



Scituate Economic Development Study

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Prepared for:
Town of Scituate
Economic Development Commission
Scituate, Massachusetts

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I. Executive Summary

A. Introduction

The Town of Scituate, a community of 18,115 residents, provides an excellent quality of life with attractive and stable residential neighborhoods, numerous beaches and natural amenities, a unique and active harbor area, two commuter rail stations in village settings, and an engaged citizenry. It is also a community that relies heavily on its residential tax base to meet town needs - just 4.5 percent of town revenues are generated from commercial enterprises. Further, its location presents significant challenges to attracting new business activity and customers needed to increase its economic base. Half of town is bordered by the Atlantic Ocean and its Town Hall, at the approximate geographic center, is eight miles from major highways. However, this location also presents some unique opportunities.

The purpose of this Economic Development Study is to identify demographic and economic trends within Scituate and the region 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.

B. Existing Conditions

The first sections of the study look at various conditions as they currently exist within the community including previous planning, demographic and socioeconomic conditions, economic and business characteristics, housing and commercial development potential (See Appendix A: Market Analysis), existing land use and zoning, as well as economic development resources available to the community. Information within this section will be used to identify potential economic development opportunities within the community – retail, commercial and residential.

C. Public Outreach

The Public Open House meeting, which was held on Tuesday, May 20, 2014 attracted residents and business owners from all around Scituate. The purpose of the meeting was to engage the community and receive input for this study. At the meeting, participants engaged in several activities where they:

- stated what they felt were Scituate's greatest economic opportunities and constraints;
- prioritized preliminary economic goals and strategies;
- created visual preference collages for economic opportunity areas; and
- provided additional suggestions through an open-ended comment form.

The key takeaways from the evening were that there was widespread support for concentrating development in the existing village areas including higher density mixed use in both Greenbush and North Scituate; a desire to develop a comprehensive marketing strategy for Scituate; and to increase tourism, particularly around additional recreational options and programming (festivals, special events, etc). Additionally, a small group of participants advocated for more development along Route 3A.

D. Recommendations

Based on results from the market analysis and existing conditions review, along with input from the community, a set of recommended goals, strategies and actions were developed.

Recommended goals, strategies and actions focus on marketing Scituate's existing and potential future amenities to attract more visitors and business activity; concentrating development in the existing village areas of Greenbush, North Scituate, Scituate Harbor and Humarock; and growing industry sectors identified in the market study as holding the potential for growth – tourism (and culture), maritime industries, local retail, and housing. A summary of the goals and strategies is provided below. Additional actions for each strategy and an implementation matrix are included in Section VII of the study.

Goal 1: Improve marketing of Scituate locally and regionally to attract more visitors and investment.

Strategy 1.A: Develop a comprehensive marketing strategy for the Town of Scituate to attract new visitors, residents and businesses.

Strategy 1.B: Make Scituate the most business-friendly town in the South Shore to better attract desired investment.

Strategy 1.C: Improve wayfinding signage to better guide visitors to Scituate's existing village areas and many amenities.

Goal 2: Maximize benefits of Scituate's geographic location both as a coastal community and as a town with established villages and public transportation access to Boston to attract new economic investment.

Strategy 2.A: Continue to focus new development – commercial, multifamily residential, mixed use – in existing village centers where market opportunities are strongest to capture new investment.

Strategy 2.B: Ensure infrastructure can support desired development types.

Strategy 2.C: Advocate for improved public transit to and from Scituate.

Strategy 2.D: Create additional non-auto transportation options and amenities within Scituate.

Strategy 2.E: Study potential for additional development at Town-owned Widow's Walk Golf Course, including complementary commercial uses.

Strategy 2.F: Identify strategic parcels along Route 3A with potential for commercial development to increase commercial tax revenues.

Goal 3: A growing and thriving tourism industry with more amenities and programming year round.

Strategy 3.A: Provide additional programming in the harbor and other village areas to attract more visitors to Scituate throughout the year.

Strategy 3.B: Explore opportunities to open a new hotel with conference and function facilities to provide additional lodging options in Scituate to attract more tourism and small business conferences.

Strategy 3.C: Promote existing cultural, open space and recreation amenities and explore opportunities to create additional amenities to attract more visitors and their spending to Scituate businesses.

Strategy 3.D: Make Scituate a center for arts and culture.

Strategy 3.E: Advocate for weekend MBTA service to provide improved access to tourists.

Goal 4: Expand maritime industries, including tourism, research and education opportunities.

Strategy 4.A: Capitalize on Scituate's existing assets – NOAA, geographic location - and promote Scituate as a location for expanding maritime research and educational opportunities.

Goal 5: Further grow Scituate's health care cluster.

Strategy 5.A: Market Scituate within the South Shore as a center for health care on the South Shore.

Strategy 5.B: Identify locations for additional assisted care facilities within existing village areas or proximate to them.

Goal 6: Identify additional revenue sources to reduce Scituate's reliance on its residential tax base.

Strategy 6.A: Increase revenues derived from the recently adopted local option meals tax.

Strategy 6.B: Explore adopting a local option room occupancy excise tax on lodging rooms.

Strategy 6.C: Raise additional revenue through providing more beach parking passes to non-residents.

II. Planning Context

A. Previous Planning

Several planning activities completed over the last decade included elements relating to economic development in Scituate. At the outset of this project, these studies were identified and reviewed to provide the planning team with a background and understanding of current economic conditions as well as strategies that had already been proposed to increase Scituate's economic prosperity. Below is a summary of previous planning activities.

Town of Scituate Master Plan

The Economic Development element of the 2004 adopted Scituate Master Plan included numerous recommendations to enhance economic growth in Scituate. In addition to the goal of increasing opportunities for local, small-scale commercial development in mixed-use centers, the plan specifically recommended the following:

- 1) Developing and enhancing outdoor recreation and tourist attractions such as walking and biking facilities, golf facilities, and water based activities.
- 2) Encouraging revitalization and business growth in village centers through a community-wide marketing plan, funding for streetscape improvements, implementation of design guidelines, and adoption of regulatory changes that encourage redevelopment.
- 3) Prioritizing sewer service expansion to North Scituate, extending business/mixed-use zoning, and develop a gateway/visitor's center.
- 4) Completing planning and subsequently rezoning Greenbush to allow more intense sustainable development, and developing the area as a key gateway to recreational amenities.
- 5) Enhancing Scituate Harbor as a business and retail district – improving access and convenience, increasing bicycle and pedestrian facilities, and adding public sanitary facilities for harbor visitors.
- 6) Supporting in-home offices and low impact home-based business activity through modifying zoning codes.
- 7) Supporting a sustainable fishing industry by pursuing funding for infrastructure that supports commercial and sport fishing, and by protecting natural resources that support local fisheries and shellfish.

