

An aerial photograph of a coastal town, likely Marshfield, showing a dense residential area with numerous houses and a long beach along the ocean. The sky is blue with some clouds, and the water is a deep blue-green. The town is situated on a peninsula or a narrow strip of land, with a road running along the coast. The houses are mostly white with dark roofs, and there are some green spaces and trees interspersed among them. The beach is sandy and stretches along the coastline. The ocean is visible on the right side of the image, with some waves breaking near the shore.

# Town of Marshfield Economic Development Plan

August 2023



Town of Marshfield  
**Economic Development Plan**

August 2023

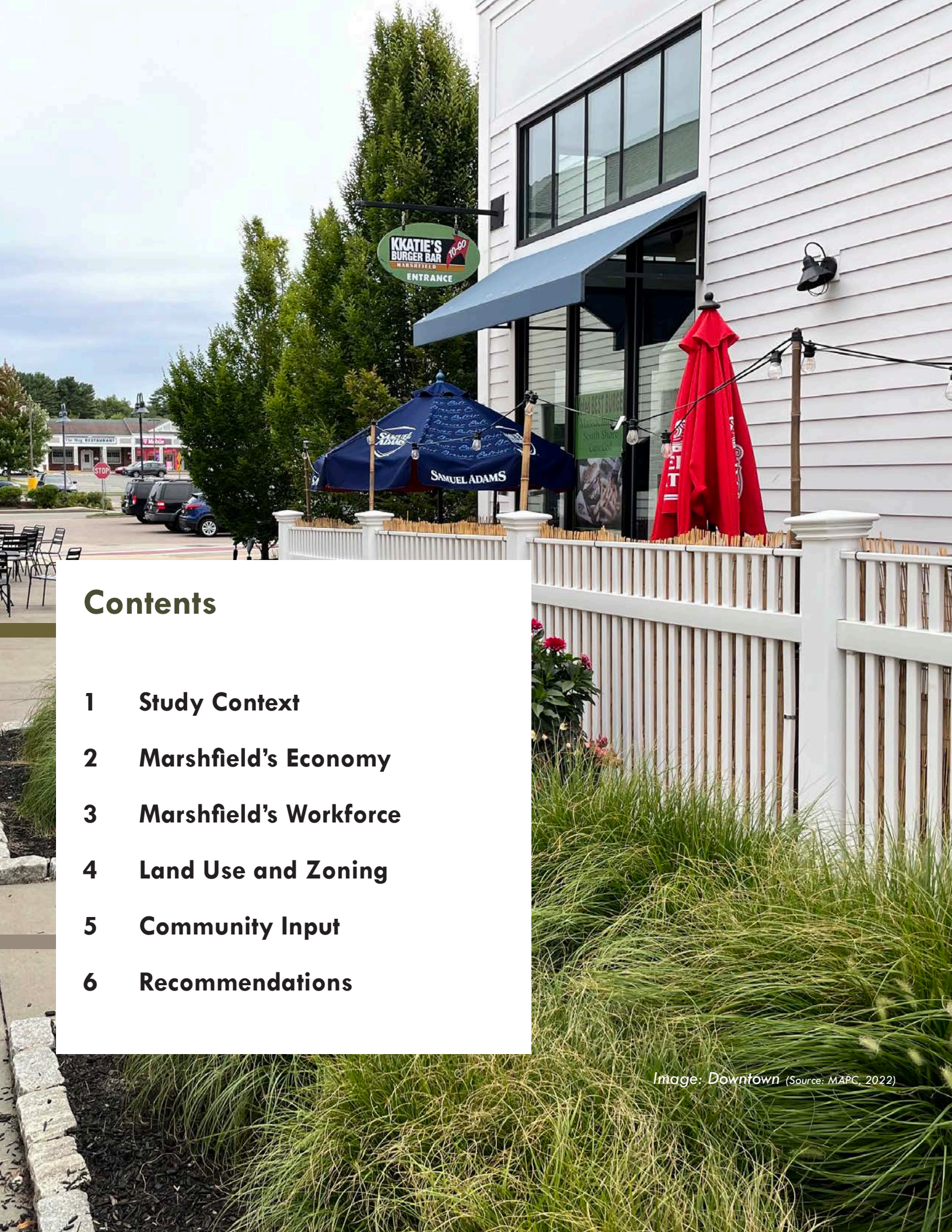
The Marshfield Economic Development Plan was initiated by the Town of Marshfield Planning Department and directed by the Town of Marshfield Planning Board. The study was facilitated by the Metropolitan Area Planning Council (MAPC).

Funding for the Economic Development Plan was provided by the Town of Marshfield and MAPC Technical Assistance.



Cover image: *Sunrise Beach looking North.* (Source: Flickr, Eric Kilby, 2014)





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*Image: Downtown* (Source: MAPC, 2022)



# 1 Study Context

## A Introduction

The Town of Marshfield initiated this Economic Development Plan study in 2022 and hired the Metropolitan Area Planning Council (MAPC) to facilitate the process. The Economic Development Plan is intended to provide an update to the Town's economic development goals, and strategies and will be integrated with an updated Town-wide Master Plan. The previous Marshfield Master Plan was the Town's most recent comprehensive Town-wide economic development plan. It was completed in 2015.

Marshfield is located near the center of the South Shore in Plymouth County with convenient connections throughout the Greater Boston Region via Route 3. The Town is a part of the Metropolitan Area Planning Council (MAPC) region and the South Shore Subregion. In the MAPC DataCommon, Marshfield is categorized by MAPC as an Established Suburb.

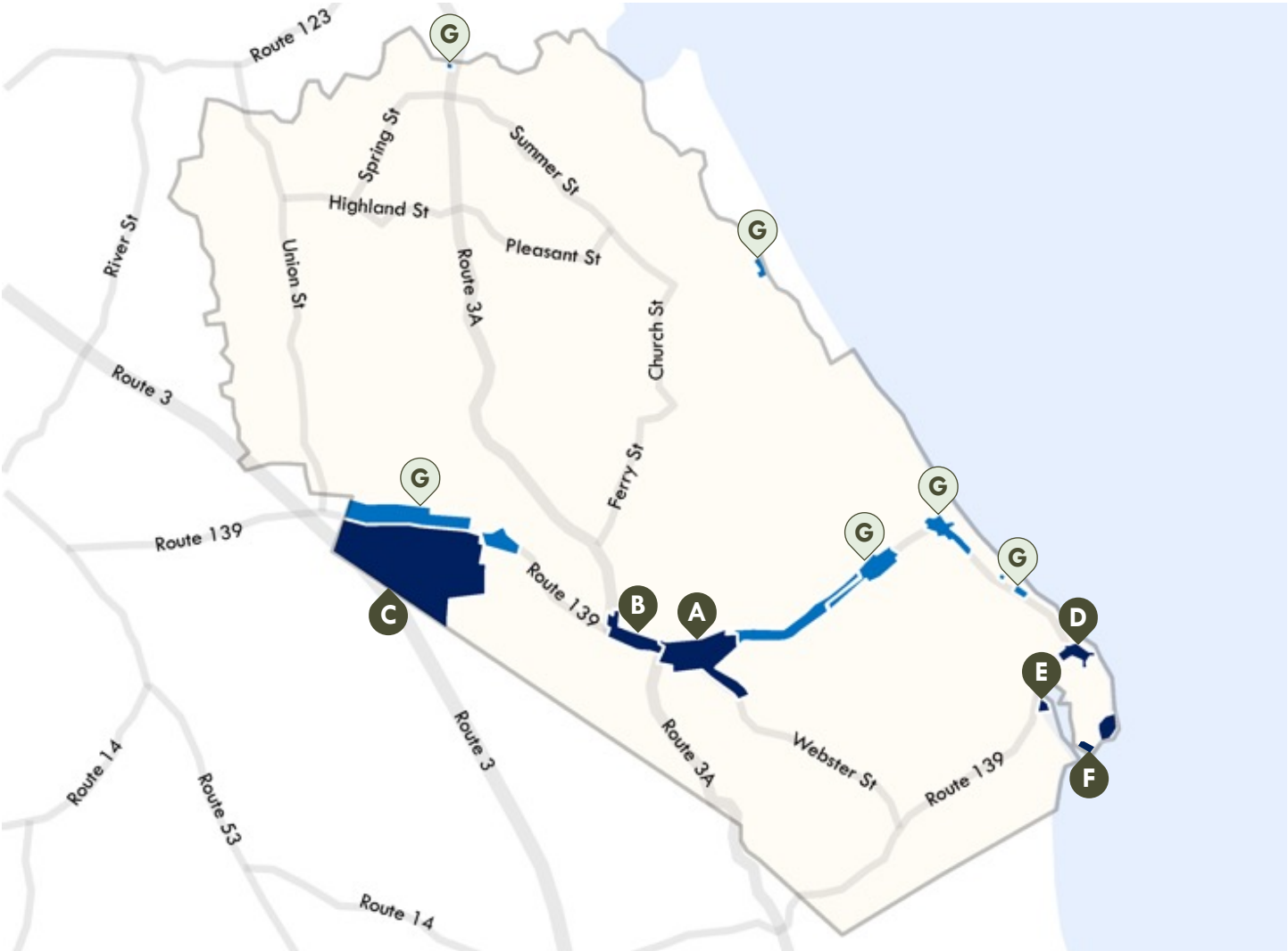
This community type, Established Suburb, is generally characterized by owner-occupied single-family homes on lots less than one acre with scattered parcels of vacant developable land and new growth that generally takes the form of infill and redevelopment. From a demographic perspective, U.S. Census data shows the population is relatively stable. Marshfield's population is 25,825 residents according to U.S. Census data. The Town's population has increased 2.8% since 2010. Seasonally, Marshfield's population increases to about 40,000 people during the busy summer months. Marshfield is a center of economic activity among its neighboring municipalities with supermarkets, restaurants, beaches and other services and attractions.

Marshfield's neighboring municipalities include Duxbury to the south, Hanover, Norwell and Pembroke to the west, and Scituate to the north. These municipalities are used in this document as a comparison to better understand Marshfield's positioning and characteristics relative to its neighbors, when data is available.

Over the last century, Marshfield has transformed from a coastal community of rural villages and a fishing port to an active and desirable coastal residential community with access to nearby job centers, commuter rail, and Route 3. Marshfield's distinct villages and residential neighborhoods include Brant Rock, Downtown, Fieldston, Green Harbor, Marshfield Hills, North Marshfield, Ocean Bluff, Rexhame, Seaview, and West Marshfield. While these neighborhoods are critical to the sense of community and character, the economic development plan will be focused on the non-residential areas of the Town.

These areas are closely correlated to their associated zoning districts and include Downtown (B-1 Business-Mixed Use zoning district), B-2 Business Highway zoning district (west of B-1 from Main Street along Routes 3A/139 to Moraine Street), I-1 Industry zoning district including the adjacent PMUD Planned Mixed Use Overlay District, Brant Rock Village Overlay District (B-4 Business Waterfront zoning district), Green Harbor Marina (B-4 Business Waterfront zoning district), and Town Pier. The diagram on the following page shows the location of these areas in Marshfield labeled and highlighted in blue.

**Geographic Focus of Economic Development**



**Legend**

- A** Downtown (B-1 Business-Mixed Use district)
- B** B-2 Business Highway district (west of B-1)
- C** I-1 Industry district including the adjacent PMUD Planned Mixed Use Overlay District
- D** Brant Rock Village Overlay District (B-4 Business Waterfront district)
- E** Green Harbor Marina (B-4 Business Waterfront district)
- F** Town Pier
- G** Additional non-residential zoning districts

Marshfield is a coastal community with many beaches, marshes, diverse open spaces, and tidal waterways including Green Harbor, and the North and South Rivers. These coastal and natural features are an asset to the community and the local economy and help to define the community. The coastal location also presents risks for the community and represents economic liabilities. Marshfield's Multi-Hazard Mitigation Plan identifies 13 repetitive loss areas including the Bartletts Island area, Ferry Street/Ridge Road area, Rexhame area, Fieldston area, Brant Rock Esplanade area, Brant Rock "High Road" area, Island Street area, Beach Street area, Bay Avenue area, Bay Street area, Blue Fish Rock area, Green Harbor area, and Canal Street area.

Marshfield is also home to the Marshfield Fairgrounds, a 62-acre grounds that is host to events throughout the year. These events are a regional attraction and a feature of the local economy.

## B Purpose of the Plan

The purpose of this Economic Development Plan is to identify demographic and economic trends within Marshfield so that the Town can set a strategic course to grow its economic base to improve fiscal stability while building on and respecting the existing strengths and character of the community. In addition to the data and analysis presented in this chapter, the study process engaged the community to define a set of goals and strategies for economic development that are aligned with what was heard.

## C Community Outreach

The Economic Development Plan is built on a strong foundation of community engagement. A first Community Meeting was hosted in August 2022 with a focus on learning about the community's vision, priorities, and goals for Economic Development. This first Community Meeting was followed by a Town-wide survey that received over 400 responses. A second Community Meeting was hosted in November

2022 with a focus on refining initial draft goals for economic development. This second Community Meeting was followed by a Town-wide survey that received over 300 responses. Two additional Community Meetings were hosted by the Town to discuss specific areas. Throughout the progress of the planning process the Planning Board was presented with updates at regular Planning Board meetings. The economic development recommendations were developed through this conversation with the community and are based upon the themes and patterns that were discovered with the community.

## D Recommendations

The recommendations are detailed in the final chapter of this Economic Development Plan and include goals, strategies, and actions. The ten Economic Development goals are repeated here as a preview of that content. The goals are not presented in a ranked order.

**Goal 1:** Continue to strengthen a vibrant and walkable mixed-use Downtown with thriving businesses, transformative redevelopment, and inviting public realm improvements.

**Goal 2:** Strengthen the resilience, sense of community, and attractiveness of the Brant Rock Esplanade.

**Goal 3:** Continue to encourage and guide private development of the industrial park and mixed-use development areas to evolve into an attractive center of activity that will reduce dependence on single family home tax revenues.

**Goal 4:** Preserve the Town's coastal character including beaches, natural environments, and coastal destinations and amenities.

**Goal 5:** Preserve and enhance the Town's residential character and support a welcoming and inviting community.

**Goal 6:** Maintain fiscal strength of the Town through effective governance, proactive planning, and transparent communication.

**Goal 7:** Sustain measured investment in the Town's infrastructure to meet the future needs of residents and businesses and to enhance environmental sustainability.

**Goal 8:** Continue to improve traffic and circulation to support safe and convenient travel and economic activity.

**Goal 9:** Continue to support maritime industries as a feature of the local economy and coastal community identity.

**Goal 10:** Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage.

## E Previous Planning

The Town of Marshfield has a wealth of previous planning information and a strong record of implementation of planning recommendations. Several of the previous studies completed over about the past decade include information that relates to economic development in Marshfield. All of the available studies have been reviewed and listed below.

The full list of previous studies is below in chronological order with the title of the study, author or sponsor of the study, and date of the study. The studies with the most relevant economic development information are highlighted in bold in the list and provided with a summary of the most relevant information after the list.

- **Marshfield Multi-Hazard Mitigation Plan, 2023, Woods Hole Group**
- Marshfield Housing Production Plan (HPP), 2022
- **Rapid Recovery Plan, Marshfield (Brant Rock), 2021, DHCD**
- Rapid Recovery Plan Appendices, Marshfield (Brant Rock), 2021, DHCD
- Brant Rock Phase I – Baseline Data Local Rapid Recovery Plan, 2021, DHCD

- Boston University Graduate Student Research Briefs: Revitalizing Brant Rock: An Economic and Aesthetic Approach; Promoting Wanderability in Brant Rock; Flood Risk in Brant Rock: Enhancing Community Awareness and Preparedness, 2021
- Multi-Hazard Mitigation Plan Annual Evaluation, Town of Marshfield, 2020, Town of Marshfield PPI/CRS and LHMPC Committee
- Long-term Coastal Resiliency Plan, Public Workshop, 2021
- Library Square Vision Plan, Marshfield MA, 2021, DHCD, Harriman, Innes Associates
- Single Environmental Impact Report Proposed Beach and Dune Nourishment for the Towns of Marshfield and Duxbury, 2021, Executive Office of Energy and Environmental Affairs
- Town of Marshfield Community Resilience Workshop Summary of Findings, 2020, Woods Hole Group
- Annual Water Quality Report 2020, 2020, Marshfield DPW, Water Division
- Annual Report of the Town Officers for 2020, 2020, Town of Marshfield
- Fiscal Year 2021 Town Administrator Operational Budget, April Town Meeting 2020, 2020, Town of Marshfield
- Comprehensive Economic Development Strategy 2020-2025, 2020, Metropolitan Area Planning Council, Economic Development Team
- Town of Marshfield Housing Production Plan, 2019, Marshfield Housing Partnership
- Town of Marshfield Comprehensive Annual Financial Report, 2018-2019, The Fiscal Team Town of Marshfield
- Marshfield Multi-Hazard Mitigation Plan, 2018, Woods Hole Group
- Certificate of the Secretary of Energy and Environmental Affairs on the Notice of Project Change, 2018, Executive Office of Energy and Environmental Affairs



- Hurricane and Coastal Storm Damage Reduction Report, Feasibility Report and Environmental Assessment, Brant Rock and Fieldston Areas, Marshfield, 2016, US Army Corps of Engineers New England District
- **Town of Marshfield Master Plan, 2015, prepared by VHB**
- Zoning Map, Town of Marshfield, Town of Marshfield, 2015
- Town of Marshfield Housing Production Plan, 2014, Marshfield Housing Partnerships
- Economic Development Self-Assessment Tool (EDSAT) Results for the Town of Marshfield, 2013, Northeastern University Dukakis Center for Urban & Regional Policy
- Market Potentials Analysis, Town Center Area, Marshfield, 2005, Bonz and Company
- Marshfield Strong Town Profile, date unknown, Strong Towns website

## Summary of Most Relevant Plans

A summary of the most relevant previous planning studies highlighting information that provides useful context for the Economic Development Plan.

### Rapid Recovery Plan Marshfield, (Brant Rock), 2021, DHCD

This study was performed under the Department of Housing and Community Development's Rapid Recovery Plan program. For Marshfield, the study team focused on Brant Rock and worked with the Town, businesses, public, and key stakeholders to develop a unique set of study goals that address resiliency, economic revitalization and recover, and improving connectivity and accessibility in Brant Rock.

Key challenges and needs in Brant Rock included needing a champion to unite businesses and spur



*The Brant Rock Esplanade. (Source: MAPC, 2022)*



commercial activity. Identifying the Esplanade streetscape as uninviting and lacking accessibility and connectivity. Brant Rock businesses and destinations face many below-average physical conditions and several vacancies. Flooding and storm surge events have a drastic impact on development and make economic revitalization of the Esplanade challenging.

Goals for Brant Rock from this Plan are complementary to the Economic Development Plan goal and strategies for Brant Rock. In many cases, the Rapid Recovery Plan offers additional detail for implementation. Recommendations included create safe walkways and accessible pedestrian facilities and improve multimodal connections; develop a consistent set of directional signs that direct visitors to key destinations, Town amenities, and parking facilities; provide protected and dedicated spaces for outdoor dining, expand retail activity and support existing businesses in the Brant Rock area; promote flexible development opportunities that incorporate resilient designs, enhance infrastructure, storefronts, businesses, and developments to become more resilient against storm events; and provide more roadway and parking accessibility and capacity for visitors frequenting businesses and storefronts.

### **Marshfield Multi-Hazard Mitigation Plan**

This plan was updated with consultant Woods Hole Group in 2023. The plan states that FEMA defines hazard mitigation as “any sustained action taken to reduce or eliminate the long-term risk to human life and property from (natural) hazards.” Flood risk from coastal and stormwater hazards are identified, including the 13 repetitive loss areas of the town in which a National Flood Insurance Program (NFIP) structure has had at least two paid flood losses of more than \$1,000 each in any 10-year period since 1978.

### **Town of Marshfield Master Plan**

The Town of Marshfield most recently completed a comprehensive Town-wide Master Plan in 2015 with the assistance of consultant Vanasse Hangen Brustlin, Inc. (VHB). The plan defined the following Vision Statement for Marshfield:

“Marshfield is and will continue to be a residential beach community. Our primary purpose as a community; within the border context of our region, is to provide a wonderful place for people to grow up, to go to school, to raise a family, to work, to recreate and to retire. While we have many businesses, and we will continue to encourage new businesses, those businesses will be primarily oriented toward meeting the needs of the residents of Marshfield rather than the needs of the broader region. We are a seaside community of homes and local businesses.

There are several qualities that distinguish us from other residential communities. These qualities must be protected if we are to maintain and enhance our community character. Those qualities are the rivers, marshes, beaches, historic structures, historic sites, archaeologically sensitive areas, agricultural areas, rural roads, villages, and open space. If any of these qualities are compromised, essential ingredients of Marshfield’s character will be lost. Each must be given attention and stewardship.”

In terms of economic development, residents focused in Master Plan on the Enterprise Park area as a priority planning area and indicated that the current Industrial zoned land should allow for mixed use, healthcare, a hotel, and affordable housing. Based on this feedback the Town increased the Planned Mixed Use Development (PMUD) overlay district at the 2014 Annual Town Meeting. At the Fall 2014 Town Meeting, voters approved allowing additional uses including residential above commercial in the PMUD.

The Master Plan defines recommendations in all Master Plan topics including economic development. The plan states that in a most basic sense, local government's economic development initiatives should be aimed at reducing the costs to businesses of development or operation. The Downtown, Brant Rock, and Enterprise Park areas were identified as strategic areas for targeted development, redevelopment, or investment.

