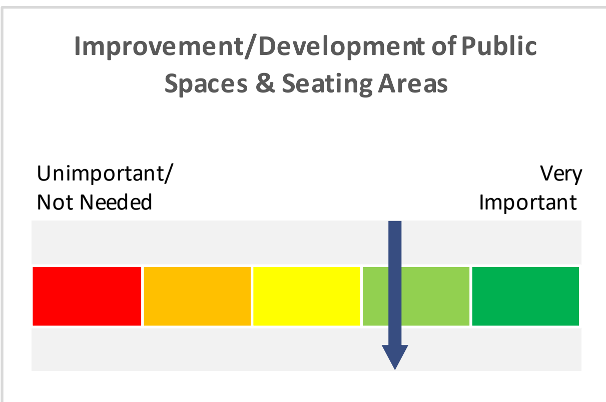


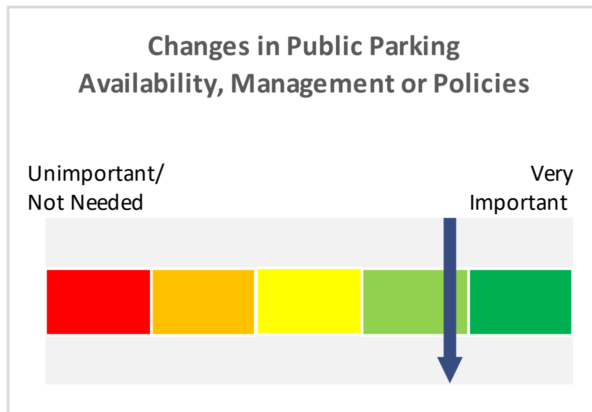
Business Input Related to Possible Strategies

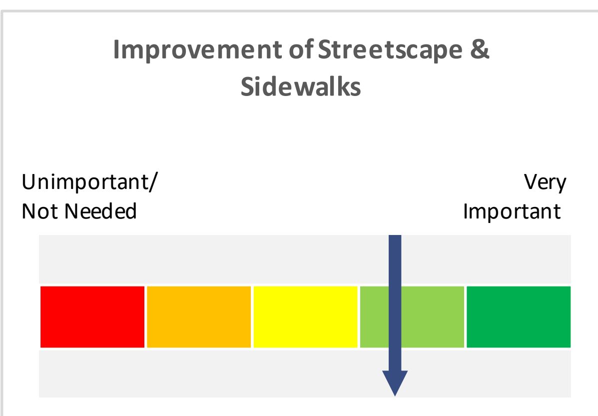
Physical Environment, Atmosphere and Access
The charts below illustrate the average rating among respondents regarding importance of various strategies.

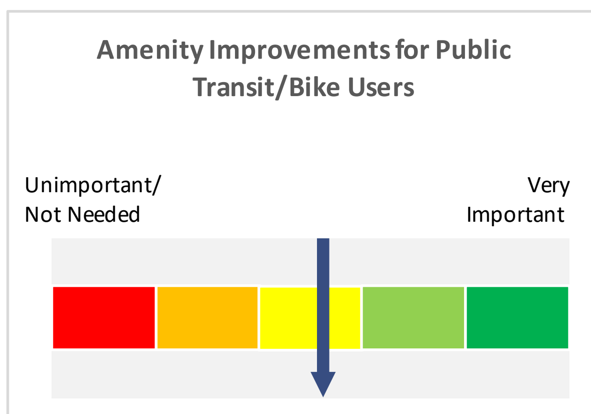






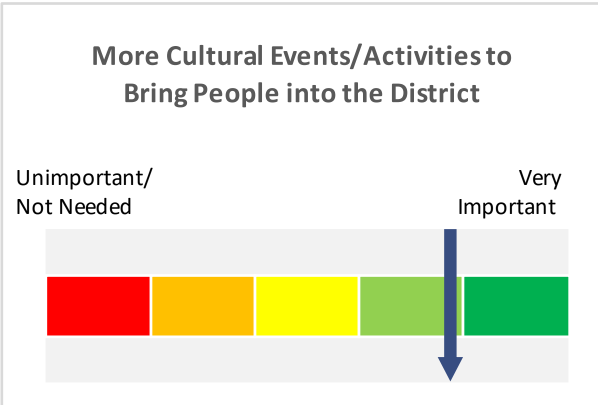


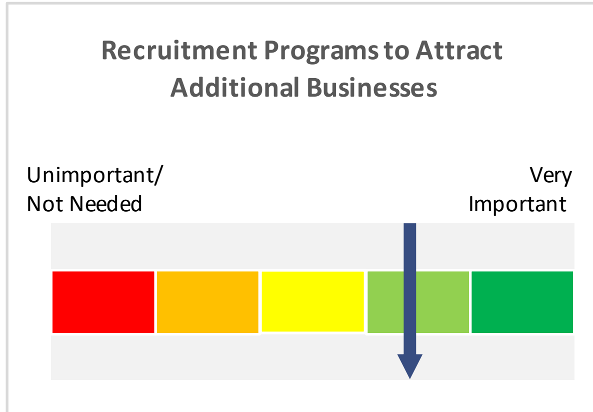


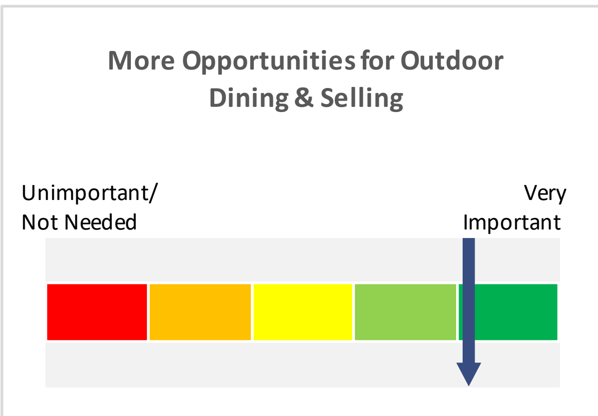


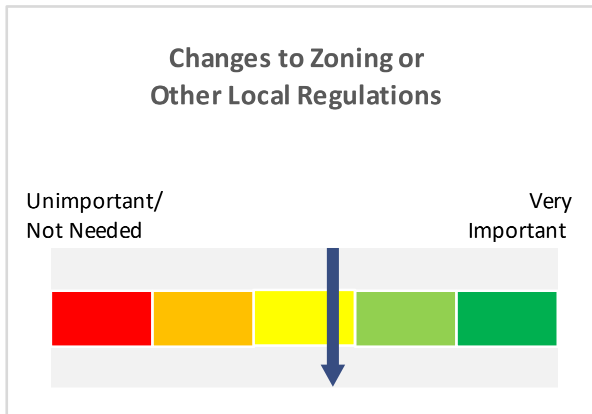
Attraction/Retention of Customers and Businesses

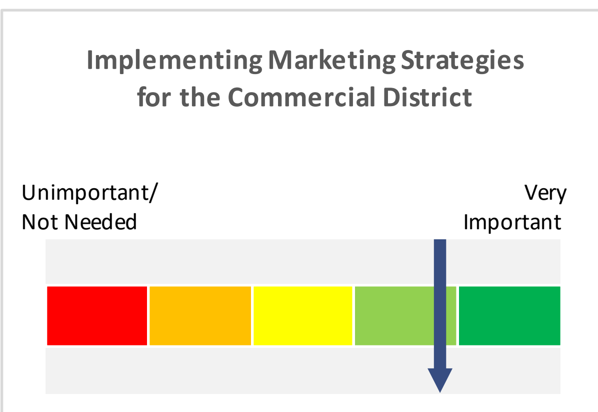
The charts below illustrate the average rating among respondents regarding importance of various strategies.