The Scituate Harbor Village Center Design Charrette

Completed by the Cecil Group in 2002, a charrette (an interactive meeting) process was undertaken with the goal to enhance the visual character and economic vitality within the harbor area. Among the many issues identified by the final report in the harbor village were lack of consistent design, limited access and views of the harbor, traffic and parking issues, particularly during peak summer months, and lack of adequate pedestrian and bicycle facilities.

Recommendations from the process focused on creating a more cohesive character for the harbor through design guidelines and branding based on its working harbor identity; improving gateways and wayfinding to the village; developing a promenade along the waterfront with destinations; encouraging mixed-use development; improving the streetscape along Front Street and in alleyways to the water; and improving traffic, circulation and parking in the village. Many of these recommendations have been implemented since

2002, including installation of “Welcome to Scituate Harbor” signage, construction of a Harborwalk, new mixed-use developments, use of seasonal planters and year-round window box plantings to improve streetscapes and installation of brick-edged sidewalks from Front Street to the water.

Greenbush and North Scituate Planning and Streetscape Studies

Completed by the Cecil Group in 2003, the Streetscape Studies explored the potential for land use, open space and streetscape improvements in and around North Scituate and Greenbush in anticipation of the opening of the Greenbush Line commuter rail extension. Based on community input, preferred concept plans were created for each village. Among the recommendations for Greenbush were a transit-oriented village overlay zoning district with design guidelines to encourage mixed-use development as well as new pedestrian connections, pocket parks, trails and additional streetscape improvements. The North Scituate plan also recommended a village overlay zoning district, however recognized that without sewer, little development would be likely. Key recommendations instead focused on improving village character with new pedestrian connections, streetscape improvements, renovation and upgrading of older buildings and storefronts, and more park spaces and sitting areas.

Village Business Zoning District

In 2005, the Town obtained a Priority Development Fund (PDF) grant and hired consultants Larry Koff & Associates and the Bluestone Planning Group to develop zoning for mixed use in Scituate’s three major villages. The resulting Village Business Overlay District encouraged higher density mixed-use development in Scituate Harbor, Greenbush and North Scituate to promote more pedestrian-friendly, live-work-play village environments. Provisions for inclusionary affordable housing were incorporated into the requirements.

Economic Development Survey

In 2012, the Economic Development Commission conducted an online survey of Scituate residents to gather data to inform the EDC’s strategic planning, better understand what was and wasn’t working for Scituate’s existing businesses, and establish a baseline of community economic development perspectives. 684 responses were received. Key findings included:

- The majority of respondents (80 percent) felt Scituate needs to expand its business base.
- Top preferences for new types of businesses included recreational facilities (pools, fields), health food stores, specialty shops, hotels/inns, and a grocery store.
- Economic focus areas in order of those most frequently cited should include the Harbor, Route 3A, along the Driftway, North Scituate and Greenbush.
- 71 percent of respondents rated Scituate’s Quality of Life to be “good” or “excellent.”

B. What we heard

The planning team engaged numerous stakeholders including business owners, residents, estate brokers and developers, and economic development organizations to better understand the local business environment. Those interviewed were asked to identify the strengths, weaknesses and opportunities as related to economic development in Scituate, both town wide, and within the town’s primary existing business districts. Highlights of these comments are as follows:

Strengths	Weaknesses	Opportunities
TOWN WIDE		
<ul style="list-style-type: none"> • High quality of life with well-established residential neighborhoods, good schools and many recreational amenities. • The waterfront – the harbor, beaches, boating, salt marshes – is a major draw. “Scituate could be the Cape of the South Shore.” • Commuter rail stations in Greenbush and North Scituate provide access to Boston and points north. 	<ul style="list-style-type: none"> ▪ Scituate is difficult to access. It is far from major highways. ▪ Scituate’s market reach is limited given that half of its border is the Atlantic Ocean. ▪ Scituate could be more business friendly. Coordination between businesses, economic development organizations, and local government could be improved. ▪ Commercial tax base is far too low (4.5 percent). ▪ Stores throughout town close too early. 	<p><i>Tourism</i></p> <ul style="list-style-type: none"> • Provide more non-resident beach passes, or day passes, to raise additional town revenue and attract visitors. • Develop additional hotels or B&Bs. • Create a greater range of recreational options. <p><i>Maritime Industries</i></p> <ul style="list-style-type: none"> • Grow maritime research and exploration. • Develop educational programs in maritime trades. • Continued support for the fishing industry. <p><i>Retail and Services</i></p> <ul style="list-style-type: none"> • Further build restaurant scene. • Improve marketing of Scituate. <p><i>Housing</i></p> <ul style="list-style-type: none"> • More rental options are needed. • Alternatives to single family are needed for seniors looking to downsize. • Potential for apartments and condominiums near the train stations for young adults and families.
SCITUATE HARBOR		
<ul style="list-style-type: none"> • Maritime related businesses including fishing, recreational boating, and scientific research. • Great Town Center feel with shops, restaurants and services. • Special events that draw visitors - Heritage Days, the St. Patrick’s Day Parade, and First Fridays. • Active summer tourism season. • Wide range of cultural activities. • Scituate Harbor Merchants Association 	<ul style="list-style-type: none"> • Parking is limited during the busy summer months; vacant in winter. • Perception that it is for tourists and not residents • Stores close too early (5:30pm or 6:00pm) • Less variety in restaurants than other villages of similar size. • Limited land for development. • Flooding issues given proximity to the water and risk of storms. • FEMA flood map changes would increase insurance rates. 	<ul style="list-style-type: none"> • Potential to expand the waterfront district north along Beaver Dam Road and south along Kent Street, and up the hill towards Hazel Street over time. • Designate Harbor Village as a Massachusetts Cultural District to improve marketing. • Redevelop Cole Parkway parking lot to improve its function and appearance and if possible, increase parking spaces. • More retail and restaurant options, particularly those catering to boaters, a non-chain café or bakery, and ethnic dining options.