### **Previous Master Plan recommendations for Economic Development and status update**

*Recommendations for Downtown included:*

- ED - 1. Consider consolidating the Downtown area into one overlay zoning district that incorporates a mix of uses. ***This recommendation has been completed.***
- ED - 2. Consider financial incentives such as property tax abatement to encourage rehabilitation and redevelopment of downtown buildings for mixed-use. ***This recommendation has been considered, but not pursued.***
- ED - 3. Review whether regulations inhibit development of restaurants, nightlife or arts/performance uses that would help activate the downtown during the evening (e.g., updating the parking regulations to encourage more shared parking, limitations on outdoor dining, etc.). ***This recommendation has been explored with a focus on outdoor dining regulations, shared parking, and walkability improvements.***
- ED - 4. Create a “gateway” to Marshfield in the Downtown welcoming visitors and engaging civic pride. ***This recommendation has not been completed and may still be relevant.***
- ED - 5. Create Downtown design guidelines for major building renovations, streetscape improvements, new construction, and new signage. (Also LU-10). ***This recommendation has been considered, but not pursued.***
- ED - 6. Continue making improvements to Downtown sidewalks and incorporate streetscape improvements to provide for a more pedestrian-friendly environment. (Also LU-11) ***Progress on this recommendation is ongoing. Progress has been made with the Completed Streets priority plan and implementation on sidewalks Downtown.***
- ED - 7. Encourage second and third story residential uses in the Downtown. (Also LU – 13) ***This recommendation has been completed.***
- ED - 8. Consider designating the downtown area as a Cultural District, which is an area where there is a concentration of cultural facilities, activities, and assets. It is a walkable, compact area that is easily identifiable to visitors and residents and serves as a center of cultural, artistic and economic activity. The Town would partner with other organizations to create an area that can: attract artists and cultural enterprises, encourage business and job development, establish the district as a tourist destination, preserve and reuse historic buildings, enhance property values, and foster local cultural development. ***This recommendation has not been completed and may still be relevant.***
- ED - 9. Work with downtown property owners and local artists to install temporary “pop-up” exhibits or public art installations in vacant ground floor retail spaces in order to avoid empty facades that contribute to blighting or a depressing influence. ***This recommendation has not been completed and may still be relevant.***

*Recommendations for Enterprise Park:*

- ED - 10. Rezone the I-1 frontage on Rt. 139 to B-2 so that both sides of Rt. 139 are consistently zoned along that stretch of the road. ***This recommendation was considered, but not pursued.***



## Previous Master Plan recommendations for Economic Development and status update (continued)

- ED - 11. Recruit a hotel with event meeting space and a medical facility to locate in the Enterprise Park area. ***This recommendation was pursued, but did not advance due to lack of hotel interest.***
- ED - 12. Continue to work with Massasoit Community College to develop the Ocean Campus Center for Marine and Environmental Studies. ***This recommendation was pursued, a partnership with Northeastern University is currently underway.***
- ED - 13. Consider a 40R Smart Growth District Overlay for the southwest portion of the PMUD. ***A 40R district was considered, but was not publicly supported.***

### Recommendations for Brant Rock:

- ED - 14. Create a business improvement district (BID) to help with renovations. BIDs are special districts in which property owners vote to initiate, manage and finance supplemental services above and beyond the baseline of services already provided by their local city or town governments. To finance these services, a special assessment, or common area fee, is levied only on property within the district. ***This recommendation was considered, but not pursued.***
- ED - 15. Explore a stormwater management system for the Brant Rock Commercial district that will reduce the chronic flooding during coastal storms. ***This recommendation has been subject of further study, but is not yet completed and may still be relevant.***
- ED - 16. Target streetscape improvements that are more resilient to storm damage to improve the pedestrian experience and explore whether a small park could be located here. ***This recommendation has been subject of further study and is ongoing.***

- ED - 17. Clarify that residential use is allowed on both the second floor and the ½ story above the second floor for mixed-use buildings in the Brant Rock Village Overlay District. ***This recommendation has been completed.***

### Recommendations for Harbor Management Working Waterfronts and Infrastructure:

- ED - 18. Explore the feasibility of providing reliable high-capacity ice service for commercial and recreational fishermen. ***This recommendation has been completed.***
- ED - 19. Ensure that the public infrastructure and shore side arrangements are identified and planned for in terms of current and future needs. ***Progress on this recommendation is ongoing.***
- ED - 20. Develop a branding strategy to promote the Town's local waterfront businesses. ***This recommendation has not been completed and may still be relevant.***
- ED - 21. Create events for the public to become more aware of activities along the Town's waterfronts. ***The Marshfield Chamber of Commerce first hosted the Lobster Fest in 2019.***
- ED - 22. Allow for opportunities to expand the use of Marshfield's working waterfronts to accommodate new uses (e.g., activities related to the Ocean Campus Center) and the growth of existing uses. ***This recommendation was considered, but not pursued.***
- ED - 23. Evaluate the potential for expanded commercial shellfishing by conducting a stock assessment to determine whether the shellfish population can support a larger commercial fishery. ***This recommendation has not been completed and may still be relevant.***
- ED - 24. Continue to review the Town's permit review process to identify ways in which the

## Previous Master Plan recommendations for Economic Development and status update (continued)

process can be made more efficient and streamlined. ***Progress on this recommendation is ongoing.***

- ED - 25. Develop a comprehensive economic development vision and plan, including identifying business sectors/industries to target. ***Progress on this recommendation is ongoing.***
- ED - 26. Create a comprehensive marketing plan that enlists local businesses to shape the brand and image of Marshfield. ***This recommendation has not been completed, the Town is not likely to do marketing for local businesses.***
- ED - 27. Update the Town's website regularly, on a weekly basis if possible, to enhance the Town's image and business profile. ***Progress on this recommendation is ongoing.***
- ED - 28. Explore best practices and innovative solutions to address the infrastructure capacity constraints. For example, the Town could fill gaps in cellular service by leasing Town-owned property to cellular companies. ***Progress on this recommendation is ongoing.***
- ED - 29. Engage state agencies or organizations in marketing the Town, and take advantage of state and local business incentives available through the state and federal governments. ***This recommendation has not been completed and may still be relevant.***
- ED - 30. Support public-private partnerships to provide specific workforce training. ***This recommendation has not been completed and may still be relevant.***

### Other Recommendations:

- ED - 31. Consider establishing design guidelines for commercial developments. ***This recommendation has not been completed and may still be relevant.***

- ED - 32. Explore opportunities for creating a regional Transportation Management Association (TMA) with neighboring communities and private employers. ***This recommendation has been considered, but not pursued. There are not enough large employers to justify it.***
- ED - 33. Consider establishing a shuttle service with private employers to the North Scituate commuter rail stop. ***This recommendation has been considered, but not pursued. There are not enough large employers to justify it. Shuttles between several destinations have been considered. A small business shuttle will soon be piloted.***
- ED - 34. Consider rezoning the Town Pier to commercial (B-4) to encourage more maritime/commercial fishing related business along the waterfront. ***This recommendation has been considered, but not pursued due to lack of community support.***

## End of previous Master Plan recommendations

### Town of Marshfield Housing Production Plan

The HPP was prepared by the Marshfield Housing Partnership and has been updated in 2004, 2009, 2014, and 2022. Marshfield's Subsidized Housing Inventory (SHI) has nearly doubled number of units in the past 10 years to 821 units (8.33%). Based on most recent data from the Department of Housing and Community Development (DHCD), Marshfield has 9,852 year-round housing units. Marshfield is within 165 units or 1.67% of the 10% threshold. This may change when the 2020 Census figures are finalized to provide an update to DHCD year-round housing units.

The following goals guide housing efforts:

- To meet local housing needs along the full range of incomes, promoting social and economic diversity and the stability of individuals and families living in Marshfield.



- To leverage other public and private resources to the greatest extent possible.
- To ensure that new housing creation is harmonious with the existing community.
- To surpass the 10% state standard for affordable housing.

## **F Organizations/Resources**

### **Brant Rock Village Associations**

The Brant Rock Village Associations are both non-profit organizations (Limited Liability Companies, LLCs) and focused on the Brant Rock community.

### **Chamber of Commerce**

The Marshfield Chamber of Commerce is an active economic development partner in the town. The Chamber's mission is to "Promote member businesses, encourage networking, advocate on behalf of the business community, promote strategic economic development, embrace tourism to boost local business revenue, to make Marshfield the best place to live, work, and play!" Since the last Master Plan process in 2015, Chamber membership has grown from 70 to about 250 members. The Marshfield Chamber is an affiliate of the South Shore Chamber and its largest affiliate member. The Marshfield Chamber of Commerce has successfully launched and hosts the annual Marshfield Lobster Fest.

### **Community Preservation Committee**

Marshfield residents voted to adopt the Community Preservation Act in 2001 and implemented it in 2002. Since then it has been a major funding tool in helping Marshfield preserve open space, create new recreation areas, restore historic buildings and plan for affordable housing.

CPA funds are overseen by an all volunteer Community Preservation Committee (CPC) and can only be used for specific purposes as outlined in the legislation. Community Preservation funds are not

meant to offset budget shortfalls or be relied on for fundraising. As of Fiscal Year 2019, the Community Preservation Fund had \$1.68M available.

### **Green Harbor Beach Association**

The Green Harbor Beach Association (GHBA) is a membership non-profit organization that sponsors many summer activities such as: Sandcastle Contest, Movies On The Beach, Labor Day Weekend Festivities (including running races, swimming races, treasure hunt, egg toss, and a costume parade and more.)

### **South Shore Chamber of Commerce**

For 120 years, the South Shore Chamber has been an organization led by and advocating for business across the South Shore region of 25 communities. Its membership is comprised of over 1,100 corporations, small to mid-size businesses, non-profits, educational institutions, restaurants, and sole proprietors. The South Shore Chamber is active with 100 events and professional development programs a year, 17 volunteer groups, 6 affiliated local chambers (the Marshfield Chamber of Commerce is one of the six) and business councils, South Shore Young Professionals group, and 52 Partners that keep their advocacy agenda moving forward.

The mission of the South Shore Chamber is to create a stronger South Shore through economic growth. They advocate for a vibrant business climate, work to help members succeed, and help their local communities thrive.

### **Town staff and resources**

The Town of Marshfield does not have an Economic Development Department or Committee. Economic development efforts are supported by several active staff departments and boards which are described on the following page.

### **Select Board**

The Select Board serves as the Executive Branch of Town government. The Select Board is comprised of three members, each elected to a three-year term. The Select Board provide policy guidance for all Town departments except for the School Department, which is overseen by the School Committee and the Department of Public Works, which is overseen by the Board of Public Works.

The Select Board, in conjunction with the financial team, develop a budget strategy and provide general oversight of the budget process. The Select Board, through the Town Administrator, is the Town's collective bargaining representative for all unions except those that fall under the School Committee.

The Select Board is charged with the duty of appointing those serving on boards or committees that are not elected. The Select Board is also the licensing authority for alcohol and motor vehicle retailers

#### ***Town Administrator***

The Town Administrator is the Chief Administrative Officer for the Town, reporting directly to the Select Board. The Town Administrator is responsible for managing the day-to-day operation of Town government.

Included in the Town Administrator's primary functions is providing oversight and direction of budget development and financial performance of Town departments. The Town Administrator is also responsible for personnel management of all employees except those employed by the school department.

The Town of Marshfield's annual budget is over \$100 million, and successful oversight of the operation is truly a team effort. The Financial Team, consisting of the Town Administrator, Town

Accountant, and Treasurer/Collector, works closely with department heads, the Select Board, the Advisory Board, and the Capital Budget Committee to craft and execute a comprehensive financial plan.

As an ex-officio (non-voting) member of all Town boards and committees, the Town Administrator is responsible for maintaining effective communication with each department.

#### ***Planning Board***

The Planning Board and staff are responsible for other areas of planning for Marshfield including the following: long-range planning, including transportation, affordable housing, open space and recreation; review and comments on Environmental Impact Reports for large scale developments; economic planning, including working with the business community for the revitalization of the downtown area, guiding growth and development of the Enterprise Park and the Route 139 corridor and assisting prospective business owners with the development approval process.

#### ***Planning Department***

The Planning Department is staffed by the Town Planner and the Assistant Town Planner. They serve as the professional staff for the five member elected Planning Board.

#### ***Harbormaster***

A Division of the Marshfield Police Department, the Harbormaster is responsible for regulating maritime activity in Marshfield including managing public moorings at the Town Pier, public launch ramps, pumpout locations, and permits to support Marshfield's coastal economy, among other activities. Public launch ramps are located at the Town Pier, Green Harbor, Ridge Road, and South River.



Pumpout locations are at the Dockside Facility, Town Pier, and Green Harbor.

### **Board of Public Works**

The Department of Public Works is overseen by the Board of Public Works.

### **Department of Public Works**

The Department of Public Works (DPW) is organized into six divisions, each under the direction of a division supervisor and the overall direction of the Superintendent of Public Works. Each division is responsible for providing essential public works infrastructure and support services for the residents of Marshfield.

The many services provided by the DPW include: engineering design, construction, maintenance

and repair of streets, sidewalks, sewer, water and storm drainage systems, surveying and mapping, maintenance and repair of vehicles and equipment, maintenance of parks, cemeteries, athletic fields, beaches, public buildings and off-street parking facilities, public refuse collection and disposal, recycling, snow plowing and ice control, administration of construction contracts, review of subdivision projects, inspection of construction projects, and the operation of the water and sewer treatment plants.

### **Beach Supervisor**

The Beach Supervisor works with the Marshfield Police to manage and maintain Marshfield's beaches and related facilities at Rexhame Beach, Fieldston Beach, Sunrise Beach, Brant Rock Beach, and Green Harbor Beach.



*The Harbormaster Facility at the Town Pier. (Source: MAPC, 2022)*

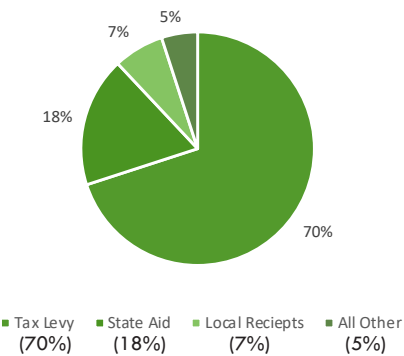
# 2 Marshfield's Economy

This chapter details the components of Marshfield's economy including an industry profile, commercial profile, industrial profile, retail profile, and residential profile. Marshfield's economy is the largest among its neighboring municipalities. The Town is an important center of jobs, economic activity, and population within the South Shore. The data that follows provides a foundation for community goals and strategies to provides insights into the composition of the Marshfield economy and the key assets and industries that are a part of it.

## 1 Local Revenue and Taxes

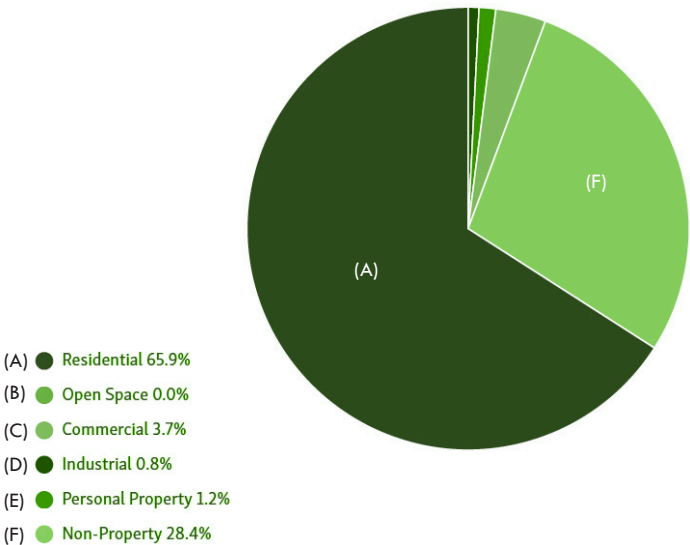
Marshfield's local revenue sources include the tax levy, state aid, local receipts and other sources. The tax levy is the largest contributor to local revenue accounting for 70.9% in 2022. The percent of total revenue that the tax levy accounts for has been increasing slightly for the past five years. In 2018, the tax levy accounted for 69.7% of the total local revenue. The total receipts for all revenue sources have also been increasing over the past five years from \$93.0M in 2018 to \$107.3M in 2022. This is a 15.3% increase. The chart below shows the Town revenue by source for Fiscal Year 2021.

Town of Marshfield Revenue by Source FY2021



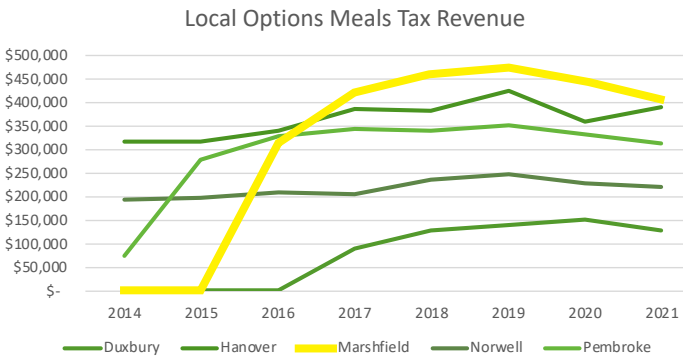
The tax revenue from property taxes follows the proportions of land uses in the Town. The predominant land use is residential and the largest share of property tax revenue is from the residential uses (65.9%). Commercial and industrial uses account for a more modest proportion of the total (a combined 4.5%). The tax rate for Fiscal Year 2022 in Marshfield is a single rate of \$12.95 per \$1,000 of assessed value.

Share of Tax Revenue by Source



Duxbury has a single tax rate of \$12.84. Hanover has a split tax rate with \$15.25 for residential and \$15.95 for commercial properties. Norwell has a single rate of \$16.62. Pembroke has a single rate of \$14.15. Scituate has a single rate of \$12.62. Marshfield's rate is aligned with or favorable when compared to its neighboring municipalities.

Local municipalities have the option to assess an additional 0.75% local tax on meals, in addition to the 6.25% Massachusetts sales tax. Marshfield began the local options meals tax in 2015 and quickly began collecting more local options meals tax revenue than its surrounding neighbors. The chart below shows the growth of Marshfield's local options meals tax revenue since 2015. The growth has stabilized and declined slightly over the past few years due to impacts of the COVID-19 pandemic. Even with these declines, Marshfield's revenue remains the highest compared to its neighbors. This indicates that Marshfield's economy, at least in respect to restaurants, is important in the subregion.



## 2 Industry Profile

### Industry Structure

An industry profile examines the characteristics of employment and the types of jobs and wages that are located within a community. Relative to the size of its population, Marshfield's economy is small, with fewer jobs per capita than some of its surrounding

municipalities. Marshfield's labor force is more than twice as large as the number of jobs in the town.

### Jobs to Labor Force Ratio

Geography	Labor Force	Jobs	Jobs to Labor Force Ratio
Duxbury	7,729	2,903	0.38
Hanover	7,807	8,374	1.07
<b>Marshfield</b>	<b>15,292</b>	<b>6,439</b>	<b>0.42</b>
Norwell	5,258	9,459	1.80
Pembroke	10,852	6,994	0.64
Scituate	9,747	3,714	0.38

Source: MA Department of Unemployment Assistance, Labor Market Information (2021), U.S. Census Bureau, OnTheMap Application, <https://onthemap.ces.census> (2019)

Most of Marshfield's labor force is employed outside of the Town. According to the U.S. Census On The Map Inflow/Outflow Report, for all jobs and workers in Marshfield in 2019, 1,920 residents live and work in Marshfield, 4,519 live outside of Marshfield and work there, and 10,749 residents live in Marshfield and work outside of the town.

Of the jobs located in Marshfield, the most prominent industry sectors (as defined by the North American Industry Classification System - NAICS) are Education Services with 25% of all employment, Retail Trades (15%), Accommodation and Food Services (14%), Construction (11%), and Health Care and Social Assistance (10%).

The coastal economy in the marinas and Town Pier is present, but less easily discerned from this data with associated jobs under categories such



### Marshfield Employment by Industry Sector

NAICS	Description	No. of Establishments	Average Monthly Employment	Average Weekly Wages
	Total, All Industries	723	5,894	\$1,095
23	Construction	94	664	\$1,635
31-33	Manufacturing	11	251	\$1,762
42	Wholesale Trade	40	219	\$2,028
44-45	Retail Trade	56	872	\$625
48-49	Transportation and Warehousing	18	109	\$1,258
51	Information	19	86	\$801
52	Finance and Insurance	39	180	\$1,972
53	Real Estate and Rental and Leasing	17	43	\$861
54	Professional and Technical Services	99	283	\$1,542
56	Administrative and Waste Services	41	146	\$962
61	Education Services	122	1,451	\$1,149
62	Health Care and Social Assistance	110	608	\$687
71	Arts, Entertainment, and Recreation	21	176	\$613
72	Accommodation and Food Services	56	804	\$430
81	Other Services, Except Public Administration	65	299	\$670

Source: All Ownership Types by Industry (2020), Employment and Wages Report (ES-202)

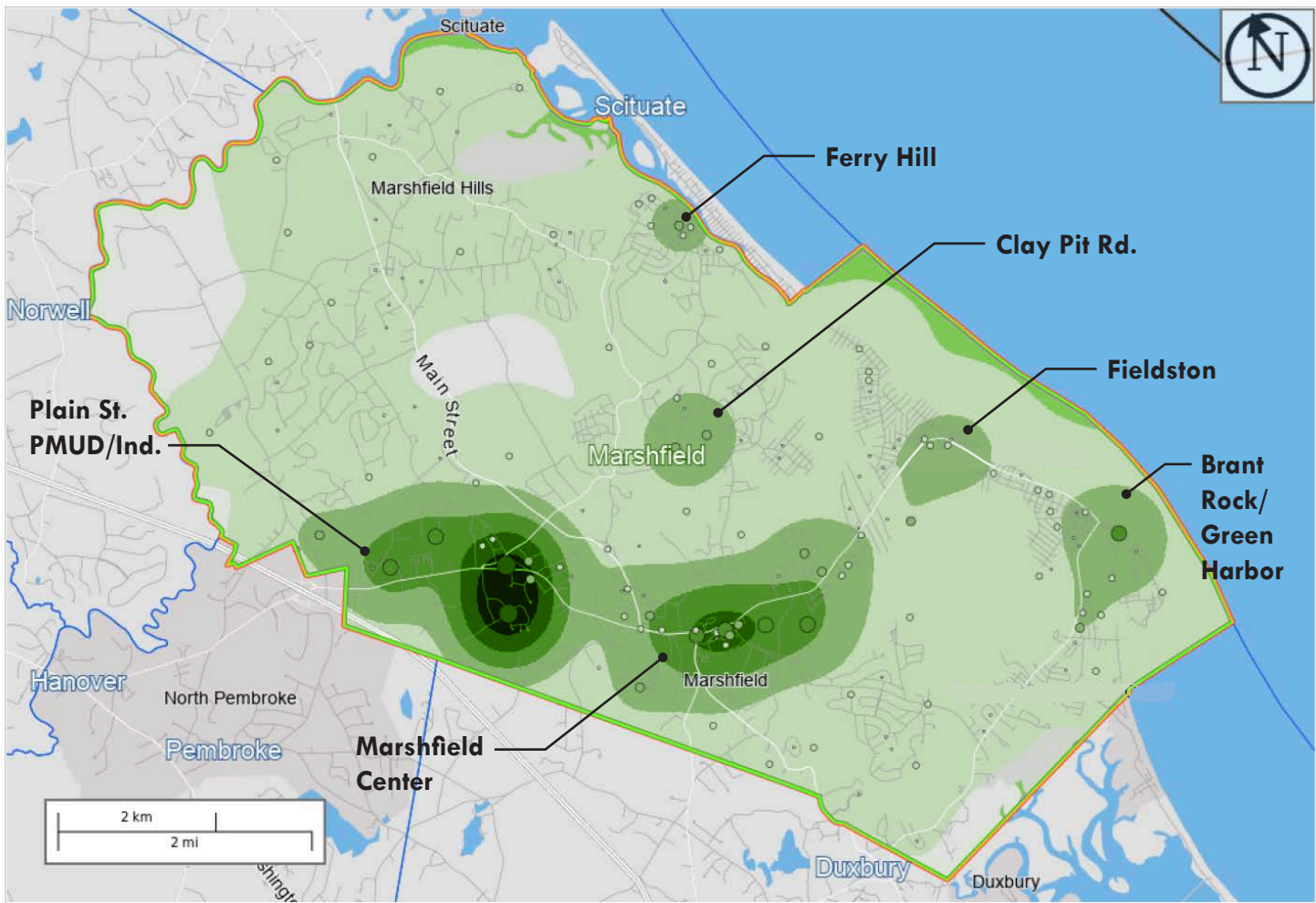
as Transportation and Warehousing, Construction, Manufacturing, or Professional and Technical Services.

The permitted commercial fisheries include lobster pot, dragger, scallop dredge, and for hire/charter vessels out of Green Harbor, North River, and South River harbors. This activity is important to Marshfield's economy and culture. According to the Massachusetts Commercial Fishing Port Profiles, Marshfield's annual ex-vessel value has remained steady above \$4M with top-ranked species including American Lobster, Bluefin Tuna, and Atlantic Mackerel. The December 2014 Marshfield Harbor, Rivers and Waterways Management Plan proposes improvements to infrastructure and access to support this valuable commercial resource in Marshfield.

All industries and employment figures in Marshfield are shown in the table above. The top ten non-municipal employers located in the Town include:

- 1. Road to Responsibility**, Retail and Service, 472 employees;
- 2. Roche Brothers**, Supermarket, 286 employees;
- 3. Star Market**, Supermarket, 163 employees;
- 4. Winslow Woods**, Assisted Living Facility, 106;
- 5. Marshfield Country Club**, Golf Course, 96;
- 6. Kirwan Surgical**, Manufacturer, 93 employees;
- 7. Cask & Flagon**, Restaurant, 80 employees;
- 8. Mia Regazza**, Restaurant, 60 employees;
- 9. The Grill at Fairview**, Restaurant & Inn, 50; and
- 10. Marshalls**, Retail, 48 employees.

# Marshfield Concentration of Employment



## Map Legend

### Job Density [Jobs/Sq. Mile]

- 5 - 194
- 195 - 761
- 762 - 1,708
- 1,709 - 3,032
- 3,033 - 4,736

### Job Count [Jobs/Census Block]

- 1 - 3
- 4 - 37
- 38 - 184
- 185 - 580
- 581 - 1,415

Selection Areas  
 Analysis Selection



These jobs in Marshfield are concentrated in a few distinct areas. These areas are primarily the previously defined areas of focus for this study.

The most jobs (2,042) are clustered around the B-1 district downtown, the B-2 business highway district on Route 139/Route 3A, and the I-1 industry zoning

district and PMUD mixed use overlay district. The second concentration of jobs (522) are clustered around the Brant Rock Village Overlay and Ocean Bluff area. These areas of concentration are shown on the diagram on the previous page.

## Wages

Based on U.S. Census data, the median earnings for full-time, year-round workers in Marshfield are \$73,758. The figure is for earnings in the past 12 month in 2021 inflation-adjusted dollars. Wages for jobs in Marshfield are lower than the surrounding municipalities. The median earnings in Duxbury are \$100,746. The median earnings in Norwell are \$103,681. The median earnings in Scituate are \$95,784. The median earnings in Hanover are \$91,127. The median earnings in Pembroke are lowest among its neighbors at \$84,716, but remains higher than Marshfield. Additional wage information is discussed in the following chapter, “3 Marshfield’s Workforce.”

## Labor Force Employment Status in Marshfield

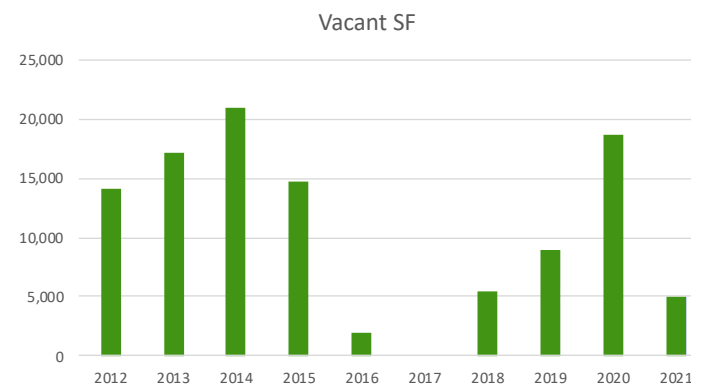
Population 16 years and over	21,343	21,343
In labor force	14,957	70.10%
Employed	14,462	67.80%
Unemployed	495	2.30%
Not in labor force	6,386	29.90%

Source: Table DP03, U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

## 3 Commercial Profile

According to CoStar data and estimates, in 2021 Marshfield’s commercial/office space inventory was estimated at 303,000 square feet. No additional commercial space is under construction. The vacancy rate is about 6.8%. This is the lowest amount of vacant commercial space in the town since 2016.