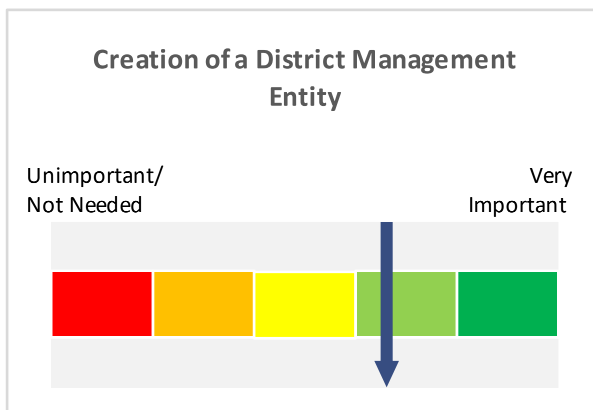








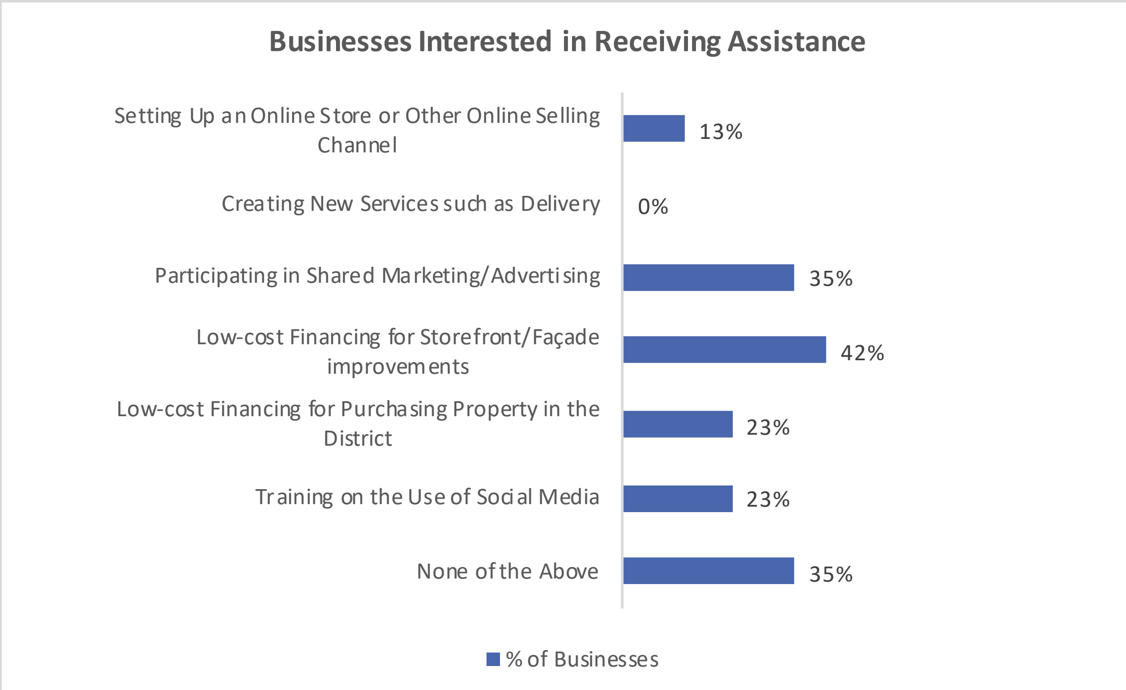




Business Input Related to Possible Strategies (cont'd)

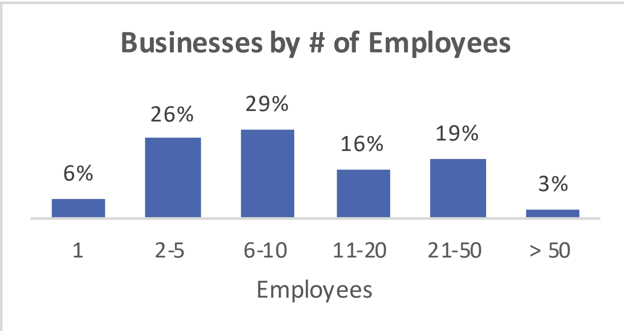
Businesses Support

65% of businesses expressed interest in receiving some kind of assistance.

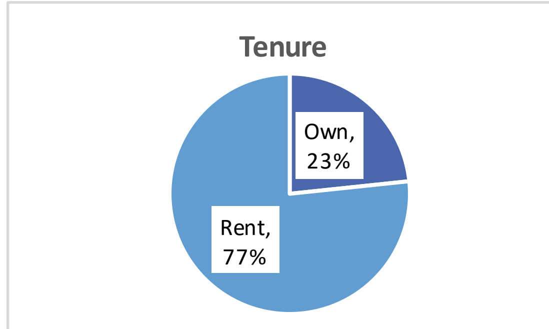


Business Characteristics

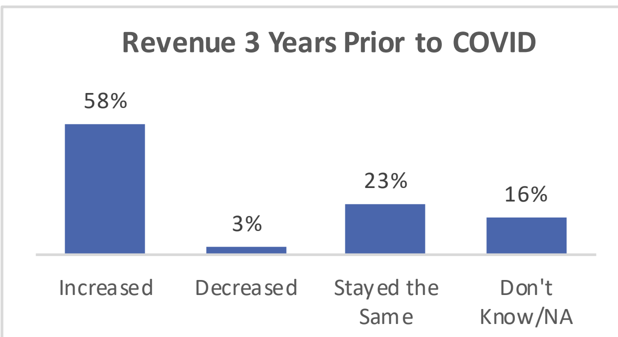
Business Size
32% of businesses are microenterprises (≤ 5 employees).

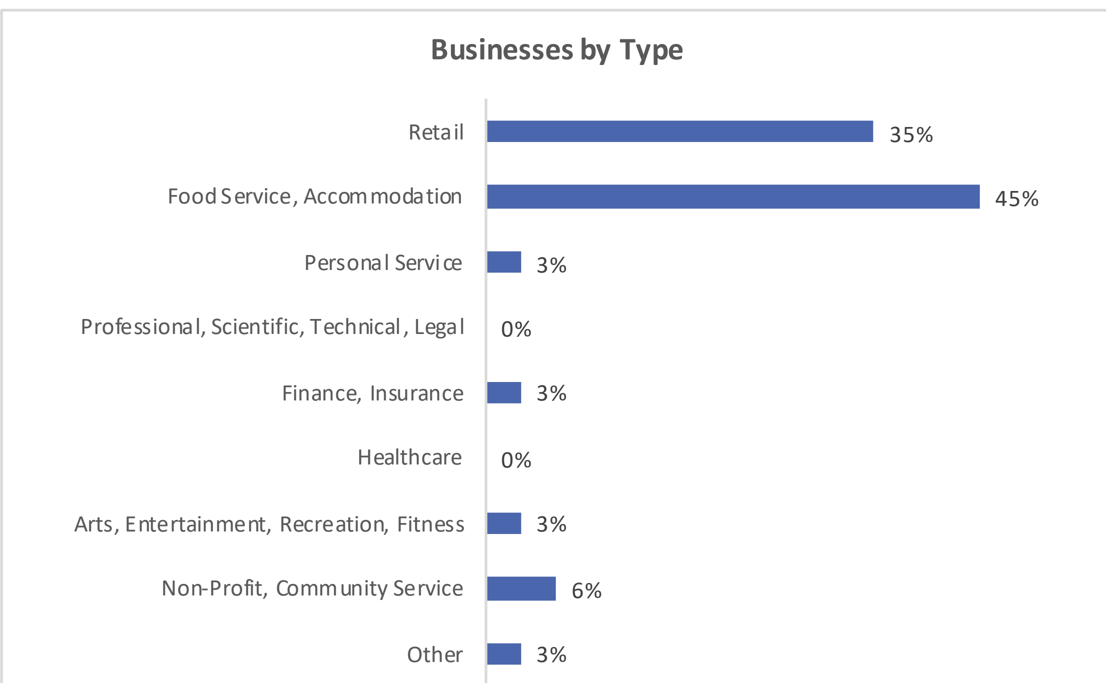


Business Tenure
77% of businesses rent their space.



Revenue Trend Prior to COVID
58% of businesses reported increase in revenue during the 3 years prior to COVID.





Community Where Targeted Downtown or Commercial District is Located

1. Please select the community where your business is located.

Plymouth	31

Business Characteristics & Satisfaction with Commercial Area

2. Including yourself, how many people did your business employ prior to COVID (February 2020), including both full-time and part-time?

1	2	6%
2 to 5	8	26%
6 to 10	9	29%
11 to 20	5	16%
21 to 50	6	19%
More than 50	1	3%
Total	31	100%

3. Does your business own or rent the space where it operates?

Own	7	23%
Rent	23	77%
Total	30	100%

4. During the 3 years prior to COVID, had your business revenue . . .?

Increased	18	58%
Decreased	1	3%
Stayed about the Same	7	23%
Don't Know/Not Applicable	5	16%
Total	31	100%

5. Please select the category that best fits your business.

Retail (NAICS 44-45)	11	35%
Food Service (restaurants, bars), Accommodation (NAICS 72)	14	45%
Personal Service (hair, skin, nails, dry cleaning) (NAICS 81)	1	3%
Professional Scientific, Technical, Legal (NAICS 54)	0	0%
Finance, Insurance (NAICS 52)	1	3%
Healthcare (medical, dental, other health practitioners) (NAICS 62)	0	0%
Arts, Entertainment, Recreation, Fitness (NAICS 71)	1	3%
Non-Profit, Community Services	2	6%
Other	1	3%
Total	31	100%

6. Please rate your satisfaction with the following aspects of the Downtown or Commercial District where your business is located.