Strengths	Weaknesses	Opportunities
NORTH SCITUATE		
<ul style="list-style-type: none"> • Commuter Rail Station provides transit option for residents who work in Boston. • Established village setting and retail amenities. • Housing market competitive, particularly homes within walking distance to the train station. • Low retail and office vacancies. 	<ul style="list-style-type: none"> • Lack of sewer limits development or redevelopment opportunity. • Distance from Route 3A and Scituate Harbor. • Many existing structures are older and may be difficult to retrofit and require maintenance. • Need for vision. What does North Scituate want to be? 	<ul style="list-style-type: none"> • Potential for mixed-use development to create greater density and create a more cohesive and active village environment. • Opportunity to maximize character as a small transit oriented village with buildings of architectural significance related to the original train line.
Strengths	Weaknesses	Opportunities
GREENBUSH		
<ul style="list-style-type: none"> • Commuter rail station provides direct transit link to Boston. • Recent development and business growth (Dunkin Donuts, JW's Burger Bar, etc.) • Available land for development and redevelopment. • Access to and visibility from heavily traveled Route 3A. 	<ul style="list-style-type: none"> • Lack of vision for the area. Type of residential and businesses desired not clear. • Commuter rail ridership has brought traffic but not a high volume of shoppers. • The area's topography and size make walkability challenging 	<ul style="list-style-type: none"> • Expected auction of eastern MBTA parking lot holds potential for good, attractive development. • Opportunity to develop two complimentary "hubs" within Greenbush: a larger commercial area near Driftway/Old Driftway and a residential area with neighborhood shops along Country Way • Mixed-use Village Business Overlay could be expanded in direction of the Driftway. • Greenbush could provide a strong village-style setting attractive to younger people and retirees. • Mixed-use.
Strengths	Weaknesses	Opportunities
HUMAROCK		
<ul style="list-style-type: none"> • Waterfront community with high quality beaches. • Busy summer season. • Recent residential development (Village at South River). • Community pride. 	<ul style="list-style-type: none"> • Humarock is geographically separated from the rest of Scituate and difficult to access. • Limited land available for commercial development. • Limited public parking. • Environmental and flooding constraints as a barrier beach. 	<ul style="list-style-type: none"> • Potential for small mixed-use in GB district with residential and retail. • Opportunity for small inn or B&B. • Provide more non-resident beach passes, or day passes, to raise additional town revenue and attract more tourism. • Water-based recreation (boating, kayaks, etc.)

III. Current Conditions

Throughout this section of the document, demographic and economic conditions within Scituate will be compared to a subset of communities within the South Shore region. These communities – Cohasset, Hingham, Marshfield, Norwell, and Marshfield – define the trade area for Scituate (hereafter the “region”).

A. Scituate’s Economy

The Town of Scituate has a relatively small economy. Of particular concern to the town and its residents is the fiscal reliance on residential taxpayers, which account for 95.5 percent of all tax receipts. 2012 revenues from commercial property accounted for just 3.36 percent of revenues, with industrial property generating only 0.14 percent, and personal property accounting for the remaining 1.04 percent. Growing the commercial tax base would benefit the town, and is one charge of this plan; however, given existing constraints this will be a challenge, and potential increases to the commercial tax base will likely be modest. Therefore, to identify potential economic growth opportunities, including sources of revenue beyond property taxes, we must first look at the current economic factors, and key industries that make up the existing economy.

Scituate Industry Profile

Industry Structure

An industry profile looks at the characteristics of employment – types of jobs and wages – that are located within a community. Scituate has a relatively small economy, with fewer jobs per capita than communities in the surrounding region. In 2011, there were 465 businesses in Scituate employing a total of 3,364 workers. Its ratio of 0.35 jobs per member of the labor force is low for the region, and most likely reflects the relatively small size and number of businesses in the Town.

Table 1: Jobs to Labor Force Ratio (2012)

Geography	Labor Force	Jobs	Jobs: Labor Force Ratio
Cohasset	3,775	2,573	0.68
Hingham	11,105	13,155	1.18
Marshfield	13,953	5,701	0.41
Norwell	5,462	7,946	1.45
Scituate	9,592	3,364	0.35

Source: EOWLD 2013

Of jobs that are located in Scituate, the most prominent industry sectors (as defined by the North American Industry Classification System - NAICS) are education, health care and social assistance (33 percent of all jobs); accommodation and food services (18 percent); and retail (10 percent).

The higher concentration of jobs in accommodation and food services, retail, as well as arts, entertainment and recreation (5 percent), is consistent with communities whose economies are in large part dependent upon tourism; however, retail makes up a smaller segment of the local economy than generally found in the surrounding region. This may reflect its historic development as a primarily residential community and could also indicate that additional opportunities exist to further strengthen and build this sector.

The active harbor contributes significantly to the local economy; however, it is difficult to analyze because many maritime-related jobs are not easily identified when looking at basic industry codes. Maritime jobs are categorized under numerous industry categories including transportation and warehousing (e.g. boat hauling, support services for water transportation), of which there is a high percentage of jobs in Scituate,

but some also fall in sectors with lower listed employment including Construction (e.g. Ship Painting Contractors, Ship Joinery Contractors), Professional, Scientific and Technical Services (e.g. Boat Engineering Design Services), Manufacturing (Marine engines manufacturing), and others.

Table 2: Employment and Average Weekly Wage by Industry (2011)

Red text denotes sectors in Scituate with a higher percentage of jobs than the surrounding region.

Industry	Scituate				Plymouth County	
	Establish-ments	# of Empl.	% Empl.	Avg Weekly Wage	% Employ	Avg. Weekly Wage
Construction	55	137	4%	\$824	6%	\$1,168
Manufacturing	7	53	2%	\$845	8%	\$1,092
Wholesale Trade	31	58	2%	\$1,788	5%	\$1,580
Retail Trade	45	327	10%	\$462	18%	\$518
Transportation & Warehousing	14	97	3%	\$1,031	2%	\$729
Information	11	43	1%	\$621	1%	\$1,386
Finance & Insurance	13	105	3%	\$1,095	4%	\$1,305
Real Estate and Rental & Leasing	9	14	0%	\$1,278	1%	\$864
Professional and Technical Services	62	143	4%	\$1,382	5%	\$1,282
Administrative and Waste Services	33	123	4%	\$759	5%	\$862
Education, Health Care and Social Assistance	44	1,116	33%	\$925	20%	\$821
Arts, Entertainment & Recreation	15	162	5%	\$440	2%	\$434
Accommodation & Food Services	31	614	18%	\$311	12%	\$311
Other Services	86	210	6%	\$451	6%	\$474
Total/Average	465	3,364		\$746		\$830

Source: MA Executive Office of Labor and Workforce Development (EOLWD).