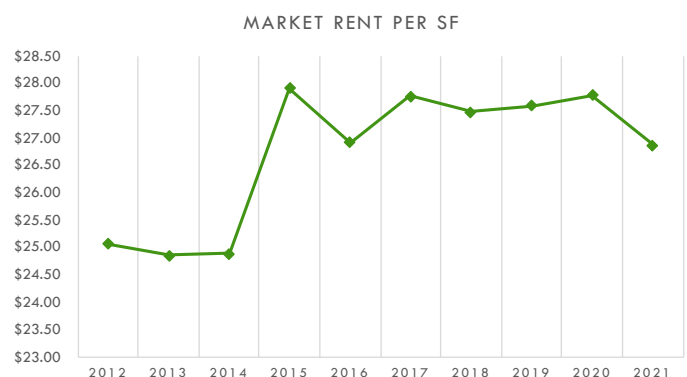
### Marshfield Commercial Vacancies



Source: CoStar

Market rent per square foot of commercial space was \$26.86 in 2021. This is lower than recent high of \$27.78 which occurred in 2020. Both the tracking of commercial vacancies and rents show the impacts of the COVID-19 pandemic on demand for commercial office space. Vacancies peaked in 2020 and rents subsequently declined in response to that lack of demand.

### Marshfield Commercial Rent



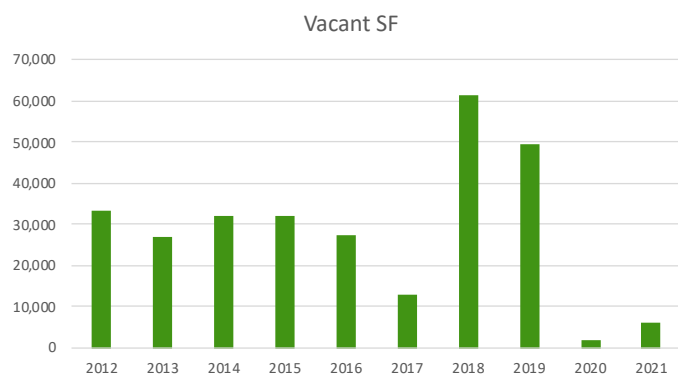
Source: CoStar



## 4 Industrial Profile

According to CoStar data and estimates, in 2021 Marshfield's industrial space inventory was estimated at 513,000 square feet. Marshfield had an estimated 6,250 square feet of industrial space that was vacant and an estimated vacancy rate of 1.3%. This is not as low as 2020, but is lower than vacancy in industrial space seen over the last ten years.

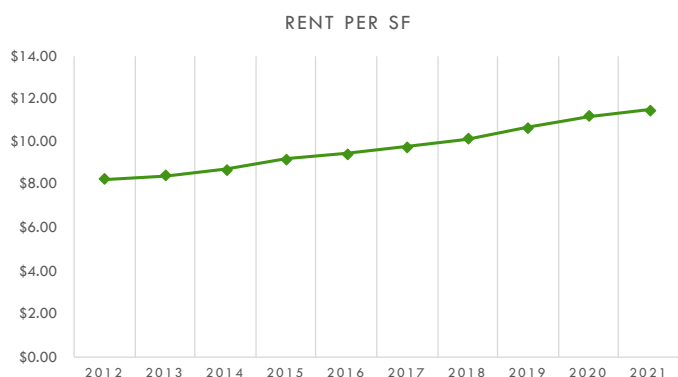
### *Marshfield Industrial Vacancies*



Source: CoStar

Market rent per square foot of industrial space was \$11.49 in 2021. This is the highest industrial rent over the past ten years. The industrial space trends have been much more stable than commercial space, due to the even demand and constrained supply throughout the region.

### *Marshfield Industrial Rent*



Source: CoStar

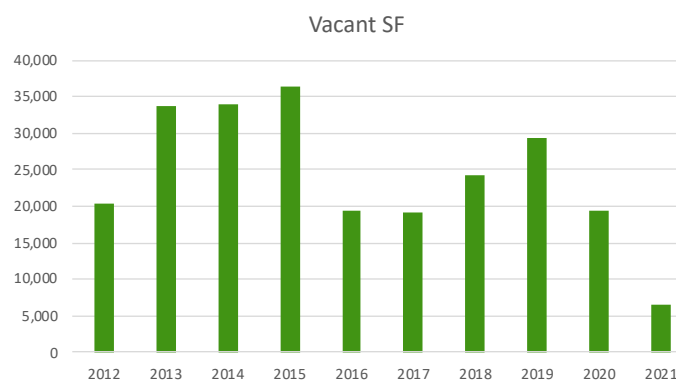
## Industrial Space Trends

Demand for industrial space in the Greater Boston Region is very strong and outpacing supply with vacancies continually challenging all-time lows according to CoStar. Demand is strongest among e-commerce and life sciences sector firms. Rents for industrial spaces have been growing and construction of industrial space is continuing, even with speculative development beginning to appear. Even so, overall industrial inventory has shrunk and industrial areas continue to see pressure for conversions and redevelopment for multifamily and other uses.

## 5 Retail Profile

According to CoStar data and estimates, in 2021 Marshfield's retail space inventory was estimated at 758,000 square feet. Marshfield had an estimated 6,632 square feet of retail space that was vacant and 5,700 square feet of retail space under construction. The vacancy rate was estimated at 1.1%. This is the lowest amount of vacant retail space in Marshfield seen over the last ten years.

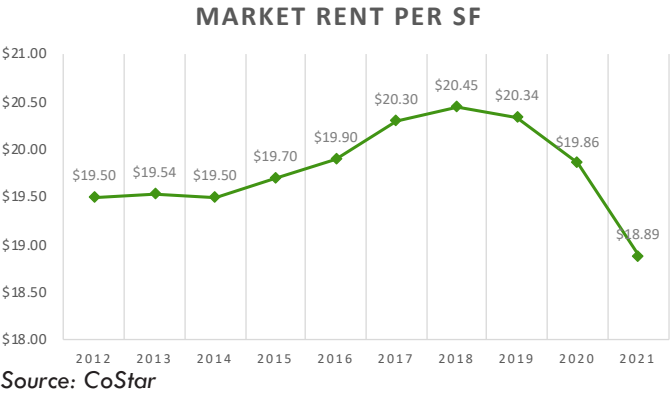
### *Marshfield Retail Vacancies*



Source: CoStar

Market rent per square foot of retail space was \$18.89 in 2021. This represents a decline since the COVID-19 pandemic beginning in 2019. The retail market rent peaked in 2018 at \$20.45.

**Marshfield Retail Rent**



The Town of Marshfield has a variety of retail or community shopping centers with the majority located on Route 139/Ocean Street including the Shops at Ocean’s Gate. Other centers include Webster Square with Star Market, Marshalls and Ocean State Job Lot, and Library Plaza.

**Retail Space Trends**

The Route 3 Corridor and Route 3 South CoStar Submarkets provide the most immediate context for retail activity in Marshfield. The 2022 vacancy rate is 1.8% in the Route 3 Corridor Submarket and 2.3% in the Route 3 South Submarket. Average rent is \$23.25 in the Route 3 Corridor Submarket and \$17.50 in the Route 3 South Submarket.

**Retail Growth Opportunities**

The Retail gap analysis that follows is available from ESRI Business Analyst and is based on 2017 data. From this data the largest retail gaps occur in the industry groups of “Food Services and

Drinking Places,” “Restaurants/Other Eating Places,” “Miscellaneous Store Retailers,” “Food and Beverage Stores,” “Sporting Goods, Hobby, Book and Music Stores,” and “Motor Vehicle and Parts Dealers.” No industry groups register as a surplus in Marshfield, meaning no category is oversupplied.

**Retail Leakage Profile**

**Summary Demographics**

2021 Population	27,228
2021 Households	10,369
2021 Median Disposable Income	79,061
2021 Per Capita Income	48,621

Source: ESRI Business Analyst, 2021 estimates

The summary demographics above provide the context for the retail leakage analysis. The table on the following page shows the summary and details for the potential demand and supply of retail and the resulting leakage or surplus and the potential number of businesses that could be supported based on the calculated leakage of retail sales. The leakage represents dollars that are being spent outside of Marshfield that could potentially be captured locally by a properly positioned business.

A few notes about this data. Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars (2021). The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus).

## Industry Summary

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Potential Businesses
Total Retail Trade and Food & Drink	44-45, 722	584,872,378	196,782,292	388,090,086	49.6	152
Total Retail Trade	44-45	525,863,717	163,557,250	362,306,467	52.6	99
Total Food & Drink	722	59,008,661	33,225,042	25,783,619	28	53

Source: ESRI and Data Axle. ESRI 2021 Updated Demographics. ESRI 2017 Retail MarketPlace Profile

A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Environmental Systems Research Institute (ESRI) uses the North American Industry Classification System

(NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

A detailed listing of the industry groups is shown in the table on the following page.



Recent retail development in Downtown Marshfield. (Source: MAPC, 2022)



**Industry Group/Detailed**

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Potential Businesses
Motor Vehicle & Parts Dealers	441	106,560,569	33,839,789	72,720,780	51.8	12
Auto. Dealers	4411	89,060,754	22,553,151	66,507,603	59.6	3
Other Motor Vehicle Dealers	4412	9,079,550	7,487,543	1,592,007	9.6	5
Auto Parts, Accessories & Tire Stores	4413	8,420,265	3,799,095	4,621,170	37.8	4
Furniture & Home Furnishings Stores	442	15,534,370	1,043,742	14,490,628	87.4	2
Furniture Stores	4421	8,179,404	395,341	7,784,063	90.8	1
Home Furnishings Stores	4422	7,354,966	648,401	6,706,565	83.8	1
Electronics & Appliance Stores	443	22,515,223	5,805,861	16,709,362	59	9
Bldg Materials, Garden Equip. & Supply Stores	444	36,078,871	11,491,842	24,587,029	51.7	9
Bldg Material & Supplies Dealers	4441	33,250,809	10,393,900	22,856,909	52.4	7
Lawn & Garden Equip & Supply Stores	4442	2,828,062	1,097,942	1,730,120	44.1	2
Food & Beverage	445	100,508,565	54,492,903	46,015,662	29.7	18
Grocery Stores	4451	85,568,660	45,078,929	40,489,731	31	9
Specialty Food Stores	4452	3,754,540	1,723,823	2,030,717	37.1	4
Beer, Wine & Liquor Stores	4453	11,185,365	7,690,151	3,495,214	18.5	5
Health & Personal Care Stores	446,4461	33,708,279	16,946,444	16,761,835	33.1	7
Gasoline Stations	447,4471	45,242,801	11,898,986	33,343,815	58.4	4
Clothing & Clothing Accessories Stores	448	38,902,511	2,186,548	36,715,963	89.4	5
Clothing Stores	4481	27,308,967	1,185,597	26,123,370	91.7	3
Shoe Stores	4482	4,654,047	-	4,654,047	100	0
Jewelry, Luggage & Leather Goods	4483	6,939,497	1,000,951	5,938,546	74.8	2
Sporting Goods, Hobby, Book & Music Stores	451	20,425,941	8,614,901	11,811,040	40.7	13

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/ Surplus Factor	Number of Potential Businesses
Sporting Goods/ Hobby/Musical Instr Stores	4511	17,963,407	6,349,469	11,613,938	47.8	9
Book, Periodical & Music Stores	4512	2,462,534	2,265,432	197,102	4.2	4
General Merchandise Stores	452	64,330,771	10,243,839	54,086,932	72.5	2
Department Stores Excluding Leased Depts.	4521	45,946,991	9,104,393	36,842,598	66.9	1
Other General Merchandise Stores	4529	18,383,780	1,139,446	17,244,334	88.3	1
Miscellaneous Store Retailers	453	20,849,728	6,992,395	13,857,333	49.8	18
Florists	4531	1,869,939	307,192	1,562,747	71.8	2
Office Supplies, Stationery & Gift Stores	4532	6,972,685	4,587,739	2,384,946	20.6	6
Used Merchandise Stores	4533	1,650,086	370,180	1,279,906	63.4	4
Other Miscellaneous Store Retailers	4539	10,357,018	1,727,284	8,629,734	71.4	6
Nonstore Retailers	454	21,206,088	-	21,206,088	100	0
Electronic Shopping & Mail-Order Houses	4541	18,082,067	-	18,082,067	100	0
Vending Machine Operators	4542	266,696	-	266,696	100	0
Direct Selling Establishments	4543	2,857,325	-	2,857,325	100	0
Food Services & Drinking Places	722	59,008,661	33,225,042	25,783,619	28	53
Special Food Services	7223	2,197,444	460,984	1,736,460	65.3	2
Drinking Places - Alcoholic Beverages	7224	3,249,850	2,056,394	1,193,456	22.5	5
Restaurants/Other Eating Places	7225	53,561,367	30,707,664	22,853,703	27.1	46

Source: ESRI and Data Axle. ESRI 2021 Updated Demographics. ESRI 2017 Retail MarketPlace Profile

## 6 Residential Profile

Residential comprises a majority of the land use in Marshfield. The patterns identified in the most recent Housing Production Plan's Housing Needs Assessment (2022) remain relevant and consistent with the current data. The Town's population includes residents with a wide range of incomes. Overall, the Town is trending toward becoming more affluent, but not to the extent of its neighboring municipalities. The Town's population is skewing older, but the attractiveness of the Town to new families seems to slow this trend. The Town's housing stock is predominantly single family and owner-occupied, but with a significant seasonal rental stock. All types of housing continue to become less affordable in Marshfield and the larger region.

### Housing Stock and Tenure

Marshfield's housing stock is predominantly single family homes. However, Marshfield's housing stock is more diverse than its neighboring municipalities with a larger percentage of homes with 2 or more units.

#### Marshfield Housing Composition

Geography	1-unit structures	2-or-more-unit structures
Duxbury	88.2%	11.8%
Hanover	87.8%	11.9%
<b>Marshfield</b>	<b>83.4%</b>	<b>16.6%</b>
Norwell	94.1%	4.9%
Pembroke	87.7%	12.1%
Scituate	91.6%	8.4%

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

Similarly, the housing tenure is predominantly ownership in Marshfield, but the percent of owner-occupied housing units is lower than its neighboring municipalities.

#### Marshfield Housing Tenure

Geography	Owner-occupied housing units	Renter-occupied housing units
Duxbury	89.7%	10.3%
Hanover	88.2%	11.8%
<b>Marshfield</b>	<b>81.4%</b>	<b>18.6%</b>
Norwell	91.2%	8.8%
Pembroke	85.5%	14.5%
Scituate	88.6%	11.4%

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

### Home Values and Affordability

One statewide measure of housing affordability in Massachusetts is the Subsidized Housing Inventory. This requirement is part of Massachusetts General Law (MGL) Chapter 40B. The target threshold is for 10% of housing units in a municipality to be documented as affordable units. Marshfield is presently at 8.3%. The only neighboring municipality over the 10% threshold is the Town of Hanover with 11.8%.

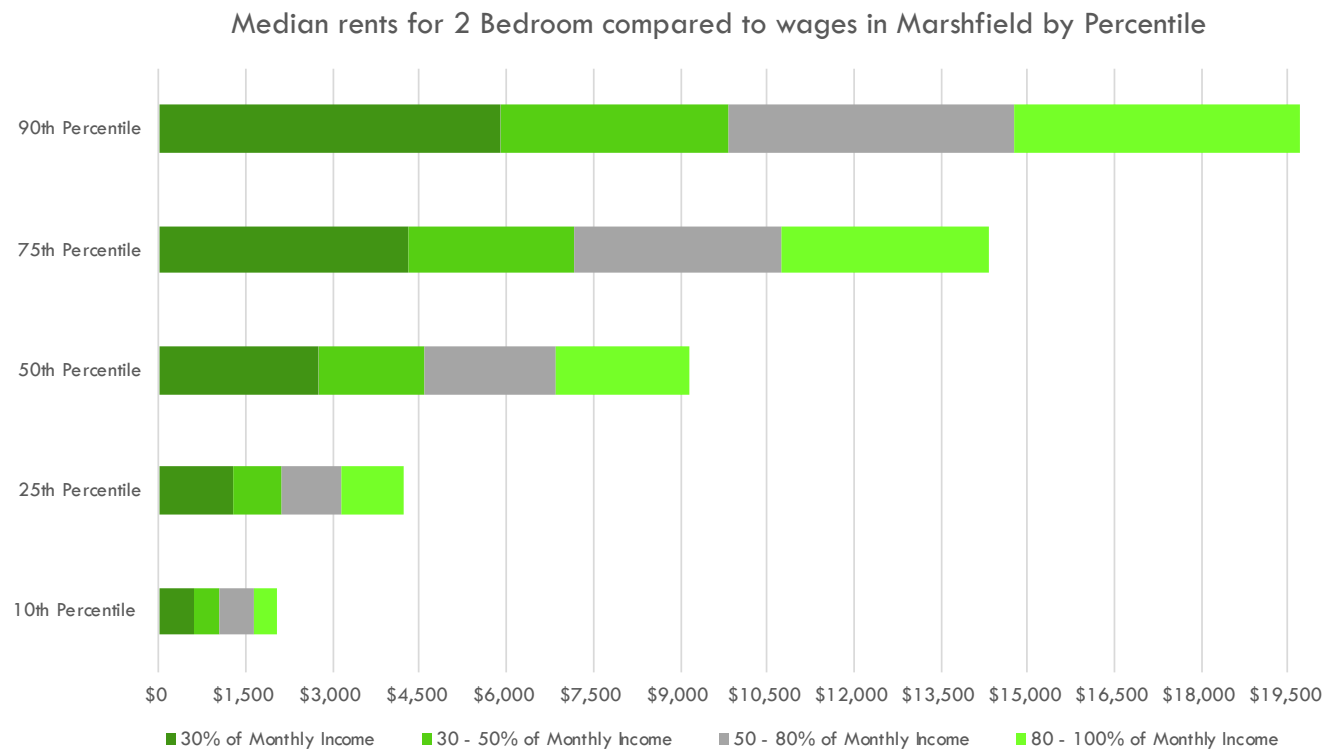
#### Marshfield Subsidized Housing Inventory

Geography	2010 Census Year Round Housing Units	Total Development Units	SHI Units	%
Duxbury	5,532	509	432	7.8%
Hanover	4,832	568	568	11.8%
<b>Marshfield</b>	<b>9,852</b>	<b>1,024</b>	<b>821</b>	<b>8.3%</b>
Norwell	3,652	461	180	4.9%
Pembroke	6,477	773	618	9.5%
Scituate	7,163	482	358	5.0%

Source: DHCD Chapter 40B SHI as of December 21, 2020



Comparison of rents and wages



Another exploration of housing affordability in Marshfield is through a comparison of median rents for a 2-bedroom unit and wages in Marshfield as shown above. The chart illustrates that the lowest wage earners in Marshfield (10th percentile) would have difficulty paying the median monthly rent for a 2-bedroom unit.

Residential Growth Opportunities

The Town’s previous Master Plan (2015) noted housing challenges identified by residents include providing more affordable housing and more choices of different types of housing options for young professionals, teachers, and single-parent families.



Recent residential development on Commerce Way in Marshfield. (Source: MAPC, 2022)

## 3 Marshfield's Workforce

### 1 Updated Demographic Analysis

Marshfield's workforce is composed of residents who live and work in the Town and residents of neighboring municipalities who commute to Marshfield to work. This updated demographic analysis provides context for Marshfield's workforce. For each characteristic analyzed, Marshfield is compared to a set of municipalities that share a border with the Town. The neighboring municipalities include Duxbury, Hanover, Norwell, Pembroke, and Scituate.

#### Population

Marshfield's population has grown over the previous three decades. The current population of the town is 25,825 residents. The population grew 2.7% over the decade from 2010 to 2020 and the population is projected to continue its growth

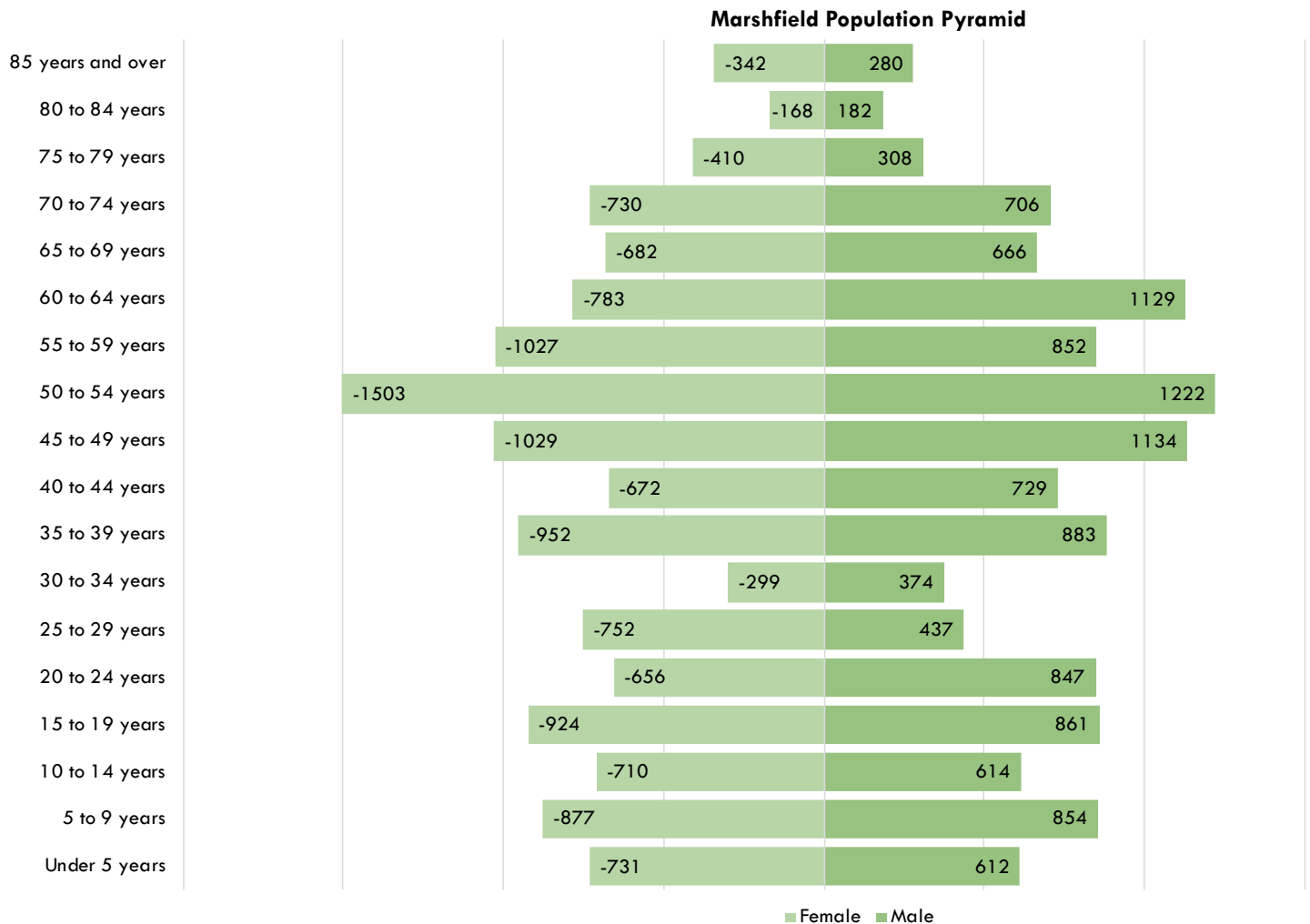
over the coming decades. Marshfield's population has grown more slowly than all of its surrounding municipalities over that same time period and slower than the population of Plymouth County and the Commonwealth. Recent growth is also slow compared to historic growth in the Town. The Town's population doubled from 1930 to 1950, doubled again in the 1950s, and again in the 1960s. Since that time population growth has slowed. As measured by population, Marshfield is the largest municipality among its neighbors.