Condition of public spaces, streets, sidewalks

Very Dissatisfied	0	0%
Dissatisfied	8	26%
Neutral	6	19%
Satisfied	14	45%
Very Satisfied	3	10%
Total	31	100%

Condition of Private Buildings, Facades, Storefronts, Signage

Very Dissatisfied	0	0%
Dissatisfied	6	19%
Neutral	8	26%
Satisfied	15	48%
Very Satisfied	2	6%
Total	31	100%

Access for Customers & Employees

Very Dissatisfied	1	3%
Dissatisfied	6	19%
Neutral	10	32%
Satisfied	12	39%
Very Satisfied	2	6%
Total	31	100%

Safety and Comfort of Customers & Employees

Very Dissatisfied	0	0%
Dissatisfied	1	3%
Neutral	10	32%
Satisfied	17	55%
Very Satisfied	3	10%
Total	31	100%

Proximity to Complementary Businesses or Uses

Very Dissatisfied	0	0%
Dissatisfied	1	3%
Neutral	13	42%
Satisfied	12	39%
Very Satisfied	5	16%
Total	31	100%

7. Do any local regulations (not related to COVID) pose an obstacle to your business operation?

Licensing or permitting regulations	2	6%
Signage regulations	4	13%
Parking regulations	12	39%
Outdoor dining or selling regulations	7	23%
Allowed uses, change of use or other zoning regulations	2	6%
Historic District regulations	10	32%
Other regulations (not related to COVID)	1	3%
None - No Issues with regulations	13	42%

Impacts of COVID

8. Did your business experience any of the following due to COVID? Select All that apply.

Decline in revenue	26	84%
Employee layoff	23	74%
Reduced operating hours/capacity	27	87%
Business closure (temporary or permanent)	25	81%
Stopped/deferred rent or mortgage payments	12	39%
Incurred expense to implement safety measures	27	87%
Established alternative mode to sell and deliver products (on-line platforms, delivery, etc.)	19	61%
None of the Above	1	3%

9. How did your 2020 business revenue compare to your 2019 revenue?

Increased compared to 2019	2	6%
Stayed about the same as 2019	2	6%
Decreased 1 – 24% compared to 2019	8	26%
Decreased 25 – 49% compared to 2019	10	32%
Decreased 75 - 100% compared to 2019	2	6%
Decreased 50 – 74% compared to 2019	5	16%
Don't Know/Not Applicable	2	6%
Total	31	100%

10. Please estimate how the number of customers that physically came to your business in January and February 2021 compares to before COVID.

More customers than before COVID	3	10%
About the same number as before COVID	1	3%
1 – 24% less customers than before COVID	6	19%
25 – 49% less customers than before COVID	8	26%
50 – 74% less customers than before COVID	6	19%
75 – 100% less customers than before COVID	3	10%
Don't Know/Not Applicable	4	13%
Total	31	100%

11. At the current time, what is the status of your business operation?

Operating at full capacity	5	16%
Operating at reduced hours/capacity due to COVID	25	81%
Temporarily closed due to COVID	1	3%
Permanently closed due to COVID	0	0%
Total	31	100%

Strategies for Supporting Businesses and Improving the Commercial District

12. A few approaches to address Physical Environment, Atmosphere and Access in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

Renovation of Storefronts/Building Facades

Unimportant/Not Needed	1	3%
Of Little Importance or Need	6	20%
Moderately Important	7	23%
Important	12	40%
Very Important	4	13%
Total	30	100%

Improvement/Development of Public Spaces & Seating Areas

Unimportant/Not Needed	2	6%
Of Little Importance or Need	3	10%
Moderately Important	5	16%
Important	15	48%
Very Important	6	19%
Total	31	100%

Improvement of Streetscape & Sidewalks

Unimportant/Not Needed	2	6%
Of Little Importance or Need	3	10%
Moderately Important	7	23%
Important	10	32%
Very Important	9	29%
Total	31	100%

Improvements in Safety and/or Cleanliness

Unimportant/Not Needed	2	7%
Of Little Importance or Need	5	17%
Moderately Important	5	17%
Important	10	33%
Very Important	8	27%
Total	30	100%

Changes in Public Parking Availability, Management or Policies

Unimportant/Not Needed	1	3%
Of Little Importance or Need	2	7%
Moderately Important	5	17%
Important	8	27%
Very Important	14	47%
Total	30	100%

Amenity Improvements for Public Transit Users and/or Bike Riders

Unimportant/Not Needed	3	10%
Of Little Importance or Need	8	26%
Moderately Important	8	26%
Important	7	23%
Very Important	5	16%
Total	31	100%

13. A few approaches to address Attraction and Retention of Customers and Businesses in commercial districts are listed below. Considering the conditions in your commercial area, in your opinion, how important are each of the following strategies?

More Cultural Events/Activities to Bring People into the District

Unimportant/Not Needed	2	6%
Of Little Importance or Need	0	0%
Moderately Important	5	16%
Important	10	32%
Very Important	14	45%
Total	31	100%

More Opportunities for Outdoor Dining and Selling

Unimportant/Not Needed	1	3%
Of Little Importance or Need	2	6%
Moderately Important	3	10%
Important	6	19%
Very Important	19	61%
Total	31	100%

Implementing Marketing Strategies for the Commercial District

Unimportant/Not Needed	0	0%
Of Little Importance or Need	1	3%
Moderately Important	9	29%
Important	8	26%
Very Important	13	42%
Total	31	100%

Recruitment Programs to Attract Additional Businesses

Unimportant/Not Needed	1	3%
Of Little Importance or Need	4	13%
Moderately Important	9	29%
Important	5	16%
Very Important	12	39%
Total	31	100%

Changes to Zoning or Other Local Regulations (not related to COVID)

Unimportant/Not Needed	2	6%
Of Little Importance or Need	8	26%
Moderately Important	6	19%
Important	11	35%
Very Important	4	13%
Total	31	100%

Creation of a District Management Entity (Business Improvement District or other organization)

Unimportant/Not Needed	1	3%
Of Little Importance or Need	8	26%
Moderately Important	4	13%
Important	6	19%
Very Important	12	39%
Total	31	100%

14. Are you interested in receiving assistance for your business in any of the following areas? Select All that Apply.

Setting up an online store or other online selling channel	4	13%
Creating new services such as delivery	0	0%
Participating in shared marketing/advertising	11	35%
Low-cost financing for storefront/façade improvements	13	42%
Low-cost financing for purchasing property in the commercial district	7	23%
Training on the use of social media	7	23%
None of the above	11	35%

15. Please list any specific suggestions or ideas for possible projects, programs or actions that could help support businesses and improve the commercial district. (Optional)

Comments

Close Main Street the night of summer concerts so folks can dine outside then walk down to the concert.
We're a news outlet.
—
—
We could use a permanent solution to the downtown outdoor seating that looks very appealing.
We have a lot of homeless on our end of the historic/commercial downtown. We also have cracked sidewalks and dogs constantly peeing on our building front. It's disgusting
Encouraging landlords to not put up rents.
KKaties Inc
—
More focus on outdoor dining and festivals that are completely collaborative and locally based.
Get rid of Historical!
—
—
Marathon Sports
—
Get rid of the artistically restrictive historic district commission!
—
Middle Street School of Music
The district is oversaturated with restaurants right now. Putting a moratorium on new food establishments until our existing restaurants can recover would be huge!
—
—
—
More parking
UVA WINE BAR LLC

—
Roll Street Tavern
The New World Tavern
—
Plymouth Fireplace & Energy Solutions Inc
Main Street Sports Bar & Grill
Creation of a pedestrian friendly downtown, with a master plan for attractive outdoor dining and increased cultural events.