Wages

Wages for jobs in Scituate are generally somewhat lower than they are in Plymouth County and the State. More specifically, wages in Information, Finance and Insurance, and Retail trade are considerably lower than similar jobs found in the surrounding county. However, a number of industries offer higher wages, including Education, Health Care and Social Assistance, Transportation and Warehousing, and Real Estate and Rental & Leasing. Higher wages typically denote a level of specialization of businesses and their employees (e.g. maritime industries, real estate), and may indicate room for growth.

Table 3: Average Annual Wage

	Scituate	Plymouth County	MA
2007 Total All Industries	\$36,296	\$40,404	\$55,796
2011 Total All Industries	\$38,792	\$43,160	\$60,164
Change 2000-2010	6.90%	6.82%	7.83%

Source: EOWLD 2013

Employment Projections

Employment is expected to grow by 2.8 percent in Scituate between 2010 and 2020, and then decline by 1.7 percent in the following decade. During the next 20 years, basic jobs are expected to continue to decline. Retail and service jobs are projected to increase during the current decade and then decline between 2020 and 2030.¹ Within the region, the highest growth rates for employment are projected in Marshfield (basic employment) and Hingham (retail.)

Commercial Space Trends

¹ Metropolitan Area Planning Council, Metrofuture 2035 Update (March, 2011).

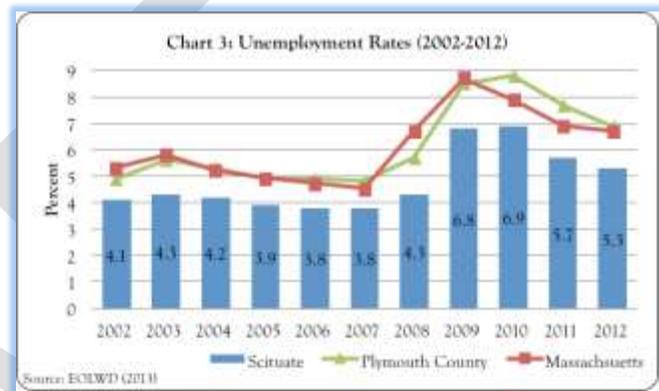
Currently, Scituate has more than 913,000 square feet of commercial space. Retail and professional office space account for almost half of total space, whereas restaurants account for 65,000 total square feet, and hotels 23,000 square feet, both quite low for a town its size. There is a moderate supply of industrial space (121,000 square feet), much of which relates to maritime industries. Commercial spaces are relatively old – average ages are 1967 and below for all space types. Only 14 percent of total space was constructed since 2000, mostly recreational and office space.

Nearby towns have seen significantly more commercial development in recent years, although most have available parcels of land in close proximity to highway exits, or otherwise well situated. In particular, one million square feet of new development has occurred in Hingham, 430,000 square feet in Weymouth, and nearly 400,000 in Braintree. Direct highway access is a key factor attractive to commercial developers.

B. Scituate's Workforce

Labor Force and Employment Status

Unemployment rates have traditionally been lower in Scituate than in Plymouth County and Massachusetts. At 5.3 percent, Scituate has the second highest unemployment rate in the region; however, it is lower than the rates for Plymouth County and Massachusetts. In real numbers, an average of 512 people were unemployed each month during 2012. This rate is higher than it had been from 2000-2008, but lower than its peak in 2009-2010, and is trending downward.



Employment by Industry and Occupation

Scituate residents work in a wide range of occupations and industries. About three quarters of the town's workforce is employed in "white collar" professions including management, business, science, and arts occupations (49 percent) and sales and office occupations (27 percent). Approximately 11 percent work in service industries and approximately 13 percent work in "blue collar" occupations such as construction, maintenance and natural resources (8.5 percent), and production, transportation and material moving (4 percent). Many of these professions are in maritime trades. Among neighboring towns, Marshfield has a higher share of residents working in "blue collar" occupations.

Table 4: Occupation of Residents in the Region, 2011

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth County	State
Civilian Labor Force	3,415	10,096	13,119	4,800	8,872	243,993	3,280,503
Business, science, management, & arts	66.5%	53.2%	47.1%	53.3%	49.3%	37.6%	43.1%
Service	4.4%	10.7%	11.0%	12.6%	11.3%	16.8%	16.8%
Sales and office	21.9%	27.3%	27.2%	26.8%	26.9%	26.8%	23.9%
Natural resources, construction, & maintenance	4.0%	4.6%	9.7%	4.5%	8.5%	9.0%	7.2%
Production, transportation, & material moving	3.3%	4.2%	5.1%	2.9%	4.0%	9.7%	9.0%

Source: ACS 2007-2011, DP-03

Given the small number of jobs in town and Scituate’s status as an attractive bedroom community, the vast majority of residents commute out of town for work. Nearly 60 percent work in communities within 15 miles of Scituate and approximately 20 percent work in Boston. This leads to long commute times for many Scituate residents. Given these commutes, work-at-home situations or satellite office locations may be in high demand and growth opportunities for Scituate. (New journey to work data from the US Census ACS was just released. MAPC’s Data Services Department is in the process of analyzing. Updated information will be included in the final document.)

Income

Scituate’s 2011 median income of \$89,485 is slightly higher than that for all of Massachusetts but lower than neighboring communities.

Although Scituate’s family incomes are lower than its neighbors, non-family incomes (single-person) are higher than in all other neighboring communities except Hingham.

Importantly, Scituate has lost a fair amount of affluence over the last decade. Incomes have decreased by over 23 percent since 2000. While this is comparable to Marshfield, incomes in Hingham decreased by only 13 percent over the timeframe, and Cohasset incomes actually increased (+4%)

Table 5: Incomes by Household Type, 2011

	Median Household Income	Median Family Income	Median Non-Family Income
Cohasset	\$117,831	\$147,222	\$36,814
Hingham	\$99,318	\$132,744	\$46,052
Marshfield	\$93,743	\$110,756	\$44,966
Norwell	\$109,167	\$118,679	\$37,520
Scituate	\$89,485	\$111,893	\$45,086
Plymouth County	\$74,698	\$88,110	\$39,894
Massachusetts	\$65,981	\$83,371	\$38,514

Source: ACS 2007-2011, DP-03

Educational Attainment

Scituate’s residents have higher educational levels than residents in Plymouth County or Massachusetts. Ninety-eight percent of Scituate residents have completed high school and over 50 percent have completed a bachelor’s degree or higher. Whereas educational attainment in Scituate is comparable to most neighboring communities, it is lower than in the affluent communities of Cohasset and Hingham where more residents have graduate or professional degrees.