On the following page is a population pyramid for the Town of Marshfield. The population pyramid visualizes the composition of the town by two variables, age and sex. A population pyramid shows the youngest at the bottom and the oldest at the top. When a population is growing it is shaped like a triangle with a wider base (more young people in

#### Historical and Projected Population Growth

Geography	1990	2000	2010	2020	2030 (Projected)*	2040 (Projected)*	Percent Change 2010-2020
Duxbury	13,895	14,248	15,059	16,090	15,307	15,500	+6.4%
Hanover	11,912	13,164	13,879	14,833	13,999	14,084	+6.4%
<b>Marshfield</b>	<b>21,531</b>	<b>24,324</b>	<b>25,132</b>	<b>25,825</b>	<b>26,713</b>	<b>27,321</b>	<b>+2.7%</b>
Norwell	9,279	9,765	10,506	11,351	11,406	11,748	+7.4%
Pembroke	14,544	16,927	17,837	18,361	18,695	18,931	+2.9%
Scituate	16,786	17,863	18,133	19,063	20,088	20,781	+5.1%
Plymouth County	435,276	472,822	494,919	530,819	670,574	681,976	+6.8%
Massachusetts	6,016,425	6,349,097	6,547,629	7,029,917	7,225,472	7,380,399	+6.9%

Source: U.S. Census Bureau, MAPC DataCommon, \*MassDOT Socio-Economic Projections for 2020 Regional Transportation Plans, UMass Donahue Institute (UMDI)/MAPC Projections



the population). Marshfield's population pyramid is wider in the middle with higher numbers of middle aged and senior populations. Aside from that larger middle age cohort, particularly in the 50 to 54 years range, the top and bottom of the pyramid are relatively balanced between the youngest and oldest portions of the population. This indicates a stable population that will not change significantly under current trends.

Jobs by worker age mirror the population pyramid with the largest share of jobs falling within the age range of 30 to 54.

### Jobs by Worker Age

Age	Count	Share
Age 29 or younger	1,670	25.9%
Age 30 to 54	2,940	45.7%
Age 55 or older	1,829	28.4%

Source: U.S. Census Bureau, OnTheMap Application, <https://on-themap.ces.census> (2019)



### Population Density

Geography	Population Density (persons per square mile)	2020 Population	Total Area (square miles)
Duxbury	427.9	16,090	37.6
Hanover	944.8	14,833	15.7
<b>Marshfield</b>	<b>814.7</b>	<b>25,825</b>	<b>31.7</b>
Norwell	535.4	11,351	21.2
Pembroke	781.3	18,361	23.5
Scituate	599.5	19,063	31.8
Plymouth County	485.7	530,819	1,093
Massachusetts	665.4	7,029,917	10,565

Source: U.S. Census Bureau, MAPC DataCommon

Marshfield is not the largest municipality as measured by total area. Both Duxbury and Scituate have a larger total area of 37.6 and 31.8 square miles respectively. Marshfield's total area is 31.7 square miles. Population density can be calculated using the overall population and the total area for each of the municipalities. The population density for Marshfield is the second highest among its neighbors. The population density in Marshfield is 814.7 persons per square mile. Hanover is more densely populated at 944.8 persons per square mile. The other surrounding municipalities are less dense with the town of Duxbury being the least dense with 427.9 persons per square mile. Marshfield is also more densely populated than Plymouth County and the Commonwealth.

### Household Composition

Marshfield's total population is comprised of 9,883 total households. The total households in Marshfield is also higher than all of its surrounding municipalities. Scituate has the next highest number of households with 7,642. The average household size in Marshfield is 2.61 persons per household. Compared to surrounding municipalities, Marshfield's average household size is smaller than most

including Norwell (3.10), Hanover (3.09), Pembroke (2.76), and Duxbury (2.72). Marshfield's average household size is larger than Scituate (2.44). Marshfield's average household size is close to the average household size in Plymouth County of 2.66 and higher than the average household size in the Commonwealth of 2.50.

As may be indicated by the differences in household size, Marshfield has a lower percentage of households with a person under the age 18 as compared to its neighboring municipalities. Marshfield has 30% of households with a person under the age 18 compared to Norwell (45%), Hanover (41%), Duxbury (35%), and Pembroke (31%). The town of Scituate has a lower percentage of households with a person under the age 18 with 27%. Plymouth County has 32% of households with a person under 18 and the Commonwealth has 29% of households with a person under 18.

Scituate, Duxbury, and Pembroke all have more households with a person over age 65 with 45%, 41%, and 35% respectively. Marshfield has a percentage of households with a person over age 65 of 34%. Both Hanover and Norwell have lower percentages of households with a person over age 65 with 33% and 30% respectively. Plymouth County

### Household Composition

Geography	Total Households	Households with person under age 18	Households with person over age 65	Average household size
Duxbury	5,800	2,019	2,401	2.72
Hanover	4,663	1,922	1,541	3.09
<b>Marshfield</b>	<b>9,883</b>	<b>2,920</b>	<b>3,327</b>	<b>2.61</b>
Norwell	3,519	1,587	1,061	3.10
Pembroke	6,643	2,082	2,316	2.76
Scituate	7,642	2,030	3,461	2.44
Plymouth County	190,355	61,861	66,561	2.66
Massachusetts	2,646,980	762,279	815,668	2.50

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

Geography	Families	Householder living alone	65 years and over	Average family size
Duxbury	4,436	1,287 (22.2%)	795 (13.7%)	3.17
Hanover	3,772	755 (16.2%)	518 (11.1%)	3.49
<b>Marshfield</b>	<b>6,962</b>	<b>2,303 (23.3%)</b>	<b>1,216 (12.3%)</b>	<b>3.16</b>
Norwell	2,920	479 (13.6%)	289 (8.2%)	3.47
Pembroke	4,923	1,315 (19.8%)	558 (8.4%)	3.23
Scituate	5,362	2,078 (27.2%)	1,192 (15.6%)	2.95
Plymouth County	133,820	47,208 (24.8%)	23,413 (12.3%)	3.19
Massachusetts	1,673,992	751,742 (28.4%)	320,285 (12.1%)	3.10

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

has 35% of households with a person over age 65 and the Commonwealth has 31%.

Marshfield's households include 6,962 families or 70%. 23% of Marshfield's households include a householder living alone. This is lower than the County and the Commonwealth, but higher than most of the neighboring municipalities, except for Scituate. The average family size is 3.16, which is lower than all surrounding municipalities, except for Scituate which is lower at 2.95 persons per family.

The percent of the labor force in Marshfield with children is substantial with nearly 1/3 of workers

in a family where all parents are in the labor force with a child under the age of 17.

### Labor Force with Children

	Estimate	% of total workers
All parents in labor force with children under 6	1,258	9.0%
All parents in labor force with children between 6 to 17 years of age	3,137	22.0%

Source: Table DP03, U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

### Income by Household Type, 2020

Geography	Median Household Income	Median Family Income	Median Non-Family Income
Duxbury	\$126,889	\$159,184	\$59,615
Hanover	\$133,922	\$145,179	\$47,891
<b>Marshfield</b>	<b>\$105,067</b>	<b>\$128,672</b>	<b>\$48,526</b>
Norwell	\$162,091	\$180,000	\$48,309
Pembroke	\$119,827	\$142,825	\$54,476
Scituate	\$122,241	\$154,145	\$64,902
Plymouth County	\$92,906	\$113,496	\$46,040
Massachusetts	\$84,385	\$106,526	\$48,876

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

### Income

Marshfield's median household income is \$105,067. This is lower than the median household income of all surrounding municipalities. Marshfield's median household income is higher than Plymouth County and the Commonwealth. The median family income in Marshfield is higher at \$128,672. This median family income in Marshfield is lower compared to neighboring municipalities. The median non-family income in Marshfield is lower at \$48,526. The median non-family income in Marshfield is lower compared to most neighboring municipalities, but is higher than Norwell and Hanover.

Between 2010 and 2020, income in Marshfield increased by 21.5% from a median household income of \$86,486 in 2010 to a median household income of \$105,067 in 2020. This growth in income was smaller than most neighboring municipalities with Norwell experiencing a 48.8% increase, Pembroke (48.5%), Scituate (41.0%), and Hanover (33.6%), except for Duxbury which saw an increase of (10.8%). Marshfield's increase is also smaller than Plymouth County (28.9%) and the Commonwealth (35.9%).

The distribution of jobs by earnings is biased toward higher earning per month (\$3,333). The table below shows that higher jobs earning share is a larger percentage than the two lower earning categories.

### Jobs by Earnings

Earnings	Count	Share
\$1,250 per month or less	1,891	29.4%
\$1,251 to \$3,333 per month	1,591	24.7%
More than \$3,333 per month	2,957	45.9%

Source: U.S. Census Bureau, OnTheMap Application, <https://on-themap.ces.census> (2019)



## Race and Ethnicity

Marshfield is a predominantly white community with 24,071 residents that identify as White. The balance of the population is comprised of Black or African American (0.5%), Asian (0.8%), Hispanic or Latinx (1.9%), Two or more races (2.7%), and Some other race (0.7%). Marshfield is less diverse than Plymouth County which has a White population of 76.8%. Marshfield is also less diverse than the Commonwealth which has a White population of 62.0%. The surrounding municipalities are also less diverse than the County and the Commonwealth. All surrounding municipalities have a White population over 91%.

Comparatively the jobs by worker race are slightly more diverse than the population of the Town. 90.5% of the worker population is White compared to 93.3% of the population and 4.7% of the worker population is Black or African American compared to 0.5% of the population. Similarly the Asian worker population is 3.4% compared to 0.8% of the population.

The table below shows the race and ethnicity of Marshfield residents and the table to the right shows the race of workers in Marshfield.

### Population Race and Ethnicity

Geography	White	Black or African American	Asian	Hispanic or Latinx	Two or more races	Some other race
<b>Marshfield</b>	<b>24,071</b> (93.3%)	<b>135</b> (0.5%)	<b>213</b> (0.8%)	<b>491</b> (1.9%)	<b>697</b> (2.7%)	<b>192</b> (0.7%)
Plymouth County	406,919 (76.8%)	43,482 (8.2%)	7,693 (1.5%)	23,952 (4.5%)	35,917 (6.8%)	11,966 (2.3%)
Massachusetts	4,896,037 (62.0%)	494,029 (6.3%)	507,934 (6.4%)	887,685 (11.2%)	608,867 (7.7%)	496,731 (6.3%)

Source: US Census, 2020 Decennial Census Redistricting Data

### Jobs by Worker Race

Race	Count	Share
White Alone	5,828	90.5%
Black or African American Alone	300	4.7%
American Indian or Alaska Native Alone	16	0.2%
Asian Alone	220	3.4%
Native Hawaiian or Other Pacific Islander Alone	7	0.1%
Two or More Race Groups	68	1.1%

Source: U.S. Census Bureau, OnTheMap Application, <https://on-themap.ces.census> (2019)

### Jobs by Worker Ethnicity

Ethnicity	Count	Share
Not Hispanic or Latino	6,236	96.8%
Hispanic or Latino	203	3.2%

Source: U.S. Census Bureau, OnTheMap Application, <https://on-themap.ces.census> (2019)

### Educational Attainment (population 25 years and over), 2020

Geography	Less than a Bachelor's Degree	% Less than a Bachelor's Degree	Bachelor's Degree or Higher	% Bachelor's Degree or Higher
Duxbury	3,449	31.2%	7,603	68.8%
Hanover	4,750	51.8%	4,421	48.2%
<b>Marshfield</b>	<b>9,218</b>	<b>50.5%</b>	<b>9,033</b>	<b>49.5%</b>
Norwell	2,423	33.6%	4,787	66.4%
Pembroke	7,797	60.0%	5,189	40.0%
Scituate	5,645	39.7%	8,587	60.3%
Plymouth County	224,642	61.9%	138,366	38.1%
Massachusetts	2,671,189	55.5%	2,144,142	44.5%

Source: 2020 ACS 5-Year Estimate Data, U.S. Census Bureau

### Educational Attainment

Educational attainment among Marshfield residents is higher than the County, higher than the Commonwealth, and near the middle among its surrounding municipalities in terms of the percent population that has attained a Bachelor's Degree or higher. The table above shows the percent of the population with a Bachelor's Degree or higher or less than a Bachelor's Degree.

The educational attainment of Marshfield residents is higher than the educational attainment of workers employed in Marshfield. For example, the share with a Bachelor's Degree or higher among Marshfield residents is 49.5% compared to 25.9% of workers with a Bachelor's degree or advanced degree. The table to the right summarizes the share of jobs by worker educational attainment.

### Jobs by Worker Educational Attainment

Educational Attainment	Count	Share
Less than high school	414	6.4%
High school or equivalent, no college	1,224	19.0%
Some college or Associate degree	1,465	22.8%
Bachelor's degree or advanced degree	1,666	25.9%
Educational attainment not available (workers aged 29 or younger)	1,670	25.9%

Source: U.S. Census Bureau, OnTheMap Application, <https://on-themap.ces.census> (2019)

## Additional Labor Market and Occupational Information

The occupational profile below shows the share of workers within both the type of industry and the type of enterprise in which they are employed.

### Occupational Profile

Across the labor force most workers are employed in a private company.

The population that is a part of the labor force in Marshfield is larger than the labor force employed in the Town. The net job outflow is 6,230 based on

	Total	Employee of private company	Self-employed in own incorporated business	Private not-for-profit workers	Local, state, and federal government workers	Self-employed in own not incorporate business and unpaid family workers
Civilian employed population 16 years and over	14,462	63.3%	4.1%	9.1%	15.5%	8.0%
Management, business, science, and arts occupations	6,893	55.2%	4.0%	13.6%	21.0%	6.1%
Service occupations	2,078	64.5%	0.5%	5.3%	19.6%	10.1%
Sales and office occupations	3,403	68.8%	4.8%	7.4%	9.4%	9.5%
Natural resources, construction, and maintenance occupations	1,173	72.2%	12.4%	0.9%	1.4%	13.1%
Production, transportation, and material moving occupations	915	89.3%	0.0%	0.5%	4.6%	5.6%

Source: Table S2406, U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates Worker Inflow/Outflow and Commuting Characteristics



a labor force of 12,669 living in Marshfield and 6,439 workers employed in Marshfield. About 15.2% of the Marshfield labor force is both living and employed in Marshfield, leaving about 84.8% of the labor force living in Marshfield but employed outside of the Town. This analysis accounts for the location of the employer and does not reflect those workers in the labor force who may be working from home for an employer outside of Marshfield.

The table below describes some of the characteristics of workers who are living outside of Marshfield but employed inside of the Town.

#### ***Inflow Job Characteristics (All Jobs, 2019)***

Characteristics	Count	Share
Internal Jobs Filled by Outside Workers	4,519	100.0%
Workers Aged 29 or younger	1,081	23.9%
Workers Aged 30 to 54	2,231	49.4%
Workers Aged 55 or older	1,207	26.7%
Workers Earning \$1,250 per month or less	1,164	25.8%
Workers Earning \$1,251 to \$3,333 per month	1,128	25.0%
Workers Earning More than \$3,333 per month	2,227	49.3%
Workers in the "Goods Producing" Industry Class	743	16.4%
Workers in the "Trade, Transportation, and Utilities" Industry Class	996	22.0%
Workers in the "All Other Services" Industry Class	2,780	61.5%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019)

The table below describes some of the characteristics of workers who are living in Marshfield but employed outside of the Town.

#### ***Outflow Job Characteristics (All Jobs, 2019)***

Characteristics	Count	Share
External Jobs Filled by Residents	10,749	100.0%
Workers Aged 29 or younger	2,161	20.1%
Workers Aged 30 to 54	5,230	48.7%
Workers Aged 55 or older	3,358	31.2%
Workers Earning \$1,250 per month or less	2,235	20.8%
Workers Earning \$1,251 to \$3,333 per month	2,111	19.6%
Workers Earning More than \$3,333 per month	6,403	59.6%
Workers in the "Goods Producing" Industry Class	1,167	10.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	2,094	19.5%
Workers in the "All Other Services" Industry Class	7,488	69.7%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019)

The table on the following page describes some of the characteristics of workers who are living in Marshfield and employed in Marshfield. Comparing the three charts it is interesting to note that the population that lives and works in Marshfield is generally younger with a larger share of workers aged 29 or younger and earning less with a larger share of workers earning \$1,250 per month or less.

### Interior Flow Job Characteristics (All Jobs, 2019)

Characteristics	Count	Share
Internal Jobs Filled by Residents	1,920	100.0%
Workers Aged 29 or younger	589	30.7%
Workers Aged 30 to 54	709	36.9%
Workers Aged 55 or older	622	32.4%
Workers Earning \$1,250 per month or less	727	37.9%
Workers Earning \$1,251 to \$3,333 per month	463	24.1%
Workers Earning More than \$3,333 per month	730	38.0%
Workers in the “Goods Producing” Industry Class	178	9.3%
Workers in the “Trade, Transportation, and Utilities” Industry Class	275	14.3%
Workers in the “All Other Services” Industry Class	1,467	76.4%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019)

The majority of workers commute to work by driving a car, truck, or van alone (74.6%). The next largest category includes workers who worked from home (10.6%). This may not reflect the full extent of workers who temporarily shifted to work from home during the COVID-19 pandemic. Driving a car, truck, or van in a carpool is the next most used category (6.4%). This is followed by the use of public transportation (excluding taxicab) (6.3%), other means (1.5%), and walking (0.6%). The mean travel time to work for Marshfield workers is 37.5 minutes. These commuting statistics are according to the U.S. Census Bureau’s 2016-2020 American Community Survey 5-Year Estimates.



Local small businesses are among employers in Marshfield. (Source: MAPC, 2022)

# 4 Land Use and Zoning

## 1 Zoning

Zoning is closely linked to economic development, providing the legal framework for how investment can occur on private property in the Town. This legal framework includes defining the uses that are allowed, the scale and intensity of the allowed uses, and the design, environmental, and infrastructure considerations for development that is allowed. Zoning guides growth to align with the economic strategies defined by the Town.

The Town of Marshfield’s Zoning is Chapter 305 of the Town’s Bylaws. The Marshfield Zoning Bylaw establishes eleven zoning districts and seven overlay zoning districts. The base zoning districts are shown in the table on this page. The three residential

zoning districts include a majority of the land in the Town of Marshfield. The focus of this economic development study is on the non-residential base zoning districts.

## 2 Non-residential Base Zoning Districts

The 8 non-residential base zoning districts are summarized in the following paragraphs.

### Business - Mixed-Use (B-1)

This district allows a variety of commercial and retail uses and is considered a mixed-use district. It allows by special permit more than one permitted principal use in one building. It allows retail establishments

Marshfield Zoning Districts

Zoning District	Class	Short Name
Base Districts		
Residential - Rural	Residential	R-1
Residential - Suburban	Residential	R-2
Residential - Waterfront	Residential	R-3
Residential Business	Business	RB
Business - Mixed-Use	Business	B-1
Business - Highway	Business	B-2
Business - Neighborhood	Business	B-3
Business - Waterfront	Business	B-4
Office Park	Business	OP
Industrial	Industrial	I-1
Airport	Industrial	A

Source: Town of Marshfield Zoning Bylaw



with a maximum floor area limitation of 8,000 square feet by right and those businesses over this amount by special permit. The district allows micro-breweries by special permit. The district allows residential above the ground floor at a density of 10 units per acre by special permit. The B-1 district does not permit certain uses that are not compatible with the existing Downtown, such as manufacturing, heavy industrial uses, junkyards, and agricultural uses. The B-1 district includes the Downtown area along Ocean Street (Route 139) and the Webster Street Square area.

### **Business - Highway (B-2)**

Located along Route 139/Ocean Street, this business corridor district allows for a similar variety of uses as B-1 with additional uses including a few larger scale facilities that may not be appropriate Downtown, such as a greenhouse, Town equipment garage, nursing home, car or boat dealerships, and research offices. Industrial uses are not allowed in this district. This is one of the zoning districts that allows hotels and motels by special permit.

### **Business - Neighborhood (B-3)**

Only one small area in the dense oceanfront Fieldston neighborhood allows B-3 uses such as small-scale retail (8,000 square feet or less), eat-in restaurants, banks, boat dealerships, personal services and certain accessory uses such as commercial parking, accessory buildings, and home occupations. It also allows single-family dwellings.

### **Business - Waterfront (B-4)**

The B-4 district is specific to the small commercial districts within waterfront neighborhoods including Brant Rock, Green Harbor and the Ferry Hill area near the bridge to Humarock. It accommodates smaller scale retail businesses, restaurants, banks, and personal services, as well as single-family homes.

### **Residential Business (RB)**

Located near Fieldston, this business district is near surrounding residential uses. It allows commercial on the first floor and residential above. The commercial provides local business opportunities for personal services such as a barber shop or hairdresser.

### **Office Park (OP)**

A small, triangular office park district is located on the western end of Town along Route 139 near the intersection of Furnace and Forest Streets and across the street from the Furnace Brook Middle School. It allows for limited uses such as professional business and small research offices, funeral homes, but does not allow automobile uses such as automobile sales and storage. It allows uses such as veterinary clinics by special permit.

### **Industrial (I-1)**

Marshfield's I-1 zoned land is at the entrance to Marshfield on Route 139 near Route 3 and it is primarily for industrial uses. The I-1 District allows construction uses, microbreweries, and professional and business offices by right. Indoor athletic facilities, utilities, adult entertainment, manufacturing, warehousing, and distribution by special permit. This is one of the zoning districts that allows hotels and motels by special permit.

### **Airport (A)**

The area including Marshfield Municipal Airport runways and terminal is covered by the Airport zoning district. The airport, located with access from Ocean Street (Route 139) is located in the eastern portion of Marshfield. The zoning allows for airport facilities, the renting and selling of aircraft, small offices, parks, churches, licensed day care centers, Town equipment storage, and noncommercial forestry. A variety of other uses are allowed by special permit such as wireless facilities, offices, and hotels.

### 3 Overlay Zoning Districts

The overlay zoning districts recognize special conditions which exist in areas of the Town and are considered to superimpose additional regulations or requirements over the other base zoning districts. The seven overlay zoning districts are summarized in the following paragraphs.

#### Inland Wetlands Zoning District

The purpose of the Inland Wetlands District is to preserve and protect the streams and other watercourses and their adjoining lands, to protect the health and safety of persons and property against the hazards of flooding and contamination, to preserve and maintain the groundwater table for water supply purposes, to protect the community against the detrimental use and development of lands adjoining such watercourses, and to conserve the watershed areas of the Town of Marshfield for the health, safety, and welfare of the public.

#### Coastal Wetlands Zoning District

The purpose of the Coastal Wetlands District is to promote the health and safety of the occupants of

lands subject to seasonal or periodic tidal flooding, the preservation of the salt marshes and tidal flats and their attendant public benefit, and the safety and purity of water, control and containment of sewage, safety of gas, electric, fuel and other utilities from breaking, leaking, short circuiting, grounding, igniting, electrocuting or any other dangers due to flooding.

#### Water Resource Protection District

The purpose of the Water Resource Protection District is to prevent contamination of and preservation of the quantity and quality of ground and surface water which provides existing or potential water supply for the Town’s residents, institutions, and businesses. The Water Resource Protection District covers over half of the Town and includes all the wellheads. Within this district, single-family residential, recreational, and farming are permitted while prohibited uses include any activities dealing with hazardous waste, landfills, and other high density or high impervious surface uses. Special permit uses include new subdivisions of more than 5 lots, in addition to increases in septic capacity of more than 2,000 gallons of wastewater a day. Special permits are administered by the Planning

#### Marshfield Overlay Zoning Districts

Zoning District	Class	Short Name
Overlay Districts		
Inland Wetlands Zoning District	Overlay	
Coastal Wetlands Zoning District	Overlay	
Water Resource Protection District	Overlay	WRPD
Planned Mixed-Use Development District	Overlay	PMUD
Stormwater Management Overlay District	Overlay	
Floodplain Zone	Overlay	
Brant Rock Village Overlay District	Overlay	BRVO

Source: Town of Marshfield Zoning Bylaw

Board which undertakes a Performance and Design Standards process for reviewing development applications for permitted and special permit uses. Special permit uses undergo additional review for nitrogen loading and emergency response plans for industrial and commercial uses.

### **Planned Mixed-Use Development District**

Marshfield's PMUD district was adopted in January 2003 at Town Meeting to encourage mixed use development in the vicinity of the Industrial District on Route 139. The district allows a variety of uses including community facilities such as libraries, churches, and parks but most uses are allowed by special permit only including industrial, restaurants, retail, hospitals, manufacturing, trade and distribution, and hotels. Only limited residential development is allowed in the form of age restricted adult developments (or senior communities). To enhance the village feeling of the district, it does not allow gas stations, banks or drive-in restaurants. The PMUD was modified to expand in size (210 Acres) and to streamline the permitting process. Residential is allowed above commercial for up to 6 units per acre by special permit.

### **Stormwater Management Overlay District**

The purpose of the Stormwater Management Overlay District is to protect, maintain and enhance the public health, safety, environment, and general welfare by establishing minimum requirements and procedures to control the adverse effects of increased post-development stormwater runoff and nonpoint source pollution associated with new development and redevelopment. The district regulates new construction, the removal of natural vegetation and the excavation of land to minimize erosion, flooding, and water pollution. New development, including new buildings and substantial alterations of sites in these areas, are required to

meet performance standards which include reducing building area, impervious surfaces, and disturbance of vegetation depending on the size of the lot.