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
Population Summary	
2000 Total Population	51,701
2010 Total Population	56,468
2020 Total Population	62,351
2020 Group Quarters	2,108
2025 Total Population	65,050
2020-2025 Annual Rate	0.85%
2020 Total Daytime Population	59,376
Workers	26,613
Residents	32,763
Household Summary	
2000 Households	18,423
2000 Average Household Size	2.67
2010 Households	21,269
2010 Average Household Size	2.55
2020 Households	23,558
2020 Average Household Size	2.56
2025 Households	24,577
2025 Average Household Size	2.56
2020-2025 Annual Rate	0.85%
2010 Families	14,742
2010 Average Family Size	3.04
2020 Families	16,236
2020 Average Family Size	3.05
2025 Families	16,929
2025 Average Family Size	3.05
2020-2025 Annual Rate	0.84%
Housing Unit Summary	
2000 Housing Units	21,250
Owner Occupied Housing Units	67.3%
Renter Occupied Housing Units	19.4%
Vacant Housing Units	13.3%
2010 Housing Units	24,800
Owner Occupied Housing Units	66.9%
Renter Occupied Housing Units	18.8%
Vacant Housing Units	14.2%
2020 Housing Units	27,271
Owner Occupied Housing Units	67.0%
Renter Occupied Housing Units	19.4%
Vacant Housing Units	13.6%
2025 Housing Units	28,395
Owner Occupied Housing Units	67.0%
Renter Occupied Housing Units	19.5%
Vacant Housing Units	13.4%
Median Household Income	
2020	$95,081
2025	$103,775
Median Home Value	
2020	$400,309
2025	$465,141
Per Capita Income	
2020	$44,816
2025	$49,977
Median Age	
2010	41.4
2020	43.5
2025	44.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
2020 Households by Income	
Household Income Base	23,558
<$15,000	7.8%
$15,000 - $24,999	4.7%
$25,000 - $34,999	5.0%
$35,000 - $49,999	8.2%
$50,000 - $74,999	14.6%
$75,000 - $99,999	11.6%
$100,000 - $149,999	21.9%
$150,000 - $199,999	13.0%
$200,000+	13.2%
Average Household Income	$118,399
2025 Households by Income	
Household Income Base	24,577
<$15,000	6.8%
$15,000 - $24,999	4.2%
$25,000 - $34,999	4.5%
$35,000 - $49,999	7.4%
$50,000 - $74,999	13.5%
$75,000 - $99,999	11.1%
$100,000 - $149,999	22.5%
$150,000 - $199,999	14.7%
$200,000+	15.4%
Average Household Income	$132,069
2020 Owner Occupied Housing Units by Value	
Total	18,277
<$50,000	1.7%
$50,000 - $99,999	0.7%
$100,000 - $149,999	1.3%
$150,000 - $199,999	2.2%
$200,000 - $249,999	5.1%
$250,000 - $299,999	10.3%
$300,000 - $399,999	28.7%
$400,000 - $499,999	22.2%
$500,000 - $749,999	20.7%
$750,000 - $999,999	3.7%
$1,000,000 - $1,499,999	2.7%
$1,500,000 - $1,999,999	0.3%
$2,000,000 +	0.5%
Average Home Value	$458,296
2025 Owner Occupied Housing Units by Value	
Total	19,031
<$50,000	1.1%
$50,000 - $99,999	0.4%
$100,000 - $149,999	0.6%
$150,000 - $199,999	0.9%
$200,000 - $249,999	2.7%
$250,000 - $299,999	6.5%
$300,000 - $399,999	22.6%
$400,000 - $499,999	23.3%
$500,000 - $749,999	29.6%
$750,000 - $999,999	7.0%
$1,000,000 - $1,499,999	4.1%
$1,500,000 - $1,999,999	0.6%
$2,000,000 +	0.7%
Average Home Value	$532,854

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
2010 Population by Age	
Total	56,468
0 - 4	5.6%
5 - 9	6.3%
10 - 14	6.2%
15 - 24	11.3%
25 - 34	11.4%
35 - 44	15.0%
45 - 54	15.7%
55 - 64	14.6%
65 - 74	8.0%
75 - 84	3.9%
85 +	2.1%
18 +	77.9%
2020 Population by Age	
Total	62,351
0 - 4	5.0%
5 - 9	5.5%
10 - 14	6.3%
15 - 24	11.0%
25 - 34	11.5%
35 - 44	12.6%
45 - 54	13.9%
55 - 64	14.0%
65 - 74	12.0%
75 - 84	5.9%
85 +	2.3%
18 +	79.6%
2025 Population by Age	
Total	65,050
0 - 4	5.0%
5 - 9	5.2%
10 - 14	5.8%
15 - 24	10.8%
25 - 34	11.9%
35 - 44	12.7%
45 - 54	12.7%
55 - 64	13.6%
65 - 74	11.9%
75 - 84	7.9%
85 +	2.6%
18 +	80.5%
2010 Population by Sex	
Males	27,910
Females	28,558
2020 Population by Sex	
Males	30,778
Females	31,573
2025 Population by Sex	
Males	32,180
Females	32,870

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
2010 Population by Race/Ethnicity	
Total	56,468
White Alone	93.8%
Black Alone	2.0%
American Indian Alone	0.3%
Asian Alone	0.9%
Pacific Islander Alone	0.0%
Some Other Race Alone	1.1%
Two or More Races	1.7%
Hispanic Origin	1.8%
Diversity Index	15.2
2020 Population by Race/Ethnicity	
Total	62,351
White Alone	90.7%
Black Alone	3.4%
American Indian Alone	0.4%
Asian Alone	1.2%
Pacific Islander Alone	0.0%
Some Other Race Alone	1.7%
Two or More Races	2.6%
Hispanic Origin	3.0%
Diversity Index	22.4
2025 Population by Race/Ethnicity	
Total	65,050
White Alone	88.6%
Black Alone	4.5%
American Indian Alone	0.4%
Asian Alone	1.4%
Pacific Islander Alone	0.0%
Some Other Race Alone	2.0%
Two or More Races	3.1%
Hispanic Origin	3.7%
Diversity Index	26.9
2010 Population by Relationship and Household Type	
Total	56,468
In Households	96.1%
In Family Households	81.3%
Householder	26.1%
Spouse	20.6%
Child	30.0%
Other relative	2.7%
Nonrelative	2.0%
In Nonfamily Households	14.8%
In Group Quarters	3.9%
Institutionalized Population	3.7%
Noninstitutionalized Population	0.2%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

	Plymouth town...
2020 Population 25+ by Educational Attainment	
Total	45,053
Less than 9th Grade	1.5%
9th - 12th Grade, No Diploma	3.1%
High School Graduate	23.9%
GED/Alternative Credential	2.6%
Some College, No Degree	18.8%
Associate Degree	11.1%
Bachelor's Degree	23.9%
Graduate/Professional Degree	15.0%
2020 Population 15+ by Marital Status	
Total	51,920
Never Married	29.0%
Married	55.3%
Widowed	5.2%
Divorced	10.5%
2020 Civilian Population 16+ in Labor Force	
Civilian Population 16+	34,600
Population 16+ Employed	83.5%
Population 16+ Unemployment rate	16.5%
Population 16-24 Employed	11.2%
Population 16-24 Unemployment rate	26.5%
Population 25-54 Employed	60.8%
Population 25-54 Unemployment rate	14.8%
Population 55-64 Employed	18.3%
Population 55-64 Unemployment rate	16.0%
Population 65+ Employed	9.7%
Population 65+ Unemployment rate	14.6%
2020 Employed Population 16+ by Industry	
Total	28,900
Agriculture/Mining	0.6%
Construction	8.8%
Manufacturing	7.9%
Wholesale Trade	2.7%
Retail Trade	9.8%
Transportation/Utilities	4.0%
Information	1.5%
Finance/Insurance/Real Estate	7.9%
Services	51.3%
Public Administration	5.4%
2020 Employed Population 16+ by Occupation	
Total	28,900
White Collar	63.1%
Management/Business/Financial	15.8%
Professional	24.1%
Sales	11.9%
Administrative Support	11.3%
Services	20.4%
Blue Collar	16.5%
Farming/Forestry/Fishing	0.6%
Construction/Extraction	6.4%
Installation/Maintenance/Repair	2.0%
Production	3.7%
Transportation/Material Moving	3.7%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
2010 Households by Type	
Total	21,269
Households with 1 Person	23.7%
Households with 2+ People	76.3%
Family Households	69.3%
Husband-wife Families	54.6%
With Related Children	23.3%
Other Family (No Spouse Present)	14.7%
Other Family with Male Householder	3.9%
With Related Children	2.0%
Other Family with Female Householder	10.8%
With Related Children	6.4%
Nonfamily Households	6.9%
All Households with Children	32.2%
Multigenerational Households	3.4%
Unmarried Partner Households	7.1%
Male-female	6.2%
Same-sex	0.9%
2010 Households by Size	
Total	21,269
1 Person Household	23.7%
2 Person Household	35.2%
3 Person Household	16.6%
4 Person Household	15.2%
5 Person Household	6.3%
6 Person Household	2.1%
7 + Person Household	0.8%
2010 Households by Tenure and Mortgage Status	
Total	21,269
Owner Occupied	78.0%
Owned with a Mortgage/Loan	61.2%
Owned Free and Clear	16.8%
Renter Occupied	22.0%
2020 Affordability, Mortgage and Wealth	
Housing Affordability Index	120
Percent of Income for Mortgage	17.6%
Wealth Index	162
2010 Housing Units By Urban/ Rural Status	
Total Housing Units	24,800
Housing Units Inside Urbanized Area	88.9%
Housing Units Inside Urbanized Cluster	0.0%
Rural Housing Units	11.1%
2010 Population By Urban/ Rural Status	
Total Population	56,468
Population Inside Urbanized Area	89.5%
Population Inside Urbanized Cluster	0.0%
Rural Population	10.5%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