Population & Age

Scituate has a relatively mature population. The median age in Scituate is 44.7 years old – 2 to 3 years older than the median age in nearby towns, and 4 to 5 years older than the County and State medians. More importantly, the population is aging. The number of seniors has grown significantly over the past two decades, and is projected to accelerate. Meanwhile, the number of school age children is projected to decline, as is the number of adults between 35 and 64, the age at which people are most likely to be in the workforce. Although 18-34 year olds are expected to increase slightly, national and regional trends indicate this age group is attracted to and moving into more urban or urban-like settings. So are seniors. Given these trends and locational preferences, businesses in Scituate may find it difficult to find employees. Scituate would benefit from more walkable, mixed-use environments to attract both young and older workers.

C. Housing Trends

Housing is important to every economic development strategy, particularly in communities like Scituate, where the residential tax base is the primary revenue source. Residents not only contribute to the identity and social fabric of a community, they provide a significant portion of its economic base – not just as

taxpayers, but as consumers of goods and services. To support new retail and service businesses discussed later in this document, more households will be needed. Additionally, different types of households possess different spending habits and needs, and different housing unit preferences. It is crucial for a community to plan appropriately to provide the right mix of housing units to match the preferences and incomes of its current and future household makeup.

Housing Stock and Tenure

Similar to the communities within the region, the majority of Scituate’s housing stock is comprised of single-family homes (over 80 percent of all units), with limited more affordable options available for those seeking alternatives in multifamily layouts. Additionally, over 80 percent of all units are owner-occupied, therefore rental opportunities are limited. Nearly 10 percent of Scituate’s housing stock is in seasonal properties (775 units). Although this is down slightly over the last decade, the large number of units further limits the number of year round rentals available. A Housing Needs Analysis by Community Opportunities Group (2005) and Housing Production Plan by Karen Sunnarborg (2008) both independently found an acute lack of available rental housing in Scituate.

Home Values

Scituate’s median home value in 2011 was \$492,100, lower than all neighboring communities except Marshfield, but significantly higher than that of Plymouth County or the State (\$350,700 and \$343,500, respectively.)

After declining during the recession, home sales prices have increased steadily since 2008. In 2012, the median sales price for a single family home in Scituate was \$410,000 and for a condominium, \$417,000, significantly higher than State and County values. Interestingly, median condominium sales prices have exceeded median single-family prices since 2008. This points to the desirability of multifamily living in walkable, amenity rich village environments given that most of Scituate’s limited supply of condominiums are located in Scituate Harbor Village.

Households

To understand the existing and future market demand, determining the characteristics of a community’s households is required, as housing unit preferences – the type of unit preferred – typically differs by life stage and household size. For example, married couple households 34 to 54 years of age are more likely to have children, and typically prefer single-family homes, whereas young singles or couples without children and retirees may prefer to live in a smaller single family or multifamily unit in a walkable, amenity rich setting.

Table 6: Household Composition

	Scituate	County
Total households	6,957	178,996
Families	71%	71%
Families with children	34%	33%
Nonfamily households	29%	30%
Single Person	25%	24%
65 years and over	13%	10%
Households with person <18	35%	36%
Households with person >65	33%	26%
Average household size	2.58	2.69
Average family size	3.12	3.22

Source: ACS 2007-2011, DP-02

National trends also point to a growing interest in urban, or urban-like settings, as evidenced by tight urban housing markets, rising housing prices, and increased development in and around transit.

Existing Household Composition

As of 2011, there were just under 7,000 households in Scituate, the majority of which were family households (71%). Just over a third of all households included children under 18 years of age, and a third had members over the age of 65.

Scituate has the smallest average household size among neighboring communities, likely due to a larger share of nonfamily households – which includes younger singles and elderly households. Only Hingham has a higher percentage of households with seniors.

A Housing Needs analysis performed by Community Opportunities Group (2005) indicated that nearly 40 percent of Scituate's existing households – primarily younger singles and couples, small families and retirees – may prefer to live in alternative housing unit types than currently exist in Scituate – especially multifamily options in walkable, amenity-rich environments.

D. Market Analysis

Understanding what the market can and can't support is essential to identify the right sets of strategies and actions to achieve economic growth. A market analysis performed for this study by the planning firm, Community Opportunities Group, identified market trends and the segments with potential for growth in Scituate. Key conclusions from the analysis are below. (For the full market analysis, see Appendix A.)

Growth Opportunities

Retail

The potential exists for approximately 80,000 square feet of additional retail space in Scituate. (See Table A3-1 in the Appendix for development analysis.) Retail opportunities exist in specialty and convenience retail, and food service establishments, which would appeal both to residents and tourists alike. Specific categories that appear to be underserved include limited service restaurants (cafes, bakeries, casual dining), specialty foods, and home furnishings. Restaurants in particular would help drive economic growth in the village areas, particularly in Scituate Harbor². Retail and services catering both to tourists and residents, as well as to the working waterfront also hold opportunity.

Given its distance from major highways, and other retail offerings in the region (e.g. Derby Street Shoppes, Hingham Shipyard, Hanover Mall, and others), Scituate is unlikely to attract large, national retailers or big-box outlets. These uses typically require large tracts of land and locations proximate to major highways that provide direct regional access. Large grocery stores are also unlikely given the presence of establishments just over the Cohasset border. Some potential may exist for smaller national and regional chain retailers under 25,000 square feet in size, particularly in the Greenbush area; however, additional residential densities would be required to support these establishments.