### **Floodplain Zone**

The Floodplain Overlay Zone seeks to protect human life and health and minimize danger to emergency response officials in the event of flooding; minimize expenditure of public money for flood control projects and emergency response and clean up; reduce damage to public and private property and utilities resulting from flooding water and debris. Areas of Special Flood Hazard designated as Zone A, AE, AH, AO, or VE by the Federal Emergency Management Agency (FEMA) in the Town fall within the Floodplain Overlay Zone. About 40% of the Town's land area is within a flood zone.

### **Brant Rock Village Overlay District**

The purpose of the Brant Rock Village Overlay District is to protect and enhance the public health, safety, environment and general welfare by establishing minimum requirements for new development and redevelopment of existing properties and uses located in the BRVO District. Specifically, the purpose is to reduce the impacts from actual and projected coastal flooding and to promote certain types of mixed-use buildings. Residential is allowed above commercial for up to 13 units per acre by special permit. Note measuring residential density as a ratio of units per acre is a regular unit of measure even though properties may be smaller than one acre.

### **Other Zoning Considerations**

The Planning Board acts as the special permit granting authority (SPGA) for the Water Resource Protection District, Age Restricted Adult Villages, Planned Mixed Use Developments, Open Space

## Residential Developments and Inclusionary Zoning for Affordable Housing developments.

The Zoning Board of Appeals has the authority to grant variances and administer site plan reviews in Marshfield. Site plan approval is required for new dwellings, significant site alterations, excavation that results in changes in topography, removal of five or more mature trees, and increases in impervious surfaces that have the potential to result in flooding that may impact adjacent properties.

Marshfield zoning requires a traffic impact study for projects within B-1, B-2, or I-1 zoning districts or for developments that are anticipated to have average peak hour trip generation in excess of 80 vehicle trip ends or an average weekday generation in excess of 800 vehicle trip ends. A trip end is a vehicle entering or leaving a property.

Inclusionary Zoning was passed by Town Meeting in 2007 including in-lieu of fee or provision of off-site units. The purpose is to promote the development of housing that is affordable to low- and moderate-

income households, meet the requirements of the Local Initiative Program, and qualify for inclusion on the Subsidized Housing Inventory (SHI). The bylaw applies to the R-1 and R-2 Districts. As of 2019, no units have been developed under the bylaw.

The Zoning Bylaw also includes a residential accessory apartment provision to allow the creation of any accessory apartment within an existing owner-occupied, single-family residence by special permit. The purpose is to enable homeowners to remain in their homes and neighborhoods, promote more efficient use of the existing housing stock, promote affordable rental housing and homeownership, and protect and maintain the character of the surrounding neighborhood.

The Age-Restricted Adult Village Zoning Bylaw was revised and approved by Town Meeting in April 2008. It is intended for age-restricted development on parcels of at least six acres in size through a special permit meeting the minimum requirements of performance standards. It has been used to develop 143 units (16 of which are affordable).



*Brant Rock Esplanade within the Brant Rock Village Overlay District. (Source: MAPC, 2022)*



## 4 Development Opportunity

The historical development patterns of Marshfield have concentrated nonresidential activity in a few distinct areas of the Town. These areas are reflected by the zoning map and include major roadway connections, Downtown, and coastal mixed-use centers.

### Recent Permits and Development Pipeline

The total reported building permits in Marshfield in the 12-month period of 2021 was 38. These permits were reported as single-family unit permits. In the 12-month period of 2020, 36 single-family unit permits were reported. In the 12-month period of 2019, 38 single-family unit permits were reported. In the 12-month period of 2018, 37 single-family unit permits were reported. This reported data is incomplete and does not reflect a 248 unit multi-family 40B development completed in 2020. It also does not include a 270 unit multi-family 40B development approved in 2022.

## 5 Development Constraints

### Developable Land

The Town's most recent Housing Production Plan (2019) states that regulations to protect the environment (e.g., wildlife, wetlands, and aquifers) significantly constrain new building activity by reducing the amount of buildable land and increasing the time and costs of new development. Marshfield has also enacted a Water Resource Protection Bylaw to protect the Town's drinking water supply. The bylaw contains an environmental performance standard of a maximum level of nitrogen of five parts per million which is more restrictive than the existing State requirement of ten parts per million of nitrogen for wastewater systems.

According to previous build-out analyses and the previous Master Plan there is potential for additional commercial, industrial, and residential space in Marshfield. These opportunities may also include additions to existing structures or redevelopment of previously developed properties with more dense development that maximizes the build-out allowed under current zoning. Most of these opportunities occur within the B-1, B-2, B-3, and I-1 zoning districts.

### Publicly Owned Land

Previous documents and current discussions have not identified publicly owned land that the Town could use to encourage development or dispose of for a specific type of development.

### Town Infrastructure

Water and wastewater infrastructure have been identified as a constraint for residential growth opportunities. Town water is available in most areas, but the sewer district is only a small portion of the Town. Most of the Town relies on septic systems that will continue to constrain development. Residents have also voiced concerns over the capacity of roads, Police and Fire protection, and other Town services to accommodate new development and the implications of increased costs associated with extending these services.

### Flood Insurance Rate Maps (FIRMs)

In 2016 updated Flood Insurance Rate Maps were adopted by the Federal Emergency Management Agency (FEMA). Since this adoption, the Town of Marshfield has been working with consultants and FEMA to revise the flood maps with better data and information. The flood maps were revised and new flood maps became effective in 2020. Coastal flooding is also a constraint for future development.

## 5 Community Input

### Community Workshops

Four Community Workshops were primary features of this economic development planning process to help develop the goals and strategies of Marshfield's Economic Development Plan. Community members were engaged in each of these sessions and provided invaluable feedback which shaped and refined the recommendations of this plan.

The first Community Workshop was hosted as a hybrid meeting by the Town on August 17th, 2022 at the Ventress Library and via Zoom. The agenda included an introduction to the study, an overview of the Town's demographic and economic data, discussion of the economic development opportunities and constraints, economic development vision, and initial economic development goals.

The second Community Workshop was hosted as a hybrid meeting by the Town on December 7th, 2022 at the Council on Aging and via Zoom. The agenda included a summary of progress and feedback received, discussion of initial draft economic development goals, and discussion of potential strategies to support each goal.

The Town hosted two geographically focused Community Meetings in addition to the two overall economic development Community Workshops. The first was focused on the Brant Rock, Town Pier, Green Harbor, and Blackman's Point areas. It was an in-person meeting hosted at the Council on Aging on January 18th, 2023. The second was focused on the Downtown and Enterprise Drive and Commerce Way areas. It was an in-person meeting hosted at the Council on Aging on February 15th, 2023.

### Community Surveys

Two online community surveys were offered in order to expand the reach of engagement and the amount of feedback received. Both surveys were available immediately following the two overall economic development Community Workshops. The online surveys repeated the community engagement and feedback questions that were discussed in the Community Workshops.

The Community Surveys were both open for over a month and were effective in expanding the number of residents who provided input for this plan. The first Community Workshop and survey combined to gather feedback from about 430 participants. The second Community Workshop and survey combined to gather feedback from about 300 participants. The final two Community Meetings attracted about 80 participants across the two meetings.

### Planning Board Meetings

The Planning Board was the lead for this economic development planning effort for the Town. The Planning Board hosted MAPC on three occasions throughout the planning process to receive updates and provide feedback. The Planning Board presentations occurred near the beginning, middle, and end of the process.

### Stakeholder Interviews

In addition to community meetings and surveys, individual stakeholders were interviewed to better understand specific perspectives on economic

development in Marshfield. The stakeholder interviews included small business and property owners in Downtown, Brant Rock, and the Enterprise Drive areas, members of the Chamber of Commerce, members of the Brant Rock Village Association, and members of the Town staff. These notes were compiled with other forms of feedback and used to inform the initial and refined recommendations of this Economic Development Plan.

## Community Feedback

As part of the first Community Workshop and survey, participants provided insights into what residents view as the strengths, weaknesses, opportunities, and limitations of the Town of Marshfield.

The following **strengths** were repeated by many respondents as the top ten responses: Beaches, good schools, community and community feel, great location, ocean views and the ocean, restaurants, safety, trails, natural resources and natural beauty, and open spaces.

The following **weaknesses** were repeated by many respondents as the top ten responses: Town government and leadership, traffic, lack of walking and sidewalks, over-development, lack of diversity, Brant Rock, Downtown, flood risks, road conditions, and taxes.

The following **opportunities** were repeated by many respondents as the top ten responses: Revitalize Brant Rock Village, beaches and waterfront, sidewalks, revitalize Downtown, business development and attraction, Enterprise Drive development, better use of commercial space, increased tourism, Senior Center, and restaurants.

The following **limitations** were repeated by many respondents as the top ten responses: Town government, traffic, none, coastal flooding and

climate change, funding, sidewalks, the Department of Public Works, lack of public transportation, wetlands and conservation, and creativity and big ideas.

Residents answered the question, “What is most important for the future economy in Marshfield?” and selected Business districts as the most important, followed by the Town’s beaches.

To the question, “What are the most important area(s) of focus?” Residents selected public investment in infrastructure and streetscape, followed by supporting small businesses.

To the question, “How close is Marshfield’s economy to your ideal vision?” Residents most frequently selected “close” with 50% of the responses. The next most frequent selection was “not close” with 34% of the responses. “Not close at all” received 10% of the responses and “very close” received 6% of the responses.

Resident responses placed an emphasis on improving the physical environment of the Town as an approach to economic development with a focus on improving walkability, improving infrastructure, improving places and buildings, and expanding efforts to manage or improve traffic and congestion. The recommendations reflect this emphasis and approach.

The initial recommendations were built on this type of feedback that was collected through the first Community Workshop, survey, and interviews. In addition many residents provided specific ideas that were compared across all responses for consistent themes and patterns that were integrated into the initial recommendations. At the second Community Workshop the initial recommendations were presented to gather additional feedback from residents and to assess whether the recommendations

were aligned with what the community would like to see. Recommendations were refined based on this feedback.

Residents were asked “How close is this initial set of goals for Marshfield’s economic development?” 66% of the respondents replied that the initial set of goals was either “very close” (29%) or “close” (37%) to what they would like to see.

Residents were asked “What is most important?” The top three responses were “Strengthen Brant Rock” (28%), “preserve coastal character” (21%), and “strengthen Downtown” (13%).

Residents were asked “What is missing?” The top ten responses included walkability, small shops and businesses, conservation and preservation of natural resources, continued support for the school system, beach nourishment and flooding, open space, Brant Rock, diversity, affordable housing, and water resources and protection. The initial recommendations were strengthened based on this feedback to address more of the concerns raised by the community.

Each initial draft goal and initial strategies were presented at the second Community Workshop to gather feedback. For each goal the community was asked how close is this initial set of strategies? Response choices included “very close”, “close”, “ok/neutral”, “not close”, and “really not close”. Additional questions included “What is most important?” And, “what could strengthen these goals?”

For the initial goal and strategies to strengthen Downtown, 65% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important strategies were investing in walkability and working with owners to

invest in vacant properties.

For the initial goal and strategies to strengthen Brant Rock, 60% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to maintain flood protection.

For the initial goal and strategies to strengthen the Enterprise Drive industrial park area, 52% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was considering long-term planning to receive coastal migration.

For the initial goal and strategies to enhance coastal and beach amenities, 66% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was implementing beach nourishment and maintenance.

For the initial goal and strategies to preserve the residential character, 58% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to plan for future water and wastewater infrastructure.

For the initial goal and strategies to strengthen governance practices, 53% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was expanding community engagement in decision-making processes.

For the initial goal and strategies to address infrastructure needs, 52% of the respondents thought



the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to plan for future coastal resilience.

For the initial goal and strategies to improve traffic and circulation, 58% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to explore opportunities for reducing congestion.

For the initial goal and strategies to enhance the maritime economy, 46% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to advocate for long-term marine infrastructure.

For the initial goal and strategies to enhance the sense of community, 52% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents

highlighted the most important draft strategy was to build community conversation around big issues such as future climate change solutions.

For the initial goal and strategies to enhance the event-related economy, 73% of the respondents thought the initial recommendations were “very close” or “close” to what they would like to see. Respondents highlighted the most important draft strategy was to cultivate a homegrown economy through local events and businesses.

Each of the initial goals and strategies was reconsidered based on the feedback provided. Some initial goals were combined and some strategies were reconsidered and new strategies were added based on the feedback from the community. All changes made were based on the specific suggestions and guidance received from the meeting and survey respondents. It is hoped that the goals and strategies as presented in this document would see an increase in the level of support from what was previously indicated.



*The Daniel Webster Estate and Heritage Center is a destination in Marshfield. (Source: <https://www.expedia.com>)*

## 6 Recommendations

### A. Goals, Strategies and Actions

#### Introduction

The following recommendations for economic development are presented in two parts. This first part (A) is a narrative describing the goals, strategies, and actions with language to help communicate the intent of the recommendations. The second part (B) is an implementation matrix that repeats and organizes the goals, strategies, and actions in a matrix and adds additional implementation suggestions.

This additional implementation information includes a suggestion of what party may be responsible for each strategy (Town department, organization, etc), when the strategy should be accomplished (near, mid, or long-term), and potential resources that may assist in the implementation (funding sources, websites, best practices, etc).

Together, the recommendations build on the economic strengths of Marshfield. They provide a comprehensive approach to guiding future decisions in the Town that will not only help to maintain the healthy economy and financial stability of the Town, but also enhance the quality of life for residents.

The ten Economic Development goals are not presented in a ranked order.

### Overview of Economic Development Goals

**Goal 1:** Continue to strengthen a vibrant and walkable mixed-use Downtown with thriving businesses, transformative redevelopment, and inviting public realm improvements.

**Goal 2:** Strengthen the resilience, sense of community, and attractiveness of the Brant Rock Esplanade.

**Goal 3:** Continue to encourage and guide private development of the industrial park and mixed-use development areas to evolve into an attractive center of activity that will reduce dependence on single family home tax revenues.

**Goal 4:** Preserve the Town's coastal character including beaches, natural environments, and coastal destinations and amenities.

**Goal 5:** Preserve and enhance the Town's residential character and support a welcoming and inviting community.

**Goal 6:** Maintain fiscal strength of the Town through effective governance, proactive planning, and transparent communication.

**Goal 7:** Sustain measured investment in the Town's infrastructure to meet the future needs of residents and businesses and to enhance environmental sustainability.

**Goal 8:** Continue to improve traffic and circulation to support safe and convenient travel and economic activity.

**Goal 9:** Continue to support maritime industries as a feature of the local economy and coastal community identity.

**Goal 10:** Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage.

## **Goal 1: Continue to strengthen a vibrant and walkable mixed-use Downtown with thriving businesses, transformative redevelopment, and inviting public realm improvements.**

Downtown is viewed by the community as a central feature and important business district in Marshfield. It is home to small businesses, services, shopping, restaurants, and public services that conveniently provide for many of the daily needs of residents. Community feedback also indicated that Downtown Marshfield has unmet potential with improvements needed to strengthen the number and variety of shops and restaurants, strengthen walkability, and strengthen the look and feel of the Downtown through redevelopment, streetscape investments, and wayfinding. Community feedback showed a strong preference to focus on private and public investments to improve the physical environment of the Downtown. This goal is focused on advancing the evolution of Downtown to more closely match the community's vision. The strategies listed below give more specific ideas to advance improvement of the Downtown to support economic development in Marshfield.

### **Strategies**

**Strategy 1A.** Target high impact public realm, beautification, and streetscape investments to improve accessibility, walkability, and bikeability in and around Downtown.

As of 2022, the Town of Marshfield has an approved Complete Streets Policy. Complete Streets are roadways that safely and comfortably accommodate all users, regardless of age, ability, or mode of transportation. A complete streets approach applies directly to this Downtown strategy. The Town can continue with a Complete Streets Prioritization Plan that focuses, in part, on the accessibility, walkability, and bikeability needs of Downtown. For example, continuing to strengthen the continuity of sidewalks and crosswalks on Snow Road, particularly at the intersection with Webster Street.

Additional streetscape amenities could also add to the attractiveness and beautification of the Downtown. These types of improvements may include additional street trees, planters and landscaping, benches, and pedestrian-scale lighting. A sense of arrival could also be strengthened with signage, wayfinding, or gateway features at the entry points into Downtown on Route 139 and Webster Street. One option for developing this type of gateway would be to include local artist(s) in the process for the design of the signage, wayfinding, or gateway features. One nearby example of such a wayfinding and signage program can be found in Scituate Harbor.

**Strategy 1B.** Explore potential zoning incentives and design guidance to encourage mixed-use redevelopment of Downtown properties.

With the Planning Board's leadership, the Town has adopted mixed-use zoning in Downtown to allow residential uses above retail and commercial ground floor uses. If private real estate investment is slow to respond to the new mixed-use opportunity allowed by zoning, the Town could explore and consider enacting additional incentives to encourage mixed-use development and redevelopment. Potential zoning incentives to consider could include reductions in required parking, additional allowed density, or increased building height. Each of these options could improve the financial feasibility of development or redevelopment and have a positive impact on the Downtown.



The Planning Department in partnership with others, such as the Chamber of Commerce, could work with Downtown property owners to explore and encourage mixed-use redevelopment. Properties that currently have large surface parking lots may present an opportunity for an increased density of uses, for example these could include the Star Market shopping plaza property, or the Road to Responsibility property. Increasing the intensity of use and density of properties Downtown is a critical economic development strategy to reinforce compact development patterns and strengthen the vitality Downtown. This added density of uses creates a great opportunity to add different housing types to the Town that could include smaller multifamily buildings or townhouses that add more residents within walking distance of Downtown shops and restaurants.

**Strategy 1C.** Strengthen Downtown as a destination by attracting a critical mass of local restaurants, shops, and uses that add vitality to Downtown including arts and culture.

Another zoning modification to explore in Downtown could be focused on expanding allowed uses which could activate ground floor commercial and retail spaces. One specific example, would be to explore a change to allow breweries in the Downtown as a permitted use. Micro-brewery/processing is currently allowed in the B-1 zoning district by Special Permit and permitted in the I-1 zoning district. A brewery is currently located on Enterprise Drive in the I-1 zoning district. In interviews of Downtown small businesses, strengthening a critical mass of Downtown restaurants and destinations was a key theme and the relocation or development of a brewery Downtown would help to strengthen the cluster of eating and drinking establishments there. The retail gap analysis shows a strong demand for additional food service uses in the Town. The Town or partners could also study the ease and accessibility of opening a new small business in Marshfield. For example, what resources are available? Would additional resources be helpful? How could the network of existing businesses help support local entrepreneurship?



*Continue to build a critical mass of attractive Downtown destinations. (Source: MAPC, Downtown Marshfield, 2022)*



Outdoor and sidewalk activity are key features that add vitality to the Downtown. Outdoor seating and sidewalk activity guidelines could be developed to promote this type of activity in such a way that does not impact other aspects of a functional public realm in the Downtown. This proactive approach with positive examples of what is expected can encourage outdoor dining with shared use of sidewalk areas or other suitable locations and appropriate outdoor display and shopping arrangements. Arts and culture activity is another area of uses that could contribute to district vitality in outdoor spaces, vacant properties, or vacant storefronts. The Marshfield Cultural Council could be engaged as a partner in this strategy to encourage annual applicants to consider arts experiences that could be located Downtown.

**Strategy 1D.** Target and recruit specific businesses that would fill a community need and add vitality to Downtown; in particular, coordinate with property owners with vacancies.

The retail gap analysis presented earlier in this Economic Development Plan provides guidance on the types of businesses that could be successfully targeted for Downtown. In addition, a Business District Economic Development Committee could be created to help coordinate and encourage business recruitment and other business district implementation activities. The Committee could provide assistance in all business districts, or could have a focus on the Downtown only. The group could identify common solutions to support small businesses in contributing to Downtown as a strengthened destination. The Committee could collaborate and coordinate efforts with the Marshfield Chamber of Commerce, Marshfield Planning Department, local small businesses, and other partners to expand capacity and strengthen implementation. It should be noted that a similar Economic Development Committee did exist in the past in Marshfield and it may be difficult to attract volunteer members for a similar committee.

**Strategy 1E.** Create Downtown design guidance and a business improvement funding assistance program to increase the frequency and impact of improvements.

In addition to guidance focused on outdoor dining and display, more general design guidance focused on building and site design would benefit the sense of place, continuity, and attractiveness of Downtown. The specific design guidance could be developed by the Planning Board and Planning Department to build on the positive patterns of the Downtown. Specific design guidance may include items such as:

- The placement of building on a site to frame the frontage and define the street edge, locating parking to the side or rear of the structure.
- Providing a transparent and active ground floor with storefront windows oriented to the street and inviting interior activity visible from the sidewalk. The ground floor will also include portions of the building that are not transparent, but the windows and entries should be highlighted as the primary features of the facade.
- Expanding the public realm with a continuation of sidewalk surfaces to building entries, strategically located exterior plazas, enhanced landscape and street trees, pedestrian scale lighting and outdoor amenities such as benches.
- Providing attractive pedestrian access between the front and rear of a building when site layout and configuration call for this connection.
- Integrating landscape islands and shade trees into the design of parking lots.
- Defining the desired types and scale of signs and storefront treatments including awnings or other ground level features.

A Town fund that provides a sustained and modest matching funding source could be a useful complement to the design guidance. The funding assistance could be provided through a no interest revolving loan or a matching grant program established by the Town. The scale of the funding could range from \$10,000 to \$25,000 and be awarded through a competitive application process to target facade improvement investments with the most potential impact and benefit to the Downtown.

## **Goal 2: Strengthen the resilience, sense of community, and attractiveness of the Brant Rock Esplanade.**

The Brant Rock Esplanade is viewed by the community as a central feature and important business district in Marshfield. It is home to restaurants and a local market that attract residents and visitors alike. Community feedback also indicated that the Brant Rock Esplanade has unmet potential with improvements needed to strengthen coastal resilience of the district, strengthen walkability, reduce vacant properties, and strengthen the look and feel of the district through redevelopment. This goal is focused on advancing the evolution of Brant Rock to more closely match the community's vision for this district's potential. The strategies listed below give more specific ideas to advance improvement of the Brant Rock Esplanade to support economic development.

### **Strategies**

**Strategy 2A.** Convene regular conversations with residents and the Town leadership to build consensus around future redevelopment, priority investments, long term sustainability, sea level rise planning, and other shared issues.

The need for continued conversation is present in the other strategies for the Brant Rock Esplanade and was clear in the community conversations for this Economic Development Plan. Convening regular conversations will help to build understanding and consensus around a common vision that would clarify and strengthen next steps for implementation. This shared understanding should be developed around a number of topics including articulating a more specific set of guidelines for future development to more clearly communicate the vision and expectations of the residents and business community in Brant Rock. It should also include a prioritization of the activities and investments to best align with the preferences of the community. The long term sustainability plan for the district is also a topic of interest and would connect directly to the determination of preferences and priorities. Once this type of community conversation and consensus building has been modeled, it can be used for other shared issues and topics of concern which the community may face together in the future.

**Strategy 2B.** Monitor and maintain flood protection and drainage infrastructure in the Brant Rock Esplanade area to continue to reduce and prevent nuisance flooding.

The sustainability and resilience of the Brant Rock district relative to coastal flooding is a foundational issue for economic development in the business district. The Town of Marshfield has been systemically and incrementally investing in seawall repairs and fortification along the coastline from south to north. Recent seawall investments in Brant Rock have reduced waves over-topping the walls and flooding around the

Brant Rock Esplanade. The potential mitigation of storm-related flooding have not yet been observed. Continued monitoring and maintenance activities are required to continue to reduce the frequency of flooding in the district. Continue to explore complementary drainage and flood prevention solutions and develop a prioritized investment plan with preliminary estimated costs for components of the plan.

Individual property owners should continue to adapt buildings to elevate habitable areas above flood elevation to prevent flood damage. The Local Rapid Recovery Program (LRRP) Plan suggests piloting a Resilient Business Program that would develop a set of resources for resilient private building retrofits and funding sources for operating with storm events and incorporating Green Stormwater infrastructure solutions. Over the long-term the frequency and intensity of flooding in the district is likely to increase and should be monitored relative to sea-level rise. The Town should continue efforts to plan for coastal resilience building on the Municipal Vulnerability Preparedness Program and Hazard Mitigation Plans that have been completed. Coastal infrastructure features such as nourished beaches, and the Brant Rock and Ocean Beach groins should be considered as part of the flood protection systems. A long-term resilience and sustainability plan for the Brant Rock should be initiated with the community to plan for adaptation, migration, or other mitigation strategies to meet the increasing challenges of coastal flooding.



*Historic vitality in Brant Rock could inform future investment. (Source: pbase.com, Brant Rock Esplanade)*



**Strategy 2C.** Explore potential zoning incentives and design guidance to encourage mixed-use redevelopment of vacant Brant Rock Esplanade properties.