Market Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Plymouth town...
Top 3 Tapestry Segments	
1.	Pleasantville (2B)
2.	Green Acres (6A)
3.	Soccer Moms (4A)
2020 Consumer Spending	
Apparel & Services: Total $	$64,450,602
Average Spent	$2,735.83
Spending Potential Index	128
Education: Total $	$58,858,062
Average Spent	$2,498.43
Spending Potential Index	140
Entertainment/Recreation: Total $	$99,624,255
Average Spent	$4,228.89
Spending Potential Index	130
Food at Home: Total $	$160,479,348
Average Spent	$6,812.10
Spending Potential Index	128
Food Away from Home: Total $	$112,606,906
Average Spent	$4,779.99
Spending Potential Index	127
Health Care: Total $	$174,499,380
Average Spent	$7,407.22
Spending Potential Index	129
HH Furnishings & Equipment: Total $	$66,638,315
Average Spent	$2,828.69
Spending Potential Index	129
Personal Care Products & Services: Total $	$27,777,166
Average Spent	$1,179.10
Spending Potential Index	128
Shelter: Total $	$606,285,601
Average Spent	$25,735.87
Spending Potential Index	133
Support Payments/Cash Contributions/Gifts in Kind: Total $	$71,061,010
Average Spent	$3,016.43
Spending Potential Index	129
Travel: Total $	$77,555,752
Average Spent	$3,292.12
Spending Potential Index	137
Vehicle Maintenance & Repairs: Total $	$34,952,106
Average Spent	$1,483.66
Spending Potential Index	128

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.
Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

May 13, 2021

Tapestry Segmentation Area Profile

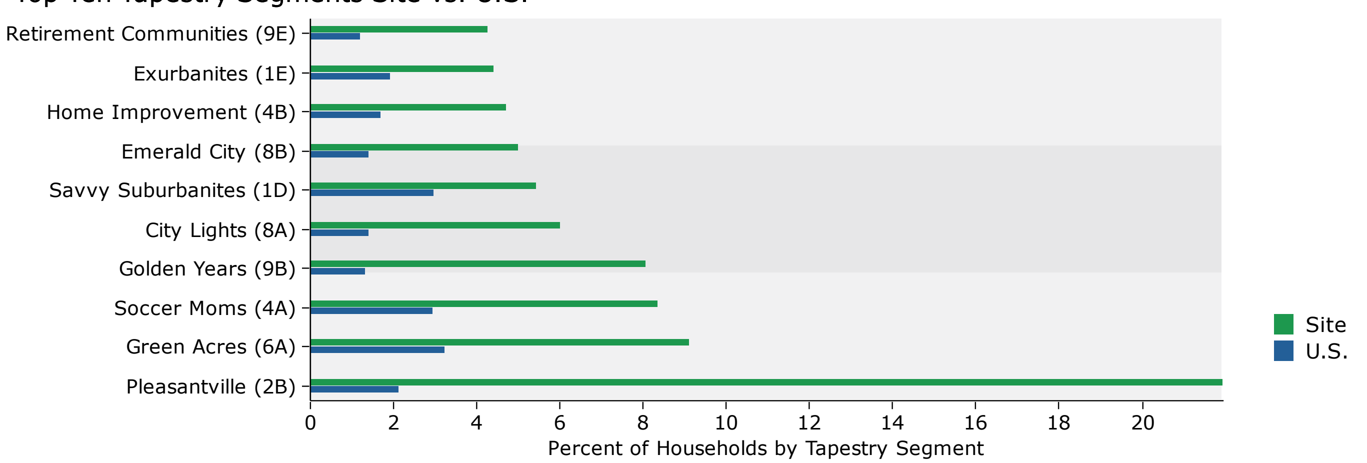
Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

Top Twenty Tapestry Segments

		2020 Households		2020 U.S. Households		
			Cumulative		Cumulative	
Rank	**Tapestry Segment**	**Percent**	**Percent**	**Percent**	**Percent**	**Index**
1	Pleasantville (2B)	22.0%	22.0%	2.1%	2.1%	1021
2	Green Acres (6A)	9.1%	31.1%	3.2%	5.3%	281
3	Soccer Moms (4A)	8.4%	39.4%	3.0%	8.3%	284
4	Golden Years (9B)	8.1%	47.5%	1.3%	9.6%	608
5	City Lights (8A)	6.0%	53.5%	1.4%	11.0%	421
	Subtotal	**53.6%**		**11.0%**		
6	Savvy Suburbanites (1D)	5.4%	59.0%	3.0%	14.0%	183
7	Emerald City (8B)	5.0%	64.0%	1.4%	15.4%	352
8	Home Improvement (4B)	4.7%	68.7%	1.7%	17.1%	278
9	Exurbanites (1E)	4.4%	73.2%	1.9%	19.0%	229
10	Retirement Communities (9E)	4.3%	77.5%	1.2%	20.2%	356
	Subtotal	**23.8%**		**9.2%**		
11	Front Porches (8E)	4.2%	81.7%	1.6%	21.8%	268
12	Old and Newcomers (8F)	4.1%	85.7%	2.3%	24.1%	177
13	Senior Escapes (9D)	3.4%	89.2%	0.9%	25.0%	374
14	Parks and Rec (5C)	3.3%	92.5%	2.0%	27.0%	168
15	Rural Resort Dwellers (6E)	2.4%	94.9%	1.0%	28.0%	235
	Subtotal	**17.4%**		**7.8%**		
16	The Great Outdoors (6C)	2.1%	97.0%	1.6%	29.6%	134
17	In Style (5B)	1.8%	98.8%	2.2%	31.8%	79
18	Urban Chic (2A)	1.2%	100.0%	1.3%	33.1%	96
	Subtotal	**5.1%**		**5.1%**		
	Total	**100.0%**		**33.2%**		**301**

Top Ten Tapestry Segments Site vs. U.S.