Maritime Industries

Maritime industries within Scituate include a range of enterprises including commercial fishing, aquaculture, boat repair and storage, recreational boating, and scientific research and exploration. The fishing industry, though smaller than in years past and facing dwindling stocks and increasing regulatory constraints, is part

²Increasing the number of restaurants would likely require additional liquor licenses as all licenses are in use.

of Scituate's identity and continues to contribute to the local economy, both directly (it supports over 100 families), and indirectly (suppliers, repair services, etc.) The Town obtained a \$618,000 grant from the Seaport Advisory Council and allocated the remaining funds required to rehabilitate the Town Pier, the major location for fishing boats to tie up, fuel and resupply. Support for the fishing industry should continue, and could include increased marketing and other efforts.

Potential maritime growth opportunities identified in the Market Analysis are focused on recreation, research and tourism. Specifically, there is potential for private boat rental opportunities and boat tours. Additionally, opportunities for revenue growth could include increasing dock and mooring fees. With 650 moorings, 250 slips, and a 5-7 year waiting list, increases in fees could be supported. Expanding scientific marine research and programs at NOAA (National Oceanic and Atmospheric Administration), and exploring opportunities for maritime trade education also hold promise.

Tourism

Currently, seasonal tourism is a major component in the Scituate economy with an influx of seasonal numerous day trippers and boaters throughout the season. Beyond specialty retail offerings, restaurants and recreational boating in Scituate Harbor, there are few tourism-related businesses in town. Looking for ways to expand summer offerings, both in the harbor and elsewhere and to extend the season into spring and fall present opportunities for growth.

Specific opportunities identified in the market analysis include adding boat tours, fishing excursions, a dinghy dock and more support services for boaters; identifying mechanisms for expanding beach access (e.g. expanding day passes in conjunction with hotel stays and limited non-resident use); increasing promotion of existing recreational amenities (golf courses, biking, field complexes, etc.), as well as kayak and bicycle rentals would make for a more attractive and desirable tourist destination. Further, tourism could spur further growth in the food service industry. More visitors could support more restaurants, providing additional revenue to the town given the recent adoption of a Local Meals Tax in 2013.

Scituate's waterfront location and recreational amenities (e.g. golf) make it a popular wedding and tourist destination. With limited lodging options in Scituate and surrounding communities (29 rooms in Scituate) Scituate can likely support additional lodging space (up to 30,000 square feet³) such as a boutique hotel or a smaller national chain. The ability of more hotels to provide beach passes could also increase tourism.

Office Uses

Scituate is unlikely to attract large office users due to its lack of highway access, which large companies find attractive for employee access and convenience. However, vacancy rates are consistently low throughout Scituate for small office users like medical workers, professional services (lawyers, accountants, etc), or small satellite offices. Additional small office space could likely be supported in each of the existing village areas (10,000 square feet in total), with the greatest potential in Greenbush. In particular, the health care industry should be targeted to fill additional space. The sector is already a significant employer in Scituate, and has the opportunity to further grow. Between 2003 and 2012, jobs in the sector increased 39 percent in Scituate, growing from 373 jobs in 2003 to 490 jobs in 2012⁴. In addition, health care jobs provide solid wages - \$907 average weekly wage. Further, the average wage for these jobs within Scituate increased 33 percent over the same timeframe.

³ See Table A3-1 in Appendix A for more detail.

⁴ MA EOLWD ES-202

Housing

To grow and prosper economically, Scituate must look for ways to offer the kinds of housing the market demands. Projections suggest Scituate will grow by approximately 700 households by 2030⁵. Many of these will be smaller households – young singles and families and retirees – who often prefer alternatives to single family housing units. Previous studies, including the 2008 Housing Production Plan, identified need for additional rental options within the community, and the need for more multifamily units. These would provide affordable options for existing and future households at densities that would better support more pedestrian-oriented village areas. The housing market could support higher density rental housing in North Scituate (if sewer can be extended) and Greenbush, as well as additional luxury condominiums in Scituate Harbor. Greenbush in particular holds the most potential for higher-density rental housing because there is more land suitable for larger-scale development or redevelopment that is close to Route 3A and the commuter rail station. Additionally, zoning should be modified to allow for and encourage the creation of smaller attached or detached single family homes often preferred by retirees or first-time home buyers looking to enter the market.

E. Economic Development Opportunity Areas

The Market Analysis identified the existing village areas – Scituate Harbor, North Scituate, and especially Greenbush - as holding potential for additional economic development. Route 3A was determined to offer limited potential, as was Humarock due to land availability, environmental and access constraints. (See Appendix B: Route 3A Corridor Constraints maps.) A summary of the opportunities and constraints for different areas are provided in Table 7.

Table 7: Market Opportunities and Constraints by Area

Area	Opportunities	Constraints
Greenbush	<ul style="list-style-type: none"> ▪ Holds greatest potential for growth given proximity to MBTA and proximity to highly traveled Rte. 3A. ▪ Additional retail and mixed-use development concentrated near the train station, with higher density multifamily residential development on the periphery. ▪ Potential for more neighborhood- and commuter-oriented convenience retail along Country Way. ▪ Additional recreation (bicycling, kayaking, etc.) and mixed-use opportunities could be established along the Driftway particularly at Driftway Park and around Town-owned Widow’s Walk Golf course. ▪ Hotel and food service establishments; in particular a hotel/conference center at Widow’s Walk Golf Course. 	<ul style="list-style-type: none"> ▪ Area is expansive with no clear center. ▪ A key development site is currently owned by the MBTA. Rezoning is needed to create a village center.
Scituate Harbor	<ul style="list-style-type: none"> ▪ Marine research, education and boat repair sector growth. ▪ Some underutilized structures hold potential for mixed-use with residential above ground floor retail. ▪ More water-based recreation such as sight-seeing boat tours, charters and kayak sales/rentals. ▪ Increased retail catering to marine activity. ▪ More restaurants and expansion of cultural offerings to attract year-round visitors. 	<ul style="list-style-type: none"> ▪ Existing tourism is focused on the summer season. ▪ Parking capacity in summer months and during special events. ▪ High speed of traffic along Front Street and lack of street parking. ▪ Flooding concerns given waterfront location.