The vacant properties in Brant Rock present a unique opportunity to reinvigorate the district and add to the critical mass of activity needed to support the district as a destination and center of economic activity in the Town. The Town passed zoning to allow mixed-use development with upper level residential uses and increased the allowed building height to allow for elevating the ground floor above flood elevation in the Brant Rock business district. Private investment may be slow to respond to this new development opportunity due to the complexities and financial premiums associated with development in this flood-prone area. In order to further attract and encourage development, additional zoning incentives could be contemplated including reducing the required parking, allowing additional density, or increasing allowed building height. In some ways the historic photos of the density and character of development in Brant Rock could be used as an inspiration for future redevelopment investments. The attractiveness of these historic images points to the potential of a more vibrant and active Brant Rock Esplanade. If the community agrees that these historic examples are a relevant inspiration, a set of Brant Rock Esplanade design guidelines could be derived from the form, massing, and architectural style of these previous Brant Rock structures.

**Strategy 2D.** Target high impact public realm, beautification, and streetscape investments to improve the walkability, bikeability, and attractiveness of the Brant Rock Esplanade.

The Brant Rock Local Rapid Recovery Program (LRRP) Plan provides details for this type of strategy in its recommendations for pedestrian safety improvements, including a Brant Rock parking plan, new multimodal connections and mobility plan, and a Brant Rock Wayfinding Program. The types of pedestrian safety improvements highlighted include installing improved crosswalks, ADA-compliant curb ramps, crossing islands, and curb extensions to make walking safer. The types of pedestrian and bicycle safety improvements highlighted include installing sidewalks to remote parking, nearby beach access, and along the eastern side of the Brant Rock Esplanade. In addition to these targeted improvements to strengthen safety and convenience for walking and biking, the general beauty and attractiveness of the district can be improved with modest investments in the landscape that is part of the public realm and on private properties. The types of streetscape investments that can add continuity and attractiveness to the district include street trees, benches, pedestrian-scale lighting, small plazas, and wayfinding signage.

**Strategy 2E.** Support the success of local restaurants and other uses that contribute to vitality in the Brant Rock Esplanade.

The success of outdoor dining has been one of the pandemic-related adaptations which seems to have a lasting impact on attractive characteristics of business districts. Patrons are more interested in outdoor dining, particularly in a coastal business district such as Brant Rock. The Town should continue to support outdoor dining in the business district by increasing flexibility in the use of sidewalk, street, or parking space to support seasonal outdoor dining uses. Passing local ordinances to allow outdoor dining will be necessary when the Statewide emergency pandemic regulations expire. For example, the use of parking spaces for outdoor dining may reduce the number of provided parking spaces below the number required by zoning. Policies to promote flexibility in these requirements should be explored to encourage outdoor dining. The outdoor dining contributes to the vitality and attractiveness of the district and increases the capacity of the restaurants in the season when they are likely to be busiest. Policies and guidelines should be developed with the restaurant owners to determine what would be most effective.



Similar to the suggestion for the Downtown business district, a Business District Economic Development Committee could be created to help support the success of local restaurants and businesses. The Committee could provide assistance in all business districts. The group could identify common solutions to support small businesses in contributing to the Brant Rock Esplanade as a strengthened destination. The Committee could collaborate and coordinate efforts with the Marshfield Chamber of Commerce, Marshfield Planning Department, local small businesses, and other partners to expand capacity and strengthen implementation. It should be noted that a similar Economic Development Committee did exist in the past in Marshfield and it may be difficult to attract volunteer members for a similar committee.

**Strategy 2F.** Create Brant Rock Esplanade design guidance and an improvement funding assistance program to increase investments to enhance the area.

Improve a coordinated district-wide sense of place through high quality signage, facade improvements, storefronts, lighting, and landscaping. Continuity in these features can be strengthened through the development of design guidelines for the Brant Rock Esplanade business district. Design guidelines for a district complement the zoning ordinance and provide additional guidance for owners and developers to follow when making improvements. The likelihood that these improvements will be made will be increased when combined with an improvement funding assistance program. This type of program is also suggested for the Downtown business district and would be based on relatively modest loans or grants that incentivize building improvements in the district. A Town fund that provides a sustained and modest matching funding source could be a useful complement to the design guidance. The LRRP Plan suggested a facade improvement program with Federal grants to work with local artists and businesses to revitalize storefront awnings, windows, and signage. Alternatively, the funding assistance could be provided through a no interest revolving loan or a matching grant program established by the Town. The scale of the funding could range from \$10,000 to \$25,000 per project and would be awarded through a competitive application process to target facade improvement investments with the most potential impact and benefit to the Brant Rock Esplanade.

**Goal 3:** Continue to encourage and guide private development of the industrial park and mixed-use development areas to evolve into an attractive center of activity that will reduce dependence on single family home tax revenues.

The Enterprise Drive area is one of the largest development opportunity areas that remain in the Town of Marshfield. This area will be of critical importance to the growth and potential diversification of future tax revenue for the Town. This area of the Town of Marshfield is also the largest non-residential district that will not be impacted by long-term sea level rise and coastal flooding concerns. An overall vision for the district should be developed so that each individual property can begin to more deliberately contribute to a cohesive future for this part of Marshfield. Overall, this area should be evolving toward a walkable variety of uses connected through compact and low impact development.

## Strategies

**Strategy 3A.** Guide private economic development activity in the Enterprise Park mixed use and industrial area to encourage compact and compatible uses that preserve natural buffers to surrounding residential uses and support walkability.

Economic development activity in the Enterprise Park area should reduce impacts on traffic, water supply and quality, and surrounding uses. The water resource protection district impacts some properties in the Enterprise Drive area. Private wastewater treatments plants have been used successfully to enable higher density compact development on Commerce Way. Community preferences indicate that any required infrastructure investments for future development here should rely on private development investments. The Town should respond to private development interest and work with property owners to develop the remaining acreage in a manner that encourages compact and compatible uses that preserve natural buffers to surrounding residential uses and supports walkability. Maintain strong relationships with property and business owners to collaborate on future land use and development synergies in this area.

**Strategy 3B.** Continue to balance protecting the Enterprise Drive Industrial Park from other land pressures and exploring the Town’s potential compliance with Section 3A “MBTA Communities.”

Industrial land continues to see encroachment and conversion to other uses across the Greater Boston Region. This is no different than the redevelopment pressures and patterns that have been seen in the Enterprise Drive Industrial Park area. Marshfield originally had 418 acres zoned industrial. 31 acres of that area were removed for the Route 3 right-of-way and 121 acres have been used for non-industrial purposes. The loss of industrial zoned land makes what remains even more important for future uses. At the same time as this decline in land, the vacancy rates of industrial space have also decreased and rental rates for industrial space have increased. This is the only area in Marshfield that allows these types of uses. The existing light industrial uses should be supported and protected as much as possible to retain this diversity of uses, diversity of businesses, diversity of jobs, and diversity in the tax base for the Town.

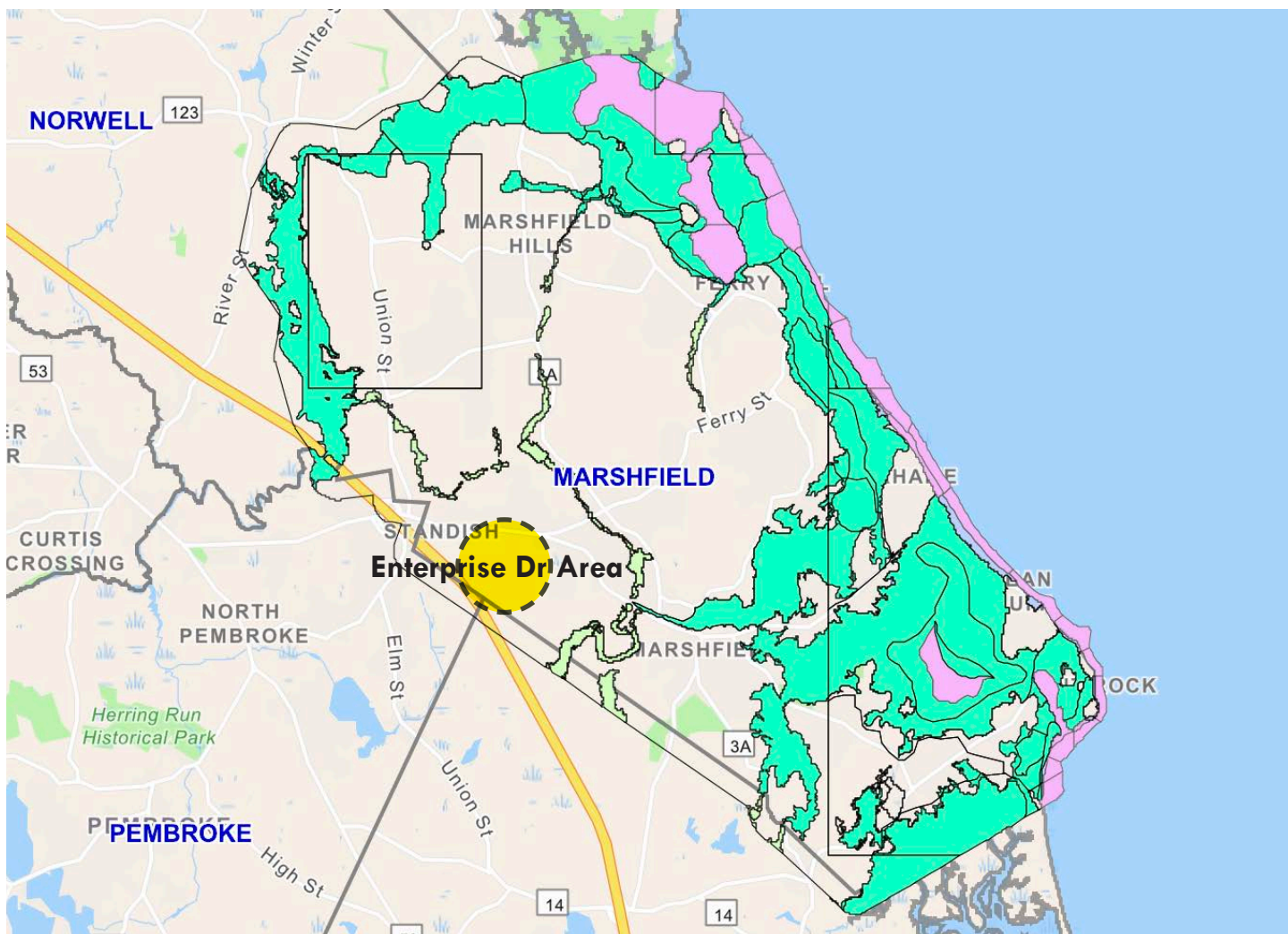


*Manufacturing investment on Enterprise Drive. (Source: MAPC, 2022)*

Interestingly, this area is also highlighted by a recent analysis of the Town for compliance with the Section 3A “MBTA Communities” Act requirements. If the Town were to decide to advance compliance in this area it would require most of this area to include allowing multifamily housing at 15 units per acre or more as of right. The Town will continue to explore the implications of Section 3A compliance on the Enterprise Park area or other areas in Marshfield.

**Strategy 3C.** Consider long-term planning to receive nonresidential, critical commercial and Town facilities due to coastal migration from other parts of the Town.

As mentioned, the non-residentially zoned areas at Enterprise Drive are located at an elevation above the projections for long-term sea level rise. This area of the Town should be considered as a long term and critical resource for future economic activity. As much as possible, uses should remain flexible in order for the Town to retain future opportunities and options for a changing coastal context and composition of economic activities. This is particularly important if other parts of the Town may experience migration of uses away from flood-prone areas. Industrial and commercial businesses are typically more flexible land uses over the long term, particularly when compared to residential uses.



*Flood potential may impact most other non-residential districts.*  
(Source: Marshfield Floodmap App, Current Flood Insurance Rate Map (FIRM), July 6, 2021)



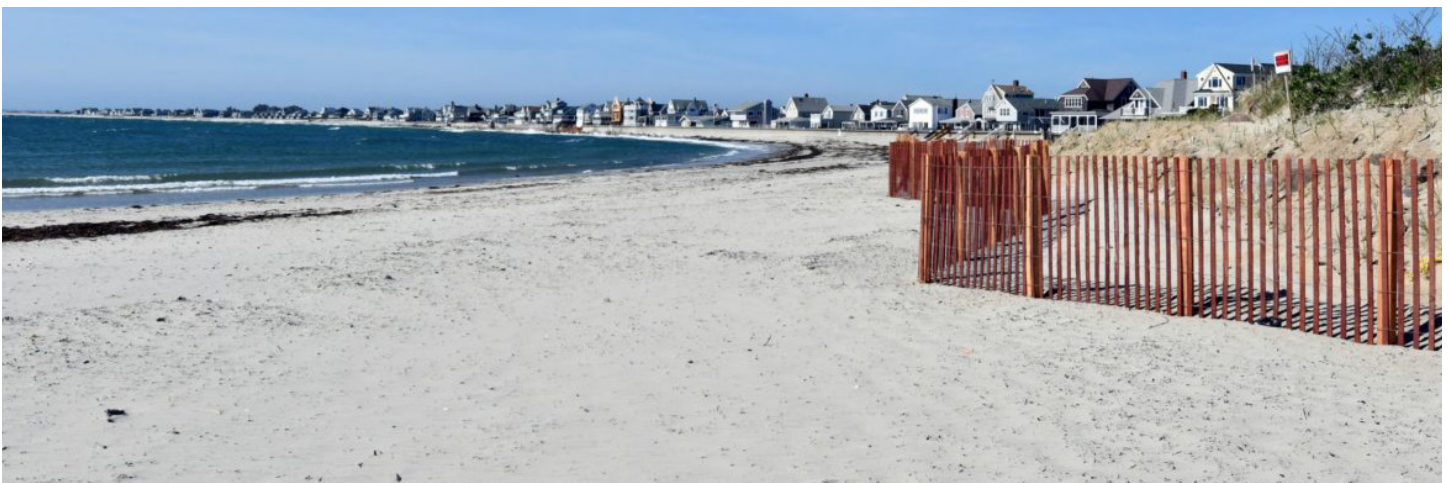
## Goal 4: Preserve the Town's coastal character including beaches, natural environments, and coastal destinations and amenities.

Residents identified the beaches, coastal character, ocean, natural assets, and amenities as among the greatest strengths and most important features of the Town. The primary actions around these assets are to preserve, conserve, and protect them. The coastal character and natural assets are also drivers of economic development for the Town. These assets are important for attracting future residents to the Town and are a central feature of their quality of life. Marshfield has more than 2,800 acres of conservation open space available to all for passive recreation use. The Town has some notable conservation attractions such as the Daniel Webster Wildlife Sanctuary and North River Wildlife Sanctuary. This goal and its strategies recognize the importance of the Town's identity as a coastal community and the critical importance of the beaches including Rexhame, Fieldston, Sunrise, Ocean Bluff, Brant Rock, Blackman's Point, Blue Fish Cove, and Green Harbor. The beaches are important to the Town's identity and as a local destination and tourist attraction. They are also an important natural resource and coastal flood protection feature. These coastal, natural, and conservation assets attract visitors to the Town and create an opportunity for complementary local spending that supports local businesses. Preservation, conservation, and economic development are linked among these assets. Investments in conservation, preservation, and restoration are necessary environmentally, but also yield tangible economic benefits.

### Strategies

**Strategy 4A.** Implement beach nourishment and continue regular maintenance and pursuit of future funding.

Beach nourishment will improve attractiveness of the beaches and add resilience to the natural coastal protection they provide while extending the life of adjacent seawall investments. The Town of Marshfield has been involved in an extensive permitting process for beach nourishment at the Rexhame Public Beach, Winslow Avenue Town Beach, and along Bay Avenue in Green Harbor. Permitting will be completed in the Spring of 2023. A similar permitting process will be undertaken for Fieldston and Sunrise beaches.



*Green Harbor Beach is part of Marshfield's coastal attraction and protection.*  
(Source: North and South Rivers Watershed Association, <https://nsrwa.org>)



Following permitting, the process will turn toward seeking funding for implementation of the beach nourishment. External funding opportunities may be available through programs such as the EEA Municipal Vulnerability Preparedness (MVP) Action Grant and the FEMA Building Resilient Infrastructure and Communities (BRIC) Grant. Applications for this funding program are submitted by states. Marshfield could be a subapplicant to the Commonwealth to advocate for a specific project. The process of beach nourishment and maintenance will continue into the future as beaches continue to shift and move with waves and ocean currents.

One aspect of beach nourishment to be explored in more detail is the impact of groins and jetties on the longevity of beach nourishment. Structures that may improve the longevity of beach nourishment efforts should be identified and assessed. Potential improvements that may be identified should be considered among coastal infrastructure needs and future investments.

**Strategy 4B.** Improve access and traffic management to local beaches to improve attractiveness and convenience.

Explore potential alternative access improvements for the most popular beaches. For example, identify remote parking locations that could be coupled with improved pedestrian or bicycle access. The remote parking areas could be considered in locations where local spending and patronage could be encouraged, such as near Downtown or the Brant Rock Esplanade. Continue to work with residents to maintain sufficient resident parking. Explore enhanced walking and biking connections from more remote parking areas, such as parking lots in Downtown to provide attractive and convenient access to beaches after visitors park remotely. For example, it is about 3 miles from the Ventress Memorial Library parking lot to the Rexhame Beach parking lot. A part of this approach is strengthening the likelihood that local spending will occur when visitors come to Marshfield. Bringing people from the beaches or other destinations to local restaurants, shops and businesses would be a benefit to Marshfield's business district, particularly if this can be accomplished without increasing local vehicle trips and congestion.

**Strategy 4C.** Promote local spending to attract visitors to beaches, natural amenities, or other destinations into local business districts.

Explore ways to attract visitors to Marshfield's natural amenities and increase complementary local spending. The natural attractions of the Town go beyond the beaches, with the habitats of the South and North River's including the English Salt Marsh Wildlife Management Area and the South River Marsh. These are attractive areas for canoing, kayaking, and bird watching. Mass Audubon's Daniel Webster Wildlife Sanctuary is another beautiful natural resource and destination. Connections between these attractions and local businesses could be strengthened and encourage local spending by the patrons visiting Marshfield for these attractions. Similar to how Levitate has defined part of its small business culture around a connection to the outdoors, beaches, and surfing, additional small businesses could connect to and cater to patrons visiting for bird watching, hiking, or kayaking.

## **Goal 5: Preserve and enhance the Town's residential character and support a welcoming and inviting community.**

Marshfield residents see the Town as a residential coastal community first. While the Town does have substantial non-residential activity as discussed in the previous goals, it is important to highlight that these features are not seen as the primary identity of the Town for residents. Residents want to preserve and enhance Marshfield as a great place to live. All economic development activity should enhance Marshfield as an attractive and convenient place to live and mitigate negative impacts that may be associated with non-residential uses.

### **Strategies**

**Strategy 5A.** Retain the focus of commercial development activity in the existing non-residential districts.

It is clear from the community conversations, that expansion of non-residential activity outside of the existing non-residential zoning districts is not desired. While the existing non-residential districts should not expand, other economic development assets and attractions in the Town currently do exist outside of these districts. These assets should be recognized with continued efforts to mitigate impacts on surrounding residential uses. These include assets such as the Marshfield Fairgrounds, Town beaches, Town Pier, conservation lands, natural recreation areas, and other open spaces. All of these assets may attract visitors and a variety of potential impacts including traffic and congestion.

Another aspect of the desire to avoid expansion of the existing non-residential districts is the encroachment of other uses on these districts. In order to retain future flexibility in the non-residential districts to expand the commercial tax base and provide goods and services to residents locally, the encroachment of other uses should be minimized. Where residential uses are introduced into these districts they should be placed on the upper levels of multi-story mixed-use buildings. The ground floor spaces should be designed for and occupied by non-residential uses.

**Strategy 5B.** Improve the appearance and reduce the impact of commercial districts and commercial properties with the surrounding residential areas.

In addition to the primary non-residential districts in Marshfield (Downtown, Brant Rock, Route 139, and the Enterprise Drive area), several smaller non-residential districts or properties are integrated with nearby residential uses in other parts of the Town. In these locations the non-residential properties should be designed to complement surrounding residential uses and reduce impacts to the walkability of the area. For example, non-residential properties should reduce the number and width of curb cuts and provide uninterrupted sidewalks and crosswalks to support pedestrian access. In some locations, the non-residential property can contribute to improving the streetscape of the area by adding street trees or landscaping. This type of streetscape improvement and screening could help to reduce the visual impact of maritime or automotive service uses. For example, in the Fieldston area, some of these approaches may help to integrate non-residential uses into the surrounding residential context. These types of improvements should be integrated with investments or future redevelopment of these non-residential properties.

**Strategy 5C.** Continue to address the production of affordable housing and diversity of housing offerings in a variety of locations in the Town.

The community and community feel of Marshfield are important to the residents of the Town as reported through the survey responses received in this process. A diverse offering of housing options allows more of the population to remain in the community as they enter different life stages (young professional, family, empty nester, etc.). The Town's population continues to grow and is exceeding the growth rate of the Commonwealth. Community feedback indicated that affordable housing was not addressed directly in the previous economic development goals and strategies. The Town has made efforts over the years to produce housing units, and specifically affordable housing for the residents of Marshfield. However, the threshold set by Chapter 40B of Massachusetts General Law of 10% of the housing stock comprised of affordable units continues to remain just out of reach for the Town. The Town should continue to explore all options for the production of affordable housing in a variety of housing types in a variety of locations throughout the Town. This includes exploring the housing solutions to Massachusetts General Law Chapter 3A "MBTA Communities" requirements.

## **Goal 6: Maintain fiscal strength of the Town through effective governance, proactive planning, and transparent communication.**

The Town Administrator and Select Board have continued to focus on providing strong Town services, a value-oriented tax rate, and maintaining the fiscal strength of Marshfield. The Town has continued to take a conservative approach to budgeting and expenses in order to build strengthen the Town's financial position. In 2019 the Select Board adopted a major update to fiscal policies to improve the Town's fiscal health, strengthen control of revenues and expenditures, and increase transparency and accountability. The Town maintains a five year Capital Improvement Program, a three year strategic budget plan, reserve balances, and a Town stabilization fund. Standard & Poor's bond rating for the Town has been AA+ for a number of years. The tax rate decreased for Fiscal Year 2024 to \$11.32 per thousand dollars of assessed value. Transparent communication around these activities could be improved based upon feedback from residents.

## **Strategies**

**Strategy 6A.** Explore governance practices to improve internal and external communication and collaboration related to decisions about future public or private investments and development projects.

The Marshfield community provided feedback through this process that communication and collaboration in Town government could be improved. Specifically, residents commented on improving communication between Boards, Committees, and Town staff with Town residents to improve collaboration and coordination. Residents also commented on improving the internal communication and collaboration among Boards, Committees, and Town staff. For example, some residents suggested that the Department of Public Works (DPW) may be better integrated with other Town departments and leadership if not reporting to the Board of Public Works (BOPW). In neighboring municipalities the DPW reports to the Town Administrator.

Continue to provide community members advance and transparent notice of activities and decisions contemplated by the Town. Particularly, provide as much information as possible pertaining to permitting and development project activities to both invite public engagement and understanding and to streamline and expedite processes. For example, permitting for Town maintenance of drainage in marsh areas could be streamlined by considering an approval similar to the order of conditions for ongoing maintenance of seawalls or ongoing maintenance for removal of red seaweed. Additionally, the community conversations organized by the Planning Department as part of this process helped to strengthen open communication around future development in non-residential zoning districts. A regular open meeting to discuss any issues or concerns with residents may be a helpful strategy to build on this success going forward. Explore procedures and protocols to strengthen communication and collaboration between Town departments, boards, committees, and commissions including convening joint meetings when topics require collaboration.

### **Strategy 6B.** Expand community engagement in decision-making processes.

Through this process, the community also reported a need to expand community engagement in local governance and decision-making processes. The overall feeling was that decisions are made and then brought to the community for approval. Residents expressed a desire to be part of the decision making process and to be involved and engaged earlier. This community desire points to a few strategies for Town communication and governance. The first would be to improve the transparency of information around processes or decisions that are currently being contemplated and offering a convenient way for



*Engage more residents in decision-making at Town Hall.* (Source: Town of Marshfield, <https://www.marshfield-ma.gov>)



residents to be involved, or provide feedback. The Town could also explore ways to support community driven decision processes. This may involve working with an appointed steering committee for issues that have a major impact or longer timeline, or surveying residents for initial input on an upcoming decision, process or project.

The Town of Marshfield is an open Town Meeting form of government. Another aspect of increasing community engagement in decision-making would be to promote Town meeting and its importance as a the best way to engage and be involved in local democracy. Increasing the percentage of residents who participate in Annual Town Meeting would have a number of benefits for the Town such as expanding the number of residents who may feel informed or engaged in local governance and expanding the potential pool of residents who may be interested in additional volunteer opportunities serving the Town on Committees, Boards, or Commissions.