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

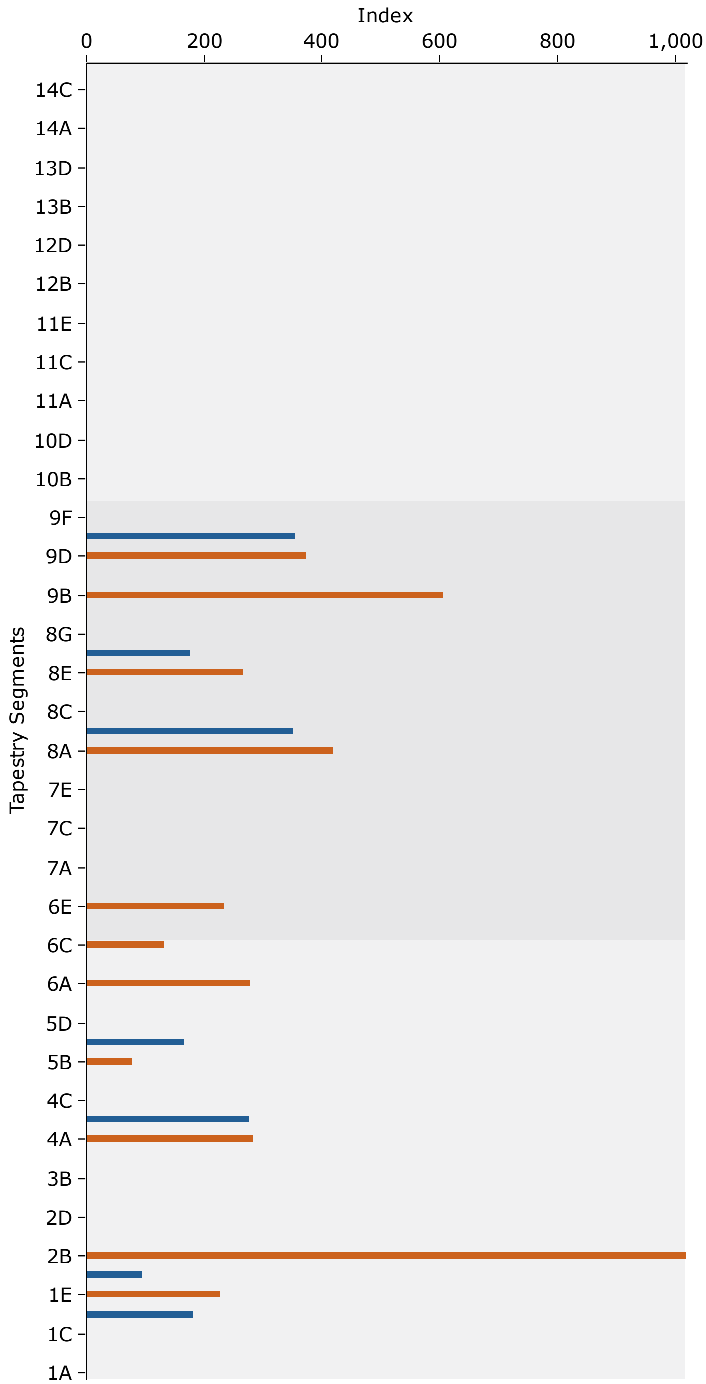
May 13, 2021

Tapestry Segmentation Area Profile

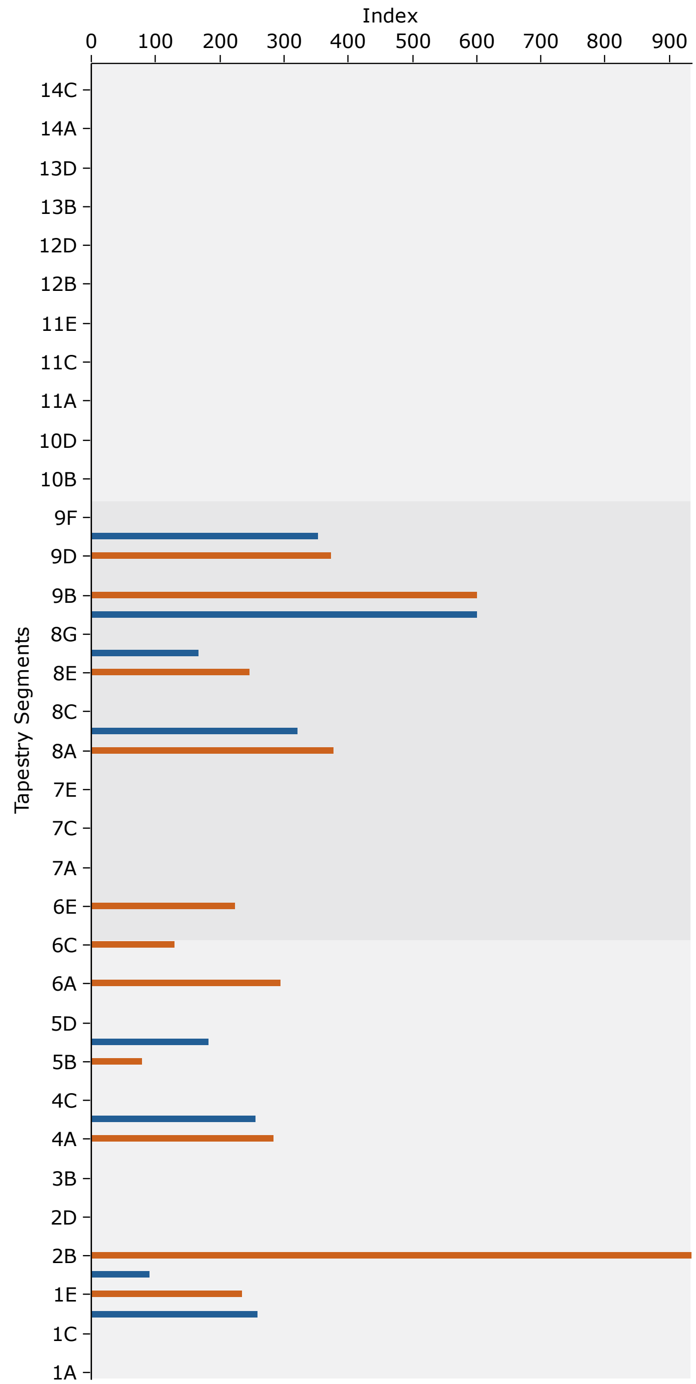
Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

2020 Tapestry Indexes by Households



2020 Tapestry Indexes by Total Population 18+



Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

May 13, 2021

Tapestry Segmentation Area Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

Tapestry LifeMode Groups	2020 Households			2020 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	23,558	100.0%		49,659	100.0%	
1. Affluent Estates	**2,328**	**9.9%**	**99**	**6,445**	**13.0%**	**122**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	1,281	5.4%	183	4,158	8.4%	260
Exurbanites (1E)	1,047	4.4%	229	2,287	4.6%	237
2. Upscale Avenues	**5,465**	**23.2%**	**416**	**11,717**	**23.6%**	**405**
Urban Chic (2A)	293	1.2%	96	557	1.1%	91
Pleasantville (2B)	5,172	22.0%	1,021	11,160	22.5%	936
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	**3,084**	**13.1%**	**172**	**6,842**	**13.8%**	**174**
Soccer Moms (4A)	1,971	8.4%	284	4,493	9.0%	286
Home Improvement (4B)	1,113	4.7%	278	2,349	4.7%	257
Middleburg (4C)	0	0.0%	0	0	0.0%	0
5. GenXurban	**1,197**	**5.1%**	**45**	**2,577**	**5.2%**	**48**
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
In Style (5B)	419	1.8%	79	836	1.7%	81
Parks and Rec (5C)	778	3.3%	168	1,741	3.5%	183
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	**3,206**	**13.6%**	**113**	**6,999**	**14.1%**	**119**
Green Acres (6A)	2,146	9.1%	281	4,934	9.9%	296
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	498	2.1%	134	1,008	2.0%	132
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	562	2.4%	235	1,057	2.1%	226
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
7. Ethnic Enclaves	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

May 13, 2021

Tapestry Segmentation Area Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

Tapestry LifeMode Groups	2020 Households			2020 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	23,558	100.0%		49,659	100.0%	
8. Middle Ground	**4,549**	**19.3%**	**179**	**8,204**	**16.5%**	**164**
City Lights (8A)	1,419	6.0%	421	2,731	5.5%	378
Emerald City (8B)	1,178	5.0%	352	1,946	3.9%	322
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	993	4.2%	268	1,861	3.7%	248
Old and Newcomers (8F)	959	4.1%	177	1,666	3.4%	169
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	**3,729**	**15.8%**	**273**	**6,875**	**13.8%**	**276**
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	1,907	8.1%	608	3,514	7.1%	602
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	809	3.4%	374	1,593	3.2%	376
Retirement Communities (9E)	1,013	4.3%	356	1,768	3.6%	354
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

May 13, 2021

Tapestry Urbanization Groups	2020 Households			2020 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	23,558	100.0%		49,659	100.0%	
1. Principal Urban Center	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	**1,419**	**6.0%**	**36**	**2,731**	**5.5%**	**31**
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	1,419	6.0%	421	2,731	5.5%	378
Bright Young Professionals (8C)	0	0.0%	0	0	0.0%	0
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	**4,562**	**19.4%**	**107**	**8,077**	**16.3%**	**97**
In Style (5B)	419	1.8%	79	836	1.7%	81
Emerald City (8B)	1,178	5.0%	352	1,946	3.9%	322
Front Porches (8E)	993	4.2%	268	1,861	3.7%	248
Old and Newcomers (8F)	959	4.1%	177	1,666	3.4%	169
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	1,013	4.3%	356	1,768	3.6%	354
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

Tapestry Segmentation Area Profile

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

Tapestry Urbanization Groups	2020 Households			2020 Adult Population		
	Number	Percent	Index	Number	Percent	Index
Total:	23,558	100.0%		49,659	100.0%	
4. Suburban Periphery	**13,562**	**57.6%**	**180**	**30,259**	**60.9%**	**186**
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	0	0.0%	0	0	0.0%	0
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	1,281	5.4%	183	4,158	8.4%	260
Exurbanites (1E)	1,047	4.4%	229	2,287	4.6%	237
Urban Chic (2A)	293	1.2%	96	557	1.1%	91
Pleasantville (2B)	5,172	22.0%	1,021	11,160	22.5%	936
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	1,971	8.4%	284	4,493	9.0%	286
Home Improvement (4B)	1,113	4.7%	278	2,349	4.7%	257
Comfortable Empty Nesters (5A)	0	0.0%	0	0	0.0%	0
Parks and Rec (5C)	778	3.3%	168	1,741	3.5%	183
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	1,907	8.1%	608	3,514	7.1%	602
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	**809**	**3.4%**	**37**	**1,593**	**3.2%**	**35**
Middleburg (4C)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	809	3.4%	374	1,593	3.2%	376
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	**3,206**	**13.6%**	**81**	**6,999**	**14.1%**	**83**
Green Acres (6A)	2,146	9.1%	281	4,934	9.9%	296
Salt of the Earth (6B)	0	0.0%	0	0	0.0%	0
The Great Outdoors (6C)	498	2.1%	134	1,008	2.0%	132
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	562	2.4%	235	1,057	2.1%	226
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The index is a comparison of the percent of households or Total Population 18+ in the area, by Tapestry segment, to the percent of households or Total Population 18+ in the United States, by segment. An index of 100 is the US average.
Source: Esri

May 13, 2021

Business Summary

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

Data for all businesses in area	Plymouth town...			
Total Businesses:	2,536			
Total Employees:	28,047			
Total Residential Population:	62,351			
Employee/Residential Population Ratio (per 100 Residents)	45			