⁵ MAPC MetroFuture Projections

Area	Opportunities	Constraints
North Scituate	<ul style="list-style-type: none"> ▪ Redevelopment of underutilized properties with a more intensive mix of uses including ground floor retail with residential and/or office space on upper floors. ▪ Multifamily residential within walking distance of the train station. ▪ Neighborhood-oriented retail to serve residents and commuters. 	<ul style="list-style-type: none"> ▪ Until sewer service is added, further development is unlikely. ▪ Distance from highways and other destinations in Scituate limits potential. ▪ Improved signage is needed to attract visitors from Route 3A.
Route 3A	<ul style="list-style-type: none"> ▪ Limited opportunity for growth does exist at northern end. ▪ Opportunity to direct potential customers to existing commercial village areas nearby (North Scituate and Greenbush) through improved wayfinding signage along Route 3A. 	<ul style="list-style-type: none"> ▪ Lack of sewer along much of Route 3A limits development potential. ▪ Considerable areas along Route 3A are protected open space or have environmental constraints.
Humarock	<ul style="list-style-type: none"> ▪ Very limited opportunity for additional growth (commercial or residential) in village area. ▪ Mixed-use redevelopment of underutilized parcels in GB zoning district could include residential with limited ground floor retail, or a small inn with function facilities and/or food service establishment. ▪ Townhouse development in Humarock Village Residential Overlay District. ▪ Water-based recreation such as kayak and paddle board rental and sales. 	<ul style="list-style-type: none"> ▪ Many seasonal residents limits year-round market to support businesses. ▪ Limited market reach – barrier beach that is only accessible by bridge. ▪ No pass through traffic to further support businesses. ▪ Limited public parking. ▪ Flooding concerns as a barrier beach.

DRAFT

IV. Land Use and Development Considerations

A. Zoning

Zoning is tied directly to a town's economic development strategy because it provides the legal framework for what can and cannot be developed on every parcel of land within a community. This includes the uses that are allowed within a development, the massing and siting of structures, as well as design, environmental and open space considerations. It is the mechanism for directing desired growth. The Scituate Zoning Bylaw includes eight base districts and seven overlay districts that allow for different types of development. Over 80 percent of all land in Scituate is zoned for single family residential development at varying densities. This analysis focused more on business and overlay districts that would allow for uses identified in the Market Analysis for potential growth.

Table 8: Scituate Zoning Districts

District	Acreage	Percent of Town
Base Districts		
General Business GB	87	1%
Harbor Business HB	32	<1%
Commercial C	218	2%
Residence R-1	3962	36%
Residence R-2	3789	34%
Residence R-3	1602	15%
Residence Multifamily	0	0%
Saltmarsh and Tideland Conservation	1321	12%
Overlay Districts		
Village Business Overlay District	99	1%
Humarock Village Residential Overlay District	5	<1%
Residential Cluster District	50	<1%
Planned Development District	298	3%
Flood Plain and Watershed Protection District	3449	31%
Water Resources Protection District	3923	36%
Wireless Communication District	462	4%

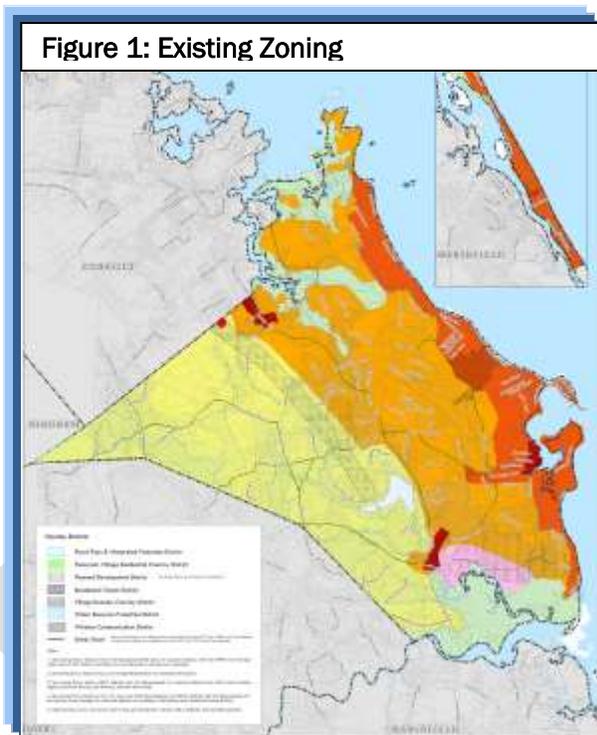
Business and Commercial Districts

Less than 3 percent of total land area in Scituate is zoned to allow for business, commercial or multifamily development.

The **Harbor Business** (HB) district provides for and encourages development that promotes a higher density business and cultural center in the Scituate Harbor area. It is served by public parking, is pedestrian accessible, and allows business development that benefits and contributes to the wellbeing of its active waterfront. A range of residential uses, from single-family to multifamily structures is also allowed, but 10,000 square feet of land is required for each unit.

The **General Business (GB)** district allows the same uses as HB. GB districts are mapped in North Scituate, Greenbush, Humarock and along 3A near the Cohasset line. In most cases it has been used to provide neighborhood-oriented retail, service and office development to serve subregions within Scituate. A range of residential uses, from single- to multifamily structures is also allowed also with a 10,000 square foot per unit requirement.

The **Commercial (C)** district, located in the Greenbush area and along the Driftway, allows for a varied mix of business and light industrial uses ranging from boat and contractor storage, to contractor's yards. Uses allowed in the Business Districts such as retail establishments and professional offices are also allowed here. Multifamily residential is allowed by special permit.



Village Business Overlay District

The purpose of the Village Business Overlay is to provide for higher density mixed use and multifamily housing in village areas (Scituate Harbor, North Scituate, Greenbush); to increase the production of housing affordable to low and moderate income households; to encourage alternative modes of transportation including public transit, bicycling and walking; and to promote additional opportunities for local, small-scale businesses. Essentially, the Village Overlay District encourages a mix of uses to create more pedestrian-friendly, live-work-play environments that are increasingly growing in popularity in urban as well as suburban locations.

The market analysis notes that density bonuses allowed within these districts are attractive to developers. With an improving economy, and more mixed-use projects throughout the region receiving financing (particularly near transit), its design requirements may be accepted by developers. Therefore, while some elements may require minor amendments within the village overlay zoning text, other factors that may deter investment should be considered including whether the overlays are mapped in the best location, or if inadequate infrastructure is the impediment to development. For example, without sewer service in North Scituate, increased development is unlikely despite the mapped overlay.

Development Opportunity

Given historical development patterns in Scituate, commercial activity has been concentrated in village settings – Scituate Harbor, North Scituate, Greenbush and Humarock. These areas, along with limited opportunities along 3A, continue to provide the best opportunity for development within town. Although they comprise only 3 percent of total land area in Scituate, they are zoned for commercial and mixed-use development and include enough land potentially available for development or redevelopment to accommodate the total additional square footage projected in the Market Analysis. However, some minor adjustments to the boundaries of the Village Business Overlay districts and other existing districts could provide additional opportunities to best encourage and achieve desired development types and patterns.