### **Strategy 6C.** Strengthen implementation practices and pursuit of external funding.

Another aspect of the planning process that was highlighted by residents for improvement was the need to focus on implementation. Major aspects of implementation that often determine success are funding and capacity. With the Town's conservative approach to fiscal management, local funding for additional programs or projects may not be supported. The pursuit of external funding becomes an important aspect of implementation. The pursuit of grants and external funds can be a time consuming process and staff capacity can pose limitations. A grant writer can be an important solution to expand the capacity for this important work and the Town has had success with this model. A grant writer can collaborate with Town departments on a full-time or part-time basis to identify and pursue funding for plan implementation activities. Sometimes this position is shared among several municipalities who pool resources and receive proportional benefits from the shared staff members time.

### **Strategy 6D.** Build a community conversation around future solutions for climate change/ coastal flooding, storm recovery, water conservation and protection, and other important topics that may not get the same attention or discussion as more pressing near-term concerns.

It is more difficult to convene conversations around the long term challenges that will be facing the Town as compared to pressing short term needs. It is important to devote community conversation and planning for the future to the longer term needs. For example, more frequent and powerful coastal storms may be a part of Marshfield's future challenges. The Town's Multi-Hazard Mitigation Plan identified 13 repetitive loss areas of the Town. These areas should be the focus of community conversations about coastal resilience and long-term planning. Property owners and community members should be invited to consider long term options that may include private or public investments to protect or adapt properties to increasing risks and, in some circumstances, should also include exploring opportunities for migration or managed retreat. The long-term impacts of climate change may also bring fiscal concerns for the Town. A recent study by the Environmental Defense Fund, First Street Foundation, and Resources for the Future identified that municipalities may face a decline in property taxes where flood risk has not yet been properly accounted for in home values. Supplemental data from the report states that in Plymouth County an overvaluation of over \$660M may be present. (Source: Boston.com) One solution proposed to more appropriately account for flood risk in home valuation is to encourage sellers to disclose a property's flood risk or past flood damage. In Massachusetts, a seller is only required to disclose the existence of lead paint in the house and the presence of a septic system.

## **Goal 7: Sustain measured investment in the Town's infrastructure to meet the future needs of residents and businesses and to enhance environmental sustainability.**

In supporting the local economy, stewardship of the Town's legacy, and its future sustainability is critically important through continued and proactive investments in infrastructure and resilience. Consideration should be given to stewardship of all forms of Town infrastructure including water, wastewater, stormwater, flood protection, transportation, and other systems.

### **Strategies**

#### **Strategy 7A. Plan for future coastal resilience for infrastructure and land use with specific vulnerability assessment and potential solutions for each critical infrastructure component**

The Town has been closely involved with planning for future coastal resilience including recently completing a Multi-Hazard Mitigation Plan. Follow-up actions identified in the Town's Multi-Hazard Mitigation Plan and long-term Coastal Resilience Plan include improving a local flood warning system, developing a post-storm event coordination and reconstruction plan, and studying the reconstruction and enhancement of the Green Harbor dike, increasing its height, or replacing flood gates.

Additional analysis of critical infrastructure in flood-prone areas should be explored to consider potential flood protection solutions for critical infrastructure components. This may include flood barriers at pumping stations, flood barriers at the wastewater treatment facility, or auxiliary pumping stations that are located outside of the flood zone. Additional study could also evaluate potential climate change impacts to tourism and the municipal budget of the Town.

#### **Strategy 7B. Continue to invest in water and wastewater infrastructure needs and conservation measures to maintain a healthy coastal environment, adequate drinking water, and support for future growth.**

Generally, the Town has water capacity to support future growth. The number of wells that can draw from the aquifer sources are nearly maximized so the capacity is more finite over the long term. This points to the importance of land use patterns and redevelopment investment to make best use of the resources available. It also highlights the need to expand water conservation measures over time. The Town should continue to invest in water and wastewater distribution and systems to support a healthy coastal environment by renewing aging infrastructure with a focus on pipes, pumps, and drainage. The Town spent \$4 Million on funding for Department of Public Works sewer and water projects in 2022 including the maintenance of existing pipes, pump stations, and other projects to support aging infrastructure.

In addition to water infrastructure, the Town should consider future wastewater infrastructure solutions to address coastal environmental concerns in neighborhoods such as Sea View, Ferry Hill, and other locations that have a high density of in-ground septic systems on small residential lots. An extension of the municipal sewer system to these properties would improve coastal resilience and long-term environmental sustainability.

**Strategy 7C.** Prioritize roadway infrastructure improvements for enhanced walkability, safety, and streetscape character.

While driving will remain the primary means of transportation in the Town, it is important to continue to improve the walkability, safety, and streetscape character with a focus on the Town's business districts. It is important to the economic health of these districts that pedestrians would feel comfortable to walk between restaurants, shops, or other destinations within a district. Focus public and private investment on expanding pedestrian infrastructure including sidewalks and crosswalks, particularly in business districts and supporting connections between business districts and coastal amenities. Explore accessibility options for sidewalk infrastructure, such as filling gaps in the sidewalk network, reducing the width and frequency of curb cuts, and resolving changes in elevation with ADA-compliant curb ramps. The Town should continue with the process of a Complete Streets Prioritization Plan to identify high priority improvements and comply with MassDOT requirements to be eligible for Complete Streets funding.

**Strategy 7D.** Recognize transportation amenities as economic assets for long-term economic resilience.

The Town recognizes the economic importance of the local roadway network with a regular maintenance program. The numbered State routes are partially under the care of MassDOT and include Route 3A and Route 139. Route 139 is a critically important corridor through Marshfield that connects the Town's primary business districts and concentrations of employment to the beach and other towns west of Marshfield. Route 3A is a major state highway connecting Marshfield to neighboring coastal municipalities. It nearly bisects the Town running from north to south. These connectivity assets should be



*Walkability improvements in Downtown. (Source: MAPC, 2022)*

taken into consideration alongside economic development planning efforts and regular study of the traffic volume, congestion, and operations should be advocated for with MassDOT. While only a small portion of Route 3 falls within the Town boundaries, it is a critical regional highway and provides primary access to Boston, Plymouth and other points north and south.

In addition to the roadway infrastructure, the Marshfield Municipal Airport, George Harlow Field, is a publicly owned small general aviation airport. Located in Marshfield outside of Boston's Class B airspace, it serves as an intermodal economic asset for the Town and surrounding subregion. The Seaside Area Inter-Link (SAIL) route of the Greater Attleboro and Taunton Regional Transit (GATRA), traveling through Marshfield, Duxbury, and Kingston, connects Marshfield residents and workers to the MBTA commuter rail Kingston line. Additional public transit amenities may be considered to reduce traffic congestion and provide services to residents and workers without vehicle access. Some examples are the small business trolley pilot program with the Chamber of Commerce or the Marshfield Council on Aging shuttle bus. Continue to explore and advocate for transportation alternatives, both internally and externally run, that would assist workforce and economic development efforts.

## **Goal 8: Continue to improve traffic and circulation to support safe and convenient travel and economic activity.**

Safe and convenient travel is critical for economic development. The primary form of travel for the residents of Marshfield is travel by personal vehicle. This will continue into the future. While reducing congestion was heard as a community priority, it has been proven difficult to reduce congestion by expanding roadway infrastructure alone. The theory of induced demand states that building more roads and adding more travel lanes gives the appearance of speeding up traffic, but that it encourages more driving and ultimately results in the more congestion. The best ways to reduce congestion are to make it more convenient and attractive to do some things without a car and to create more compact and walkable places over time.

### **Strategies**

**Strategy 8A.** Develop a long-term plan for a network of multi-modal connections to business districts along Route 139.

Route 139 provides the primary connection across the Town and connects the primary business districts. A safe and convenient connection for biking and walking along Route 139 could help encourage residents and visitors to make some local trips without a car. Currently, a sidewalk exists from the Pembroke town line through Downtown. As part of the Town's Complete Streets planning, expanding multimodal connections between commercial centers, particularly along Route 139, could be a solution to explore. Route 139 is most narrow from Webster Street to the Duxbury town line. The intention is to strengthen a base multi-modal network, not to add sidewalks and bike lanes to every street. Marshfield has been an attractive community for families with school-aged children. The Town demographics show the largest generation currently as Gen X followed by the younger Gen Z. Continuing to attract future generations to maintain this demographic equilibrium is needed to support economic stability in the Town and stability



in the school system. Destinations for family activities that are local and safe for walking and biking are a part of this attraction. Marshfield could continue to work with the Massachusetts Safe Routes to Schools Program to increase safe biking and walking among school students. Additionally, exploring alternative options for summertime beach access, such as seasonal bike rentals in an open storefront near parking, could help to reduce Route 139 traffic congestion.

### **Strategy 8B.** Explore opportunities for reducing traffic congestion.

Explore the long-term potential for an updated traffic study for Route 139, the main east-west arterial that connects nearly all economic development centers in Marshfield to Route 3. The previous corridor study was completed in 2005 with implementation that resulted in the Route 139 Traffic Mitigation Revolving Fund and a road widening of a one-mile segment of the road. A future study could explore the feasibility of a middle turn lane on Route 139. Additionally, alternative routes beyond Route 139 should be explored to help distribute travel demand. This includes improving connectivity of secondary and parallel street networks to reduce dead end streets and increase the number of alternative routes for vehicles to avoid Route 139. Downtown is a pinch point for creating secondary connecting roads. Enterprise Drive, Commerce Way, and Proprietors Drive serve this function to the west.

### **Strategy 8C.** Promote mode shift strategies to reduce the number of vehicles on local roads, including strengthening compact and walkable business districts.

Historically, more employees have left Marshfield for work than have commuted into the Town or stayed in the Town for work. The COVID-19 pandemic has changed these commuting and working patterns so that more working residents are remaining local for at least a portion of the work week. While not yet quantifiable with the reported data, commuter patterns have changed based on local anecdotal experience. Additional study of the shifting commuting and working patterns in the Town are warranted to better understand how the local transportation infrastructure and local economy and services can best respond to this shift in local working patterns. This shift presents a unique opportunity for continuing to improve traffic and congestion by reducing the number of vehicles on the road, particularly at peak weekday commuting times. This shift may indicate a stronger local market for convenient goods and services that may be within a short walk, bike ride, or drive from home. Residents who may have changed their commuting and work patterns should be encouraged to support local businesses during the work week to provide a boost to local spending and give additional support for the businesses and amenities that are desired by residents. Consider business district-level strategies and incentives to attract work-from-home business patrons, such as lunchtime discounts or district-wide frequent patron programs or rewards.

Actively promoting alternative modes of travel, including walking, biking, carpooling, or transit are the traditional approaches to encouraging mode-shift away from single occupancy car trips. The concept of a 15 or 20 minute village can also be applied to this approach to support economic activity with safe and convenient travel. Over time land use patterns should be guided to evolve toward a more compact, mixed-use and walkable village context that encourages local access by walking, biking, or a short car trip for quick errands. This approach depends on convenient access to nearby services and amenities. When available this can improve the quality of life for residents and reduce roadway congestion. For example, the Brant Rock Market serves the needs of nearby residents for a variety of local trips that would potentially occur between Brant Rock and another location further away on Route 139 if the market did not exist in this local business district.

## **Goal 9: Continue to support maritime industries as a feature of the local economy and coastal community identity.**

The importance of Marshfield's coastal context, access to the ocean, and beaches have already been highlighted as a key feature of the Town. This context and access provides another source of economic activity through commercial fishing, marina, and recreational boating activity. The Town typically ranks among the top five in the Commonwealth each year for exports of Lobster and Bluefin Tuna. Marshfield's Green Harbor port is located just 14 nautical miles to Stellwagen Bank, a National Marine Sanctuary and prime fishing area. In 2018, 135 active permitted commercial harvesters landed 1.6 million pounds of catch with an ex-vessel value of \$4.8 million. The top-ranked species by dollar value included American Lobster, Bluefin Tuna, and Atlantic Mackerel. Marshfield's coastal activities enhance and diversify the Town's economy with a vital working Town Pier and active marinas that are supported by the Harbormaster Department.

### **Strategies**

**Strategy 9A.** Continue to advocate for long-term investments and maintenance for the harbor and associated infrastructure to support commercial and recreational maritime activity.

Develop an outreach program for commercial fishermen to list Green Harbor as their port to consolidate and more accurately reflect the commercial fishing activity attributed to the port. This consolidated reporting of activity would help to support future advocacy with the U.S. Army Corps of Engineers and future investments. Continuing to work with the Army Corps includes the efforts to advocate for and implement dredging for the whole harbor. This effort is likely to proceed in 2023 with Army Corps and Town activities. In order to extend the longevity of dredging, the Town should continue to work with the Army Corps to develop a plan to realign the Green Harbor jetties. If the configuration of the jetties were better aligned, deeper, and longer it would likely reduce the need for frequent dredging and better contribute to resilience against sea level rise.

**Strategy 9B.** Continue to invest in and promote shore side arrangements and public infrastructure as identified and planned for future needs to support and grow the commercial fishing industry, encourage private investment, and strengthen relationships with fishermen and lobstermen.

Advocate for conducting updated stock assessments to determine whether the shellfish population can support a larger commercial fishery. Continue to work with Massachusetts Lobstermen's Association to explore trends that have seen a decline in the amount of ground fishing operations over the last 10 years in Marshfield. Advocate for sustainable management of fisheries resources and close monitoring of policies such as time of year restrictions. Work with the Massachusetts Division of Marine Fisheries as they work to update their current 2019-2023 Strategic Plan over the coming years. Explore additional Town Pier infrastructure needs such as offloading capacity including additional commercial booms and widening offloading access to strengthen port infrastructure and the attractiveness of Green Harbor for commercial fishing.

**Strategy 9C.** Leverage public infrastructure and shore side arrangements to expand public access to the harbor and make assets more broadly available to the non-fishing community.

An increase in the number of trailered commercial fishing vessels may contribute to limited parking or congestion at the Town Pier boat ramp and parking lot. The Town should gather data on use patterns, document any circulation issues, and study potential options for integrating trailer parking options for large trailers that would benefit Town Pier circulation and operations while mitigating impacts to surrounding neighbors and other users of the Town Pier. The Town should promote use of the Harbormaster facility as a unique asset and destination for residents and community events. The Harbormaster should continue outreach and education for boaters in Marshfield to reinforce safe use of the harbor and its amenities.

**Strategy 9D.** Explore ways to more directly connect the local fishing industry to local shops and restaurants to sell catch locally.

The presence and strength of the fishing industry is not as visible in Marshfield's broader economy and attractions as it could be. Residents mentioned the desire for a local fish market that would sell the local catch. The harbor events are beginning to highlight the harbor, such as the Marshfield Lobster Fest and Santa at the Pier which invite the broader community to enjoy the Town Pier area. These events should work each year to increase collaboration with local businesses and the local fishing community.



*Marshfield's Harbormaster Facility is a strong community asset. (Source: MAPC, 2022)*

## **Goal 10: Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage.**

Marshfield's local economy has the benefit of hosting several large annual events. Currently, it is unclear how directly connected local businesses are to the influx of visitors during these events. Additional efforts would be beneficial to strengthen the connection between local events and local spending that benefits Marshfield's small businesses. Currently, the flow of patrons for large events is run effectively by Marshfield Police to reduce impacts and safely get people in and out of Town. During the annual events, it would be beneficial to the local businesses to explore ways to allow or encourage some of the event patrons to circulate to the local business districts. For example, some of the event traffic could be directed to parking at a local business district for shuttling from that location and coupled with discounts at local businesses to more directly benefit the Marshfield economy and small businesses. In the first community survey, residents also expressed that Marshfield businesses should have more regional patronage and that small businesses are better positioned to thrive when reaching a broader community and customer base. A stronger connection to local events would help to do that.

### **Strategies**

#### **Strategy 10A. Cultivate a homegrown economy through Marshfield events.**

Cultivate a homegrown economy by promoting cultural, arts, and event tourism in alignment with the identity of the Town and local events and festivals. An example of a homegrown economy is the Levitate Surf Shop. This local brand and apparel shop has grown its presence locally for the past 20 years. As part of its expanding presence, the Levitate Music and Arts Festival is now a major attraction in the Town's annual events. The Marshfield Fair and North River Arts Festival are two more major events in the annual calendar and drivers for the local economy of Marshfield.

Each of these local events should be seen as a way to strengthen and reinforce the local economy by promoting cultural, arts, and event tourism in alignment with local businesses. The Town and its partners should promote the annual calendar of events in Marshfield to make connections across events to invite attendees to visit local shops and restaurants. For each major event, the Town and its partners should explore ways to make more direct connections with local businesses. This may occur through crossover promotions, bringing local small businesses into the events, or may also integrate with event logistics or operations. For example, consider shuttles that could run between business districts and event locations to encourage event-goer patronage of Marshfield businesses.

#### **Strategy 10B. Promote local businesses and destinations at annual festivals and events.**

The Town and its partners should work with annual festival and event organizers to promote local businesses and destinations. This may take the form of supporting local businesses with free or low-cost advertising space at events. This could consider the promotion and advertising at events in such a way that local businesses and other attractions build awareness for return visitors. It could also involve coordinating local business promotions, hours of operation, or other strategies to strengthen the connection between the event and local businesses. The Town and partners should incorporate events and business



promotions clearly into the Town website and digital communication channels with strong Town branding to convey the spirit of Marshfield and draw residents and visitors to commercial district activities.

**Strategy 10C.** Promote an itinerary of local small businesses in Marshfield and surrounding communities that could attract day visitors and local spending.

Another approach to attracting visitors to directly support a homegrown economy in Marshfield would be to design and promote day or weekend visit itineraries that may include homegrown businesses in neighboring Towns. For example, a connection may be drawn between the types of audiences who may visit a Marshfield beach, the Levitate shop, and restaurants in Downtown Marshfield. This type of suggested itinerary could attract targeted visitors from around the region to boost local spending. This type of promotion could be encouraged among small businesses, or be an effort in partnership with support from the Marshfield Chamber of Commerce or the South Shore Chamber of Commerce.



*Strengthen connections between events and local businesses.* (Source: [www.cleveland.com](http://www.cleveland.com); Levitate Music & Arts Festival, 2019)

## B. Implementation Matrix

### Introduction

The implementation matrix and suggested actions that follow consider how best to advance goals and strategies that have been discussed in the preceding narrative. It is appropriate to view the implementation matrix as a “living” document that will be one of the instruments of implementation. It is intended to provide a meaningful guide into the implementation of the goals and strategies. It may not include all of the actions which are acted upon and may also include too many actions in total to complete.

The implementation matrix includes each goal and strategy that has been defined and adds specific actions, “who” may be responsible or best positioned to act (either lead or support roles), “when” the suggested timeframe, and “resources” that may be available to support implementation.

### Implementation Roles

This Economic Development Plan will be included as part of an update to Marshfield’s Master Plan. One of the most effective models for implementation of a Master Plan is through the formation of a Master Plan Implementation Committee. While many others will be involved in the implementation, no existing staff, board, or committee could fully take responsibility for advancing all Master Plan actions.

Other towns have used the model of a Master Plan Implementation Committee that is typically formed by the Planning Board and Select Board or sometimes at a vote in Town Meeting authorizing the Select Board and Planning Board to appoint the Committee. Some Implementation Committees report to the Planning Board and Select Board at least twice annually and to Town Meeting at least annually. The reporting includes implementation steps accomplished within the past year, anticipated steps to be accomplished within the next two years, and resources, including Town Meeting appropriations or other actions, necessary to complete those steps. Other Master Plan Implementation Committees have a set term and exist for ten years and such term may be extended by vote of Town Meeting. Some Town’s have devoted a modest Town budget line item to supporting the Implementation Committee to fund additional studies or assistance from a consultant.

In addition to a potential Master Plan Implementation Committee, the recommendations have also discussed the potential of an Economic Development Committee. An Economic Development Committee could also be an effective approach to focus on implementation

and support of the Economic Development goals and strategies. Additional capacity is needed to better position the Town for implementation of these recommendations. It should also be noted that the Town has experienced difficulty in attracting residents to fill volunteer committee member positions and that both of these approaches would require attracting enough residents to serve on the committees which may be difficult.

The following list gives a full inventory of the parties suggested in the implementation matrix that may be involved in implementation of the suggested actions:

- ADA Committee
- Beach Supervisor, Marshfield Police
- Brant Rock Community Organizations
- Board of Health
- Business owners
- Capital Budget Committee
- Community organizations
- Conservation Commission
- Council on Aging
- Cultural Council
- Developers
- Event organizers
- Future Economic Development Committee
- Harbormaster
- Highways Operations Division
- Housing Authority
- Housing Partnership
- Information Technology Department
- Large employers
- Local media outlets
- Marshfield Chamber of Commerce
- Open Space Committee
- Planning Board
- Planning Department
- Public Works
- Property owners
- Recreation Department
- Select Board
- South Shore Chamber of Commerce
- Town Administrator's Office
- Town Meeting
- Wastewater Treatment
- Waterways Committee
- Zoning Board of Appeals
- Zoning Enforcement Officer

# Implementation Matrix

The Implementation Matrix below identifies each goal, strategy, and action, as well as (potential) responsible parties for each action, and the timing and resources that may be needed.

Goal/Strategy	Action	Who	When	Resources
<b>Goal 1: Continue to strengthen a vibrant and walkable mixed-use Downtown with thriving businesses, transformative redevelopment, and inviting public realm improvements.</b>				
1A. Target high impact public realm, beautification, and streetscape investments to improve accessibility, walkability, and bikeability in and around Downtown.	<b>FIRST STEP:</b> Implement the Complete Streets Priority Plan	Planning Dept, Public Works	Short Term	Staff time, MassDOT Complete Streets Funding
	Improve sidewalk and crosswalk continuity on Snow Road at the Webster intersection	Planning Dept, Public Works, Highway Operations Division	Short Term	Staff time, Town budget
	Explore additional opportunities for crosswalks on route 139, including pedestrian safety strategies such as button-triggered flashing lights	Planning Dept, Public Works, Highway Operations Division	Mid Term	Staff time, MassDOT
	Strengthen streetscape amenities including additional street trees, benches, pedestrian-scale lighting, and plazas or welcoming active spaces alongside these sidewalk and crosswalk improvements	Planning Dept, Public Works, Open Space Committee, Community Preservation Committee	Mid Term	Staff time, volunteers
	Improve sidewalk and crosswalk continuity on Snow Road at additional intersections	Planning Dept, Public Works, Highway Operations Division	Mid Term	Staff time, Town budget
	Strengthen wayfinding and sense of arrival with improved directional and welcoming signage at district gateways to increase clarity, arrival, and identity	Planning Dept, Public Works, Open Space Committee, Community Preservation Committee	Long Term	Grants, Mass Downtown Initiative (MDI), Mass Cultural Council
	Strengthen multimodal access to Downtown with a prioritized list of improvements to support safe walking and biking and a multi-modal connection parallel to Route 139	Planning Dept, Public Works, Recreation Dept, Highway Operations Division	Long Term	Staff time, MassDOT Complete Streets Funding
1B. Explore potential zoning incentives and design guidance to encourage mixed-use redevelopment of Downtown properties.	<b>FIRST STEP:</b> Consider incentives for private developers to act on mixed-use zoning in downtown, such as reductions in required parking or additional allowed density or height	Planning Dept, Planning Board, ZBA, Capital Budget Committee	Short Term	Staff time
	Explore a grant or loan supported façade or building improvement program	Planning Dept, TA Office, Town Meeting	Mid Term	Town budget, ARPA funds



Goal/Strategy	Action	Who	When	Resources
1B. Explore potential zoning incentives and design guidance to encourage mixed-use redevelopment of Downtown properties.	Work with property owners to explore redevelopment of downtown properties with large surface parking areas including Road to Responsibility or the shopping plaza at Star Market	Planning Dept	Mid Term	Staff time
	Identify zoning modifications to allow and increase residential density and diversity of housing types in the areas immediately around or within downtown	Planning Dept, Planning Board, Town Meeting	Mid Term	Staff time
	Explore modifications to allowed uses to attract or relocate desirable uses, such as a brewery (currently allowed by Special Permit), to the Downtown	Planning Dept, Planning Board, ZBA	Long Term	Staff time
1C. Strengthen Downtown as a destination by attracting a critical mass of local restaurants, shops and uses that add vitality to Downtown including arts and culture.	<b>FIRST STEP:</b> Continue to support outdoor dining with shared use of sidewalk areas or other suitable locations for patios and outdoor eating areas	Planning Dept, ZBA, Chamber of Commerce, future Economic Development Committee	Short Term	Staff time, grants
	Create a Business District Economic Development Committee with representatives from each of the business districts, including Downtown, and the Chamber of Commerce to find common solutions that could be applied in each district	TA Office, Chamber of Commerce, Business Owners	Mid Term	Volunteers
1D. Target and recruit specific businesses that would fill a community need and add vitality to Downtown; in particular, coordinate with property owners with vacancies.	<b>FIRST STEP:</b> Support long term investment by establishing grant or loan programs associated with façade or building improvement	Planning Dept, future Economic Development Committee members	Mid Term	Town budget, ARPA funds
	Support a culture of local spending through targeted marketing	Chamber of Commerce	Mid Term	Volunteers
	Attract new businesses in alignment with the retail gap analysis, with preference given to local ownership	Property owners, Chamber of Commerce, future Economic Development Committee members	Mid Term	Volunteers
1E. Create Downtown design guidance and a business improvement funding assistance program to increase the frequency and impact of improvements.	<b>FIRST STEP:</b> Initiate a façade improvement program that could be structured with an application process to provide façade improvement low interest loans or grants for improvements that comply with a set of guidelines	Planning Dept, future Economic Development Committee members, Business Owners	Mid Term	Town budget, ARPA funds
	Define a set of design standards and guidelines for the Downtown that could be expanded to other districts to unify the districts with consistent public and private investments	Planning Dept, future Economic Development Committee members	Long Term	Staff time, Mass Downtown Initiative (MDI)