	Businesses		Employees	
by SIC Codes	**Number**	**Percent**	**Number**	**Percent**
Agriculture & Mining	55	2.2%	254	0.9%
Construction	219	8.6%	1,240	4.4%
Manufacturing	57	2.2%	713	2.5%
Transportation	56	2.2%	457	1.6%
Communication	21	0.8%	169	0.6%
Utility	10	0.4%	1,347	4.8%
Wholesale Trade	74	2.9%	778	2.8%
Retail Trade Summary	507	20.0%	7,623	27.2%
Home Improvement	27	1.1%	383	1.4%
General Merchandise Stores	19	0.7%	876	3.1%
Food Stores	55	2.2%	1,313	4.7%
Auto Dealers, Gas Stations, Auto Aftermarket	50	2.0%	754	2.7%
Apparel & Accessory Stores	29	1.1%	254	0.9%
Furniture & Home Furnishings	44	1.7%	413	1.5%
Eating & Drinking Places	151	6.0%	2,719	9.7%
Miscellaneous Retail	132	5.2%	911	3.2%
Finance, Insurance, Real Estate Summary	260	10.3%	1,469	5.2%
Banks, Savings & Lending Institutions	38	1.5%	300	1.1%
Securities Brokers	33	1.3%	111	0.4%
Insurance Carriers & Agents	50	2.0%	193	0.7%
Real Estate, Holding, Other Investment Offices	139	5.5%	865	3.1%
Services Summary	1,012	39.9%	12,066	43.0%
Hotels & Lodging	30	1.2%	451	1.6%
Automotive Services	53	2.1%	218	0.8%
Motion Pictures & Amusements	84	3.3%	672	2.4%
Health Services	163	6.4%	3,907	13.9%
Legal Services	54	2.1%	209	0.7%
Education Institutions & Libraries	41	1.6%	1,343	4.8%
Other Services	587	23.1%	5,266	18.8%
Government	63	2.5%	1,870	6.7%
Unclassified Establishments	202	8.0%	61	0.2%
Totals	2,536	100.0%	28,047	100.0%

Source: Copyright 2020 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2020.
Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

May 13, 2021

Business Summary

Plymouth town, MA
Plymouth town, MA (2502354310)
Geography: County Subdivision

Plymouth Downtown Harbor District

	Businesses		Employees	
by NAICS Codes	**Number**	**Percent**	**Number**	**Percent**
Agriculture, Forestry, Fishing & Hunting	8	0.3%	36	0.1%
Mining	1	0.0%	8	0.0%
Utilities	4	0.2%	1,319	4.7%
Construction	236	9.3%	1,340	4.8%
Manufacturing	65	2.6%	747	2.7%
Wholesale Trade	71	2.8%	746	2.7%
Retail Trade	331	13.1%	4,632	16.5%
Motor Vehicle & Parts Dealers	37	1.5%	677	2.4%
Furniture & Home Furnishings Stores	22	0.9%	232	0.8%
Electronics & Appliance Stores	15	0.6%	167	0.6%
Bldg Material & Garden Equipment & Supplies Dealers	27	1.1%	383	1.4%
Food & Beverage Stores	46	1.8%	1,108	4.0%
Health & Personal Care Stores	25	1.0%	222	0.8%
Gasoline Stations	13	0.5%	77	0.3%
Clothing & Clothing Accessories Stores	35	1.4%	298	1.1%
Sport Goods, Hobby, Book, & Music Stores	19	0.7%	154	0.5%
General Merchandise Stores	19	0.7%	876	3.1%
Miscellaneous Store Retailers	56	2.2%	422	1.5%
Nonstore Retailers	17	0.7%	16	0.1%
Transportation & Warehousing	45	1.8%	419	1.5%
Information	42	1.7%	328	1.2%
Finance & Insurance	125	4.9%	614	2.2%
Central Bank/Credit Intermediation & Related Activities	40	1.6%	303	1.1%
Securities, Commodity Contracts & Other Financial	35	1.4%	118	0.4%
Insurance Carriers & Related Activities; Funds, Trusts &	50	2.0%	193	0.7%
Real Estate, Rental & Leasing	114	4.5%	678	2.4%
Professional, Scientific & Tech Services	238	9.4%	1,121	4.0%
Legal Services	54	2.1%	209	0.7%
Management of Companies & Enterprises	3	0.1%	9	0.0%
Administrative & Support & Waste Management & Remediation	108	4.3%	1,056	3.8%
Educational Services	51	2.0%	1,346	4.8%
Health Care & Social Assistance	244	9.6%	5,696	20.3%
Arts, Entertainment & Recreation	72	2.8%	866	3.1%
Accommodation & Food Services	191	7.5%	3,376	12.0%
Accommodation	30	1.2%	451	1.6%
Food Services & Drinking Places	161	6.3%	2,925	10.4%
Other Services (except Public Administration)	322	12.7%	1,788	6.4%
Automotive Repair & Maintenance	45	1.8%	181	0.6%
Public Administration	63	2.5%	1,861	6.6%
Unclassified Establishments	202	8.0%	61	0.2%
Total	2,536	100.0%	28,047	100.0%

Date Note: Data on the Business Summary report is calculated using **Esri's Data allocation method** which uses census block groups to allocate business summary data to custom areas.

May 13, 2021

#108

COMPLETE

Collector: Email Invitation 2 (Email)
Started: Monday, May 17, 2021 6:00:36 PM
Last Modified: Tuesday, May 18, 2021 6:55:36 PM
Time Spent: Over a day
Email: mikeberne@consultmjb.com
IP Address: 73.241.248.6

Page 1: Instructions to Plan Facilitators

Q1

Please select the community for which this data was collected.

Plymouth

Q2

Plan Facilitator

Name	**Michael Berne**
Company	**MJB Consulting**
Email Address	**mikeberne@consultmjb.com**
Phone Number	**9178168367**

Page 2

Q3

Average Annual Daily Vehicular Traffic - Primary Street within Study Area (2019 or earlier)Please submit highest recorded value for the street. If data is not available, please submit value as '0'.

14700

Q4

Please source the preceding data.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
Town of Plymouth

Q5

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

0

Q6

Average Annual Daily Vehicular Traffic - Secondary Street within Study Area (2019 or earlier)Please submit highest recorded value for the street. If data is not available, please submit value as '0'.

11679

Q7

Please source the preceding data.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
Town of Plymouth

Q8

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

0

Page 3

Q9

Total No. of Parking Spaces (On-Street and Off-Street)If data is not available, skip question.

1481

Q10

Please source the preceding data.

Town of Plymouth

Q11

Average Annual Daily Vehicular Traffic - Primary Street within Study Area (2020 or more recent)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q12

Please source the preceding data.

Respondent skipped this question

Q13

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Q14

Average Annual Daily Vehicular Traffic - Secondary Street within Study Area (2020 or more recent)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q15

Please source the preceding data.

Respondent skipped this question

Q16

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Q17

Average Annual Pedestrian Traffic - Primary Street within Study Area (2019 or earlier)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q18

Please source the preceding data.

Respondent skipped this question

Q19

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Q20

Average Annual Pedestrian Traffic - Secondary Street within Study Area (2019 or earlier)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q21

Please source the preceding data.

Respondent skipped this question

Q22

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Q23

Average Annual Pedestrian Traffic - Primary Street within Study Area (2020 or most recent)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q24

Please source the preceding data.

Respondent skipped this question

Q25

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Q26

Average Annual Pedestrian Traffic - Secondary Street within Study Area (2020 or most recent)Please submit highest recorded value for the street or anecdotal information. If data is not available, skip question.

Respondent skipped this question

Q27

Please source the preceding data.

Respondent skipped this question

Q28

Please identify location of measurement (Latitude, Longitude)If data is not available, please submit value as '0'

Respondent skipped this question

Page 4

Q29

SidewalkPlease report an RRP Grade based on guidelines provided.

A

Q30

Street Trees and BenchesPlease report an RRP Grade based on guidelines provided.

A

Q31

LightingPlease report an RRP Grade based on guidelines provided.

A

Q32

Wayfinding/SignagePlease report an RRP Grade based on guidelines provided.

B

Q33

Roadbed and Crosswalks Please report an RRP Grade based on guidelines provided.

A

Page 5

Q34

Total Open/Public Space Area (SF)Please include total square footage for permanent parks and plazas ONLY

1877436

Q35

Please source the preceding data.

Town of Plymouth

Page 6

Q36

Total No. of StorefrontsIf data is not available, please submit value as '0'

261

Q37

Please source the preceding data. If data is not available, please submit as 'N/A'

Town of Plymouth

Q38

Total Ground Floor Retail Space (SF)If data is not available, please submit value as '0'

335000

Q39

Please source the preceding data. If data is not available, please submit as 'N/A'

Town of Plymouth

Q40

Total Ground Floor Office Space (SF)If data is not available, please submit value as '0'

135000

Q41

Please source the preceding data. If data is not available, please submit as 'N/A'

Town of Plymouth

Q42

Total Ground Floor Manufacturing Space (SF)If data is not available, please submit value as '0'

10000

Q43

Please source the preceding data. If data is not available, please submit as 'N/A'

Town of Plymouth

Q44

Windows Please report an RRP Grade based on guidelines provided.