Goal/Strategy	Action	Who	When	Resources
<b>Goal 2: Strengthen the resilience, sense of community, and attractiveness of the Brant Rock Esplanade.</b>				
2A. Convene regular conversations with residents and Town leadership to build consensus around future redevelopment, priority investments, long term sustainability, sea level rise planning, and other shared issues.	<b>FIRST STEP:</b> Continue to plan for coastal resilience building on the Town's MVP Plan to develop a coastal sustainability and resilience plan for residents and businesses that will be impacted by sea level rise.	TA Office, Brant Rock Community Organizations	Long Term	Staff time, volunteers, MAPC Accelerating Climate Resilience Grant, CZM Planning Grant
2B. Monitor and maintain flood protection and drainage infrastructure in the Brant Rock Esplanade area to continue to reduce and prevent nuisance flooding.	<b>FIRST STEP:</b> Continue monitoring and maintenance activities to reduce the frequency of flooding	Public Works	Short Term	Staff time
	Consider additional infrastructure investments and stability relative to sea-level rise and district sustainability; introduce community conversations such as adaptation or migration in alignment with the predicted trajectory of the coastline	Public Works, Brant Rock Community Orgs	Long Term	Staff time, volunteers
2C. Explore potential zoning incentives and design guidance to encourage mixed-use redevelopment of vacant Brant Rock Esplanade properties.	<b>FIRST STEP:</b> Consider incentives for private developers to act on mixed-use zoning in Brant Rock and to accommodate complex redevelopment needs such as flood mitigation. Potential incentives could include reductions in required parking or additional allowed density or building height.	Planning Dept, Developers	Mid Term	Staff time
	<b>FIRST STEP:</b> Invest in improvements to the sidewalk network to better connected and maintain it, including fixing large sidewalk gaps on major streets	Planning Dept, Public Works, Highway Operations Division	Short Term	Staff time
	Invest in improvements to crosswalks to increase safety and accessibility, such as building in standard markings, width, warning signs, and ADA-compliant curb ramps	Planning Dept, Public Works, ADA Committee	Short Term	Staff time, Town budget
	Implement Complete Streets Priority Planning recommendations in Brant Rock Esplanade	Planning Dept	Short Term	Staff time, MassDOT Complete Streets Funding
	Invest in streetscape amenities to add sidewalk trees, benches, pedestrian-scale lighting, and plazas or welcoming active spaces	Planning Dept, Public Works, Open Space Committee, Community Preservation Committee	Mid Term	Staff time

Goal/Strategy	Action	Who	When	Resources
2D. Target high impact public realm, beautification, and streetscape to improve the walkability, bikeability, and attractiveness of the Brant Rock Esplanade.	Strengthen wayfinding and sense of arrival with improved directional and welcoming signage at district gateways to increase clarity, arrival, and identity	Planning Dept, Public Works, Open Space Committee, Community Preservation Committee	Long Term	Grants, Mass Downtown Initiative (MDI)
2E. Support the success of local restaurants and other uses that contribute to vitality in the Brant Rock Esplanade.	<b>FIRST STEP:</b> Support outdoor dining by increasing flexibility of the use of sidewalk space or required parking spaces on a seasonal basis	Planning Dept, Business Owners, Brant Rock Community Orgs	Short Term	Staff time
	Improve outdoor amenities for patrons with places to sit, connected awnings, and fill gaps in the street wall	Planning Dept, Business Owners, Brant Rock Community Orgs, ADA Committ.	Mid Term	
	Create a Business District Economic Development Committee with representatives from each of the business districts and the Chamber of Commerce to find common solutions that could be applied in each district	TA Office, Chamber of Commerce, Business Owners	Mid Term	Volunteers
	Coordinate district-wide public space to include continuity of signage, facades, awnings, and lighting, based on the design guidelines	Planning Dept, Public Works, Open Space Committee, Community Preservation Committee, Business Owners	Long Term	Staff time
2F. Create Brant Rock Esplanade design guidance and an improvement funding assistance program to increase investments to enhance the area.	<b>FIRST STEP:</b> Explore initiating a façade improvement program that could be structured with an application process to provide storefront and façade improvement low interest loans or grants for improvements that comply with a set of guidelines	Planning Dept, future Economic Development Committee members, Business Owners	Mid Term	Town budget, ARPA funds
	Define a set of design standards and guidelines for Brant Rock that could be expanded to other districts to unify the districts with consistent public and private investments	Planning Dept, future Economic Development Committee members, Brant Rock Community Orgs	Mid Term	Grants, Mass Downtown Initiative (MDI)
<b>Goal 3: Continue to encourage and guide private development of the industrial park and mixed-use development areas to evolve into an attractive center of activity that will reduce dependence on single family home tax revenues.</b>				
3A. Guide private economic development activity in the Enterprise Park mixed use and industrial area to encourage compact and compatible uses that preserve natural buffers to surrounding residential uses and support walkability.	<b>FIRST STEP:</b> Maintain strong relationships between the Town and business and property owners; the Town should respond to private development interest and work with property owners and the neighboring community to support efficient land use, the tax base, and local community amenity/shopping needs. All of this should be seen as a way to strengthen walkability and increase the convenience of walking to nearby services and amenities.	TA Office, Business Owners, Property Owners	Mid Term	Staff time

Goal/Strategy	Action	Who	When	Resources
3A. Continued	Maintain industrial zoning of the district in order to protect uses that are vital to a diverse economy and jobs	Planning Dept, Planning Board	Long Term	Staff time
3B. Continue to balance protecting the Enterprise Drive Industrial Park from other land pressures and exploring the Town's potential compliance with Section 3A "MBTA Communities" focusing on the area on the north side of Route 139 from School Street east to the High School.	<b>FIRST STEP:</b> Continue to discuss the Planning Department's 3A analysis and determine which approach may have the most support from the community.	TA Office, Select Board, Planning Board, Planning Department	Short Term	Staff time
3C. Consider long-term planning to receive nonresidential, critical commercial and Town facilities due to coastal migration from other parts of the Town.	<b>FIRST STEP:</b> Attract a range of industrial businesses, including small businesses, for economic diversity and supporting the tax base including light manufacturing firms, repair shops, artist spaces, food production, breweries, and other types of industrial uses	Future Economic Development Committee members, Property Owners	Mid Term	Staff time
	Maintain flexible zoning for the district to retain a land resource for future coastal migration	Planning Dept	Long Term	Staff time

**Goal 4: Preserve the Town's coastal character including beaches, natural environments, and coastal destinations and amenities.**

4A. Implement beach nourishment and continue regular maintenance and pursuit of future funding.	<b>FIRST STEP:</b> Continue regular maintenance of beaches, marinas, and the Town Pier to implement the Marshfield Beach Management Plan	Public Works, Beach Supervisor, Conservation Commission	Short Term	CZM Grants
	Seek funding for beach nourishment at Rexhame Public Beach, Winslow Avenue Town Beach, and Bay Avenue in Green Harbor	Beach Supervisor	Short Term	Staff time, CZM Grants
	Identify and pursue local and state funding opportunities for environmental preservation and coastal resilience, such as the MAPC Accelerating Climate Resiliency Grant, EEA Municipal Vulnerability Preparedness (MVP) Action Grant, EEA Planning Assistant Grant, and the FEMA Building Resilient Infrastructure and Communities (BRIC) Grant	Beach Supervisor	Mid Term	Staff time, grants (see suggestions to the left)



Goal/Strategy	Action	Who	When	Resources
4B. Improve access and traffic management to local beaches to improve attractiveness and convenience.	<b>FIRST STEP:</b> Explore potential remote parking locations that could be coupled with convenient shuttle or pedestrian/bike access, particularly if these locations could support spin-off visits and patronage in Downtown, Brant Rock, or other business districts	Public Works, Recreation Dept, future Economic Development Committee members	Mid Term	Staff time
	Explore enhanced multimodal transportation between the beach and business districts; expand walking and biking infrastructure to support safety and beach accessibility for youth and people without personal vehicles, patronage at local businesses, and decreased traffic congestion	Recreation Dept, ADA Committee	Long Term	Staff time, grants
4C. Promote local spending to attract visitors to beaches, natural amenities, or other destinations into local business districts.	<b>FIRST STEP:</b> Leverage beach popularity for local business patronage, particularly in Brant Rock; consider local business advertising or business popup opportunities at the beach or at beach parking areas during the summer season to attract beachgoers to Marshfield business districts	Beach Supervisor, Marshfield Chamber of Commerce, Business Owners	Mid Term	Volunteers
<b>Goal 5: Preserve and enhance the Town's residential character and support a welcoming and inviting community.</b>				
5A. Retain the focus of commercial development activity in the existing non-residential districts.	<b>FIRST STEP:</b> In responding to future property owner or development requests, keep this strategy in mind and do not expand commercial district or uses beyond the existing non-residential districts.	Planning Dept, Planning Board	Long Term	Staff time
5B. Improve the appearance and reduce the impact of commercial districts and commercial properties with the surrounding residential areas.	<b>FIRST STEP:</b> Encourage non-residential property owners to reduce large curb cuts and provide uninterrupted sidewalks and crosswalks. Require changes when new investments or redevelopment occur.	Zoning Enforcement Officer, Planning Dept, Planning Board, Zoning Board of Appeals	Mid Term	Staff time
	Improve streetscape with additional street trees and landscaping to help reduce the visual impact of maritime or automotive service uses, particularly in Fieldston or other non-residential properties within a surrounding residential neighborhood.	Zoning Enforcement Officer, Property owners	Mid Term	Town budget, private funds

Goal/Strategy	Action	Who	When	Resources
5B. Improve the appearance and reduce the impact of commercial districts and commercial properties with the surrounding residential areas.	Collect feedback from residents as to the locations and properties where these types of improvements would be desirable and help to reduce non-residential impacts.	Planning Dept	Mid Term	Staff time
5C. Continue to address the production of affordable housing and diversity of housing offerings in a variety of locations in the Town.	<b>FIRST STEP:</b> Consider updates to inclusionary affordable housing zoning bylaws to promote their use; for example, the Town has had success with density bonuses associated with affordable housing through certain special permits.	Planning Dept, Housing Partnership, Housing Authority	Short Term	Staff time
	Encourage denser housing with a variety of housing types in locations where walkability can be enhanced. For example, in or adjacent to a business district to strengthen patronage at local businesses and provide services and amenities within walking distance.	Planning Dept, Housing Partnership	Long Term	Staff time
	Explore housing affordability for those who work in Marshfield to attract a more diverse population and make access to jobs and employment opportunities of Marshfield easier, while potentially reducing commuter traffic in and out of Town	Housing Partnership, Housing Authority	Long Term	Staff time
<b>Goal 6: Maintain fiscal strength of the Town through effective governance, proactive planning, and transparent communication.</b>				
6A. Explore governance practices to improve internal and external communication and collaboration related to decisions about future public or private investments and development projects.	<b>FIRST STEP:</b> Explore procedures and protocols to strengthen communication and collaboration between Town departments, boards, committees, and commissions, such as holding regular joint meetings and creating a repository of shared materials.	TA Office, Select Board	Short Term	Staff time
	Explore improvements to communication and coordination with Town Departments, Boards, Commissions, and Committees. For example, coordinate streamlined permitting for maintenance of drainage in marsh areas, such as the order of conditions for ongoing maintenance of seawalls or ongoing maintenance permit for removal of red seaweed.	Public Works, Conservation Commission, and other Departments, Boards, Commissions, and Committees	Mid Term	Staff time, MA Municipal Association resources

Goal/Strategy	Action	Who	When	Resources
6A. Explore governance practices to improve internal and external communication and collaboration related to decisions about future public or private investments and development projects.	Expand external communications from the Town to the community through social media or other outreach methods to meet people where they are and where they are getting information. Invite engagement in development review processes and other decision-making underway in the Town.	IT Dept, TA Office	Short Term	Staff time, MA Municipal Association resources
6B. Expand community engagement in decision-making processes.	<b>FIRST STEP:</b> Explore ways to improve participation in Town Meeting. For example, provide a suggestion box (both physically at Town Hall and online) to gather anonymous input from residents as to why they do or don't participate, then address the issues identified.	TA Office		Staff time, MA Municipal Association resources
	Explore ways to increase broader community access to information. For example, place meeting minutes on to Board, Commission, and Committee pages as soon as possible. Provide information in formats that are searchable so that residents may quickly and easily find information about a topic of interest.	TA Office, IT Dept		Staff time
	Explore ways to support community-driven decision processes, work with the community members at the outset of exploring an issue and identifying solutions, collaborate and engage with community members to prioritize and select solutions. This approach should apply to all actions in the economic development plan and other Town plans.	TA Office, IT Dept		Staff time
6C. Strengthen implementation practices and pursuit of external funding.	Continue the use of a part-time grant-writer position to support Department heads and Town leadership in pursuing external funding. Another model that could be explored is a shared grant writer position that serves more than one municipality.	TA Office, Town Meeting	Short Term	Town budget

Goal/Strategy	Action	Who	When	Resources
6D. Build a community conversation around future solutions for climate change/coastal flooding, storm recovery, water conservation and protection, and other important topics that may not get the same attention or discussion as more pressing near-term concerns.	<b>FIRST STEP:</b> Develop a community wide survey to determine the most needed community conversations with the type of options suggested in the strategy.	TA Office, Planning Dept, IT Dept	Short Term	Staff time
	Develop a series of community meetings in order to discuss the most needed community conversations as determined by the survey. These meetings could be held once a quarter, or twice per year, could focus on one or two topics per meeting, and could include closing with next steps to consider in the topic of conversation.	TA Office with other Department Heads	Mid Term	Staff time; <a href="https://metrocommon.mapc.org/reports/17">https://metrocommon.mapc.org/reports/17</a>

**Goal 7: Sustain measured investment in the Town's infrastructure to meet the future needs of residents and businesses and to enhance environmental sustainability.**

7A. Plan for future coastal resilience for infrastructure and land use with specific vulnerability assessment and potential solutions for each critical infrastructure component.	<b>FIRST STEP:</b> Proactively maintain all forms of Town infrastructure including water, wastewater, storm water, flood protection, transportation, and other systems for future resilience	Public Works	Short Term	MassWorks Grants
	Consider potential flood protection solutions for critical infrastructure such as flood barrier walls at pumping stations and the Wastewater Treatment Facility, or explore auxiliary pumping stations outside of the flood zone	Public Works	Mid Term	MassWorks Grants
	Follow up on Multi-Hazard Mitigation Plan and Coastal Resilience Plan actions including improving a local flood warning system, developing a post-storm event coordination and reconstruction plan, and studying the reconstruction and enhancement of the dike	Public Works, Planning Department	Mid Term	Staff time
	Monitor investments in seawall improvements including increasing the height and replacing tide gates; consider the potential of raising the Brant Rock Esplanade and improving drainage of the district	Public Works	Mid Term	Staff time



Goal/Strategy	Action	Who	When	Resources
7A. Plan for future coastal resilience for infrastructure and land use with specific vulnerability assessment and potential solutions for each critical infrastructure component.	Facilitate community conversations about coastal resilience and long term planning of the 13 repetitive loss areas identified in the Multi-Hazard Mitigation Plan, including public and/or private investment in adapting or protecting properties from risk, and potential migration or managed retreat over time	TA Office, Property Owners	Long Term	MAPC Accelerating Climate Resilience Grant, CZM Grants
7B. Continue to invest in water and wastewater infrastructure needs and conservation measures to maintain a healthy coastal environment, adequate drinking water, and support for future growth.	<b>FIRST STEP:</b> Continue to invest in sustainable water and wastewater distribution and systems to support a healthy future coastal environment; renew aging infrastructure with a particular focus on pipes, pumps, and drainage	Public Works, Board of Health, Conservation Commission, Wastewater Treatment	Short Term	Town budget
7C. Prioritize roadway infrastructure improvements for enhanced walkability, safety, and streetscape character.	<b>FIRST STEP:</b> Encourage public and private investment to expand pedestrian infrastructure including sidewalks and crosswalks, particularly in business districts and connections from business districts to coastal amenities	Public Works, Property Owners, Highways Operations Division	Short Term	Staff time, MassTrails Grants
	Explore accessibility options for sidewalk infrastructure such as sidewalk continuity, reduction of curb cuts, and ADA-compliant curb ramps	ADA Committee, Public Works, Highways Operations Division	Short Term	Staff time, volunteers, Town budget
7D. Recognize transportation amenities as economic assets for long-term economic resilience.	<b>FIRST STEP:</b> Continue to explore and advocate for transportation alternatives, both internally and externally run, that would assist workforce and economic development across Marshfield	TA Office, future Economic Development Committee members, Property Owners	Mid Term	Staff time, volunteers
	Consider additional public transit amenities to reduce drivers on roads and provide services to residents and workers without vehicle access, such as the small business trolley pilot program with the Chamber of Commerce or the Marshfield Council on Aging shuttle bus	TA Office, future Economic Development Committee members, ADA Committee, Marshfield Council on Aging, Chamber of Commerce	Mid Term	Staff time, volunteers, State Budget Pilot funding
<b>Goal 8: Continue to improve traffic and circulation to support safe and convenient travel and economic activity</b>				
8A. Develop a long-term plan for a network of multi-modal connections to business districts along Route 139.	<b>FIRST STEP:</b> Expand multimodal, safe, and convenient connections between commercial centers and the surrounding residential areas as part of and building from Complete Streets Priority Plan efforts	Public Works, Recreation Dept, Planning Dept	Short Term	Staff time, MassTrails Grants, Safe Routes to Schools

Goal/Strategy	Action	Who	When	Resources
8A. Develop a long-term plan for a network of multi-modal connections to business districts along Route 139.	Expand walking and biking infrastructure from commercial districts to the beach, particularly along Route 139	Public Works, Recreation Dept	Mid Term	Staff time, MassTrails Grants
	Explore alternative options for summertime beach access to reduce Route 139 traffic congestion, such as seasonal bike rentals in an open storefront near parking	Public Works, Recreation Dept, Planning Dept	Mid Term	Staff time, MassTrails Grants
8B. Explore opportunities for reducing traffic congestion.	<b>FIRST STEP:</b> Define and improve alternative routes beyond 139 to distribute congestion; explore intersection improvements along Route 139 and alternative routes	Highway Operations Division, Public Works	Mid Term	Staff time
	Explore opportunity for a middle turn lane on Route 139	Highway Operations Division, Public Works	Mid Term	Staff time
	Explore a long-term plan for a connected network of bike paths between commercial districts and centers of employment	Recreation Dept, Public Works, Planning Dept	Long Term	Staff time, MassTrails Grants
	Explore the creation of a regional Transportation Management Association (TMA) with neighboring communities and private employers following a model such as the Neponset Valley Transportation Management Association	TA Office, Planning Dept, Chamber of Commerce, future Economic Development Committee members, Large Employers	Long Term	Staff time
8C. Promote mode shift strategies to reduce the number of vehicles on local roads, including strengthening compact and walkable business districts.	<b>FIRST STEP:</b> Actively promote alternative modes of transportation, including walking, biking, carpooling, GATRA, and other transit options	TA Office, Chamber of Commerce, Business Owners, Local Media Outlets	Short Term	Staff time, volunteers
	Promote the community as a work-from-home destination, and consider remote worker attraction strategies such as co-working spaces or coffee shops with free Wi-Fi, located in a vacant storefront, to bring at-home workers into commercial districts; pursue this action in alignment with pedestrian and bicycle infrastructure planning	Chamber of Commerce, future Economic Development Committee members, Planning Dept	Mid Term	Staff time, volunteers

Goal/Strategy	Action	Who	When	Resources
8C. Promote mode shift strategies to reduce the number of vehicles on local roads, including strengthening compact and walkable business districts.	Explore the opportunity for 15-minute-village assets to encourage walking to local neighborhood amenities, for example focus on adding residential uses to Downtown to make that more of a 15-minute village. Also, for example, Brant Rock Market serves the needs of nearby residents, and without it, residents may commute further for lunch and add to congestion	Planning Dept, Chamber of Commerce, Community Orgs	Mid Term	Staff time, volunteers
	Study the shifting commuting patterns and potential development opportunities brought about by the COVID-19 pandemic that support village-oriented and walkable resident and worker amenities	Planning Dept, Chamber of Commerce, future Economic Development Committee members	Long Term	Staff time
<b>Goal 9: Continue to support maritime industries as a feature of the local economy and coastal community identity.</b>				
9A. Continue to advocate for long-term investments and maintenance for the harbor and associated infrastructure to support commercial and recreational maritime activity.	<b>FIRST STEP:</b> Dredge the whole harbor; Town plans to proceed with the Army Corps of Engineers.	Harbormaster, Waterways Committee	Short Term	Army Corps
	Develop an outreach program for commercial fishermen to list Green Harbor as their port to consolidate and more accurately reflect the commercial fishing activity attributed to the port to support Army Corps of Engineers investments.	Waterways Committee, Harbormaster	Short Term	Volunteers
	Continue to work with the Army Corps to realign the jetties to make them deeper and longer, reducing the need for frequent dredging and making them more resilient to sea level rise	Harbormaster, Waterways Committee	Long Term	Staff time, Army Corps
9B. Continue to invest in and promote shore side arrangements and public infrastructure as identified and planned for future needs to support and grow the commercial fishing industry, encourage private investment, and strengthen relationships with fishermen and lobstermen.	<b>FIRST STEP:</b> Evaluate the potential for expanded commercial groundfishing by conducting a stock assessment to determine whether the shellfish population can support a larger commercial fishery.	Waterways Committee	Mid Term	Volunteers

Goal/Strategy	Action	Who	When	Resources
9C. Leverage public infrastructure and shore side arrangements to expand public access to the harbor and make assets more broadly available to the non-fishing community.	<b>FIRST STEP:</b> Explore Town Pier infrastructure needs such as offloading capacity, including additional commercial booms and widening offloading access.	Harbormaster	Long Term	Staff time
9D. Explore ways to more directly connect the local fishing industry to local shops and restaurants to sell catch locally.	<b>FIRST STEP:</b> Residents have expressed interest in a local fish market that would work with commercial fishermen to sell a portion of the local catch. Explore with restaurateurs, vendors, or other local businesses if interest exists to establish a local fish market.	Marshfield Chamber of Commerce, Business owners	Mid Term	Volunteers
<b>Goal 10: Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage.</b>				
10A. Cultivate a homegrown economy through Marshfield events.	<b>FIRST STEP:</b> Promote the annual calendar of events in Marshfield to make a connection across events and invite attendance at multiple annual festivals such as Levitate, Marshfield Fair, and North River Arts Festival	TA Office, Cultural Council, Chamber of Commerce	Short Term	Staff time, volunteers
	Consider shuttles between business districts and event locations to encourage event-goer patronage of Marshfield businesses	Event Organizers, Chamber of Commerce	Mid Term	Staff time
10B. Promote local businesses and destinations at annual festivals and events.	<b>FIRST STEP:</b> Support local businesses with free or low-cost advertising space at events; consider the promotion and advertising at events in such a way that local businesses and other attractions build awareness for return visitors	Chamber of Commerce, Event Organizers	Short Term	Staff time, volunteers
	Coordinate local business promotions, hours of operation, or other strategies to strengthen the connection between the event and local businesses	Chamber of Commerce, Event Organizers	Short Term	Staff time, volunteers
	Incorporate events and business promotions with the Chamber of Commerce website with strong Town branding to convey the spirit of Marshfield and draw residents and visitors to commercial district activities	Chamber of Commerce, Event Organizers	Mid Term	Staff time, volunteers



Goal/Strategy	Action	Who	When	Resources
10C. Promote an itinerary of local small businesses in Marshfield and surrounding communities that could attract day visitors and local spending.	<b>FIRST STEP:</b> Work with the Marshfield Chamber of Commerce and/or the South Shore Chamber of Commerce to identify local small businesses interested in being promoted in this way. Develop a few sample itineraries and promote them at local events, and through the media.	Chamber of Commerce, South Shore Chamber of Commerce	Long Term	Staff time

Town of Marshfield  
**Economic Development Plan**

August 2023