A

Q45

Outdoor Display/Dining Please report an RRP Grade based on guidelines provided.

B

Q46

SignagePlease report an RRP Grade based on guidelines provided.

B

Q47

AwningPlease report an RRP Grade based on guidelines provided.

C

Q48

LightingPlease report an RRP Grade based on guidelines provided.

A

Q49

FaçadesPlease report an RRP Grade based on guidelines provided.

A

Page 7

Q50

Total Resident Population (Current/2021 estimates)If data is not available, please submit value as '0'.

Municipality	**62351**
Study Area	**852**

Q51

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q52

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q53

Median Household Income (Current/2021 estimates)If data is not available, please submit value as '0'.

Municipality	**95081**
Study Area	**59181**

Q54

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q55

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q56

Median Age (Current/2021 estimates)If data is not available, please submit value as '0'.

Municipality	**435**
Study Area	**45**

Q57

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q58

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q59

Average Household Size (Current/2021 estimates)If data is not available, please submit value as '0'.

Municipality	**256**
Study Area	**171**

Q60

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q61

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q62

Population by Educational Attainment (Current/2021 estimates) - MunicipalityIf data is not available, please submit value as '0'.

Less than High School	**2073**
High School Graduate (or GED)	**11805**
Some College, no degree	**8470**
Associate Degree	**5001**
Bachelor’s Degree	**10768**
Master’s/Professional School/Doctorate Degree	**6758**

Q63

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q64

Population by Educational Attainment (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

Less than High School	**19**
High School Graduate (or GED)	**116**
Some College, no degree	**188**
Associate Degree	**72**
Bachelor’s Degree	**134**
Master’s/Professional School/Doctorate Degree	**161**

Q65

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q66

Population by Age Distribution (Current/2021 estimates) - MunicipalityIf data is not available, please submit value as '0'.

Age 0 to 19	**13094**
Age 20 to 24	**3429**
Age 25 to 34	**7171**
Age 35 to 44	**7857**
Age 45 to 54	**8667**
Age 55 to 64	**8730**
Age 65 to 74	**7483**
Age 75 to 84	**3679**
Age 85 and over	**1435**

Q67

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q68

Population by Age Distribution (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

Age 0 to 19	**126**
Age 20 to 24	**38**
Age 25 to 34	**122**
Age 35 to 44	**139**
Age 45 to 54	**120**
Age 55 to 64	**145**
Age 65 to 74	**97**
Age 75 to 84	**43**
Age 85 and over	**22**

Q69

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q70

Population by Race/Ethnicity (Current/2021 estimates) - MunicipalityIf data is not available, please submit value as '0'.

White Alone	**56553**
Black or African American Alone	**2120**
American Indian and Alaska Native Alone	**250**
Asian Alone	**749**
Native Hawaiian and Other Pacific Islander Alone	**0**
Some Other Race Alone	**1060**
Two or More Races	**1622**
Hispanic or Latino	**1871**
Not Hispanic or Latino	**60481**

Q71

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q72

Population by Race/Ethnicity (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

White Alone	**763**
Black or African American Alone	**24**
American Indian and Alaska Native Alone	**2**
Asian Alone	**11**
Native Hawaiian and Other Pacific Islander Alone	**0**
Some Other Race Alone	**23**
Two or More Races	**29**
Hispanic or Latino	**36**
Not Hispanic or Latino	**816**

Q73

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q74

Total Workforce/Employees (2018 or more recent)If data is not available, please submit value as '0'.

Municipality	**28047**
Study Area	**2912**

Q75

Please source the preceding data for the Municipality.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
ESRI Business Analyst Online

Q76

Please source the preceding data for the Study Area.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
ESRI Business Analyst Online

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Q77

Total Secondary/Post Secondary Student Population (2019 or more recent)

Respondent skipped this question

Q78

Please source the preceding data for the Municipality.

Respondent skipped this question

Q79

Please source the preceding data for the Study Area.

Respondent skipped this question

Q80

Total Annual Visitors (2019 or more recent)

Respondent skipped this question

Q81

Please name the tourism asset/destination for which annual visitor data was previously provided.

Respondent skipped this question

Q82

Please source the preceding data.

Respondent skipped this question

Page 9

Q83

Total No. of Businesses (2020 or earlier) - Study AreaIf data is not available, please submit value as '0'.

11 Agriculture, Forestry, Fishing and Hunting	**0**
21 Mining	**0**
22 Utilities	**0**
23 Construction	**16**
31-33 Manufacturing	**8**
42 Wholesale Trade	**8**
44-45 Retail Trade	**45**
48-49 Transportation and Warehousing	**4**
51 Information	**6**
52 Finance and Insurance	**28**
53 Real Estate Rental and Leasing	**16**
54 Professional, Scientific, and Technical Services	**50**
55 Management of Companies and Enterprises	**1**
56 Administrative and Support and Waste Management and Remediation Services	**13**
61 Educational Services	**5**
62 Health Care and Social Assistance	**27**
71 Arts, Entertainment, and Recreation	**16**
72 Accommodation and Food Services	**51**
81 Other Services (except Public Administration)	**46**
92 Public Administration	**10**

Q84

Please source the preceding data.If data is not available, please submit as 'N/A'

ESRI Business Analyst Online

Q85

Total No. of Businesses (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

11 Agriculture, Forestry, Fishing and Hunting	**0**
21 Mining	**0**
22 Utilities	**0**
23 Construction	**0**
31-33 Manufacturing	**0**
42 Wholesale Trade	**0**
44-45 Retail Trade	**450**
48-49 Transportation and Warehousing	**0**
51 Information	**0**
52 Finance and Insurance	**0**
53 Real Estate Rental and Leasing	**0**
54 Professional, Scientific, and Technical Services	**0**
55 Management of Companies and Enterprises	**0**
56 Administrative and Support and Waste Management and Remediation Services	**0**
61 Educational Services	**0**
62 Health Care and Social Assistance	**0**
71 Arts, Entertainment, and Recreation	**0**
72 Accommodation and Food Services	**0**
81 Other Services (except Public Administration)	**0**
92 Public Administration	**0**

Q86

Please source the preceding data.If data is not available, please submit as 'N/A'

N/A

Q87

Total No. of Estimated Business Closures (since March 2020) - Study AreaIf data is not available, please submit value as '0'.

11 Agriculture, Forestry, Fishing and Hunting	**0**
21 Mining	**0**
22 Utilities	**0**
23 Construction	**0**
31-33 Manufacturing	**0**
42 Wholesale Trade	**0**
44-45 Retail Trade	**0**
48-49 Transportation and Warehousing	**0**
51 Information	**0**
52 Finance and Insurance	**0**
53 Real Estate Rental and Leasing	**0**
54 Professional, Scientific, and Technical Services	**0**
55 Management of Companies and Enterprises	**0**
56 Administrative and Support and Waste Management and Remediation Services	**0**
61 Educational Services	**0**
62 Health Care and Social Assistance	**0**
71 Arts, Entertainment, and Recreation	**0**
72 Accommodation and Food Services	**0**
81 Other Services (except Public Administration)	**0**
92 Public Administration	**0**

Q88

Please source the preceding data.If data is not available, please submit as 'N/A'

N/A (three retail closures overall, according to Town of Plymouth)

Q89

Total No. of Vacant Storefronts (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

14

Q90

Please source the preceding data.If data is not available, please submit as 'N/A'

Town of Plymouth

Q91

Average Asking Rent for Ground Floor Retail Space PSF (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

28

Q92

Please source the preceding data.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
Atlantic Properties

Q93

Average Asking Rent for Ground Floor Office Space PSF (Current/2021 estimates) - Study AreaIf data is not available, please submit value as '0'.

19

Q94

Please source the preceding data.If data is not available, please submit as 'N/A'

Other,
If other sources were used, please specify.:
Atlantic Properties

Page 10

Q95

Total Ground Floor Commercial Vacant Space - including office, retail, manufacturing (Current/2021 estimates) - Study Area

30000

Q96

Please source the preceding data.If data is not available, please submit as 'N/A'

CoStar

Page 11

Q97

Is there a viable organization acting as a steward for the study area?

Yes,
If yes, please name the organization(s).:
Plymouth Chamber of Commerce

Q98

Annual Budget of District Management Organization (if applicable)If data is not available, skip question.

Respondent skipped this question

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Q99

Upload Photo 1 of your community

Screen Shot 2021-05-18 at 3.48.22 PM.png (3.1MB)

Q100

Upload Photo 2 of your community

Screen Shot 2021-05-18 at 3.51.46 PM.png (2.2MB)

Q101

Photo Credit

Google Streetview

Q102

Upload Photo 3 of your community

Screen Shot 2021-05-18 at 3.54.40 PM.png (2.3MB)

Q103

Photo Credit

Google Streetview

Q104

Photo Credit

Google Streetview