For example, in Greenbush, several parcels east of the MBTA station that hold promise for mixed-use development are not currently included in the Village Business Overlay District.

B. Development Constraints

Developable Land

Scituate contains nearly 4,500 acres of undeveloped land; however, much of this is not conducive to development. Over 1,815 acres are protected as open space and subject to the state’s Article 97 Land Disposition Policy, making them very difficult to develop. The locations of these properties are shown on the map on the following page. Other areas contain significant wetland and marsh areas or other environmental constraints, which prohibits or significantly limits development opportunity. Scituate has several zoning districts strictly restrict or discourage development in environmentally sensitive areas. For example, over 12 percent of total Scituate land is in the Saltmarsh and Tideland Conservation District, which protects saltmarsh and tideland natural resources, and prohibits nearly all development except for non-commercial docks and floats. Overlay zoning districts like the Water Resources Protection District safeguard and protect the water supply by restricting some uses associated with potential contaminants, whereas nearly a third of all land in Scituate falls under the Floodplain and Watershed Protection District, an overlay prohibiting any structures from being erected, constructed or enlarged in the flood plain, with few exceptions.

More specifically, a land use analysis conducted by MAPC as part of this project identified only 255 acres of vacant land as potentially developable (without major environmental constraints). Given all of the above constraints, new commercial and residential development within Scituate will likely occur as redevelopment of underutilized parcels.

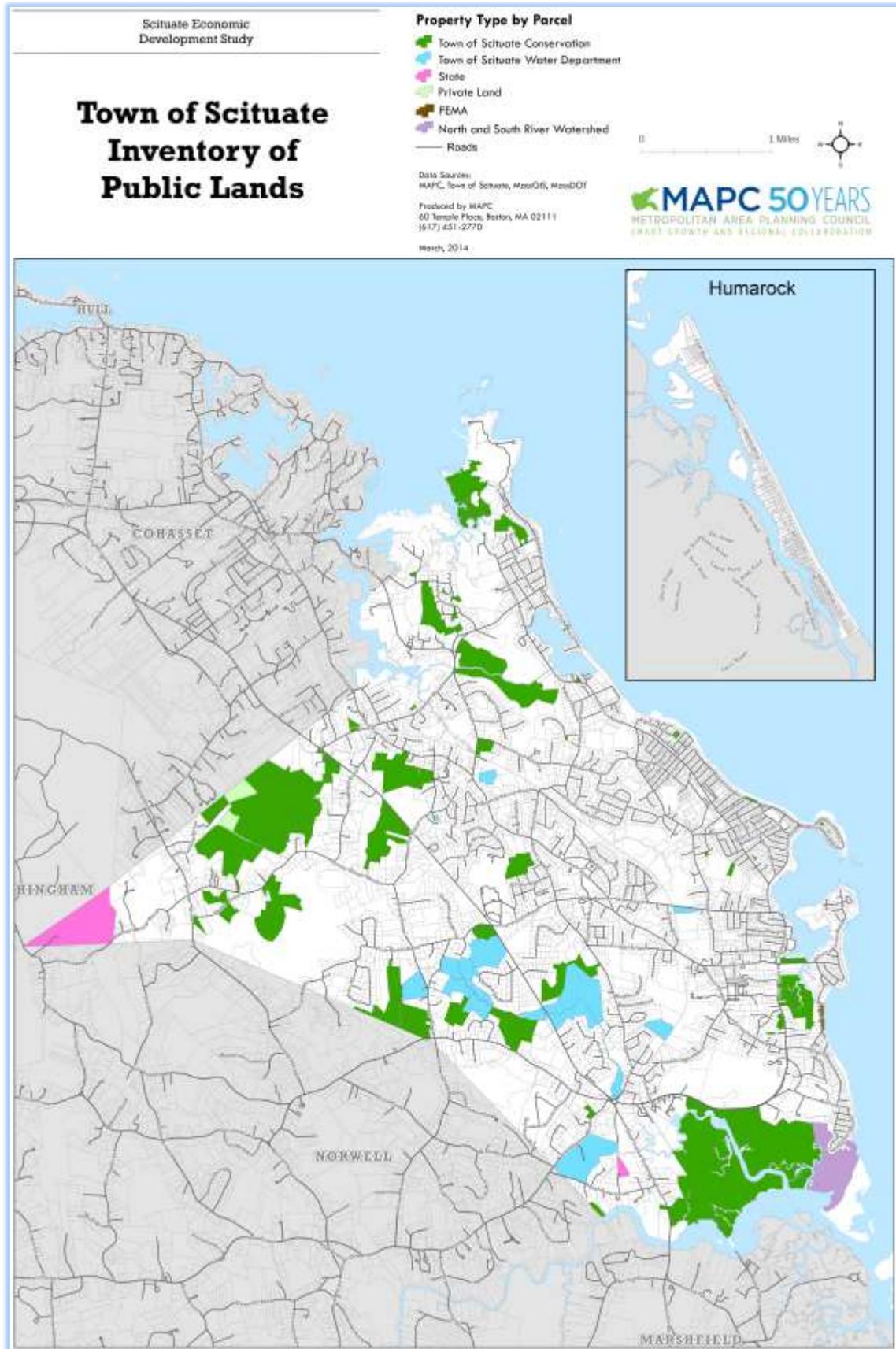
Publicly Owned Land

Publicly owned land can be leveraged for economic development purposes should it be located in areas where growth is desired by a municipality. The Town of Scituate has very little publicly owned land suitable for development given the vast majority is protected open space. However, there are a small number of parcels that hold some potential for new or additional development or redevelopment. For example, the Widow’s Walk Golf Course parcel along the Driftway may hold potential for additional, complementary development types; and the Town Hall parcel along Route 3A could potentially support more development.

In addition to town-owned land, the MBTA owns large parcels around the Greenbush station, a significant portion of which is underutilized surface parking. The parking lot east of the Old Driftway is expected to become available for development in the near future. This parcel is well located for mixed-use development.

Table 9: Protected Open Space

Type	Acreage
Town of Scituate Conservation Commission	1,308
Town of Scituate DPW Water Division	323
Private Land Trust	24
North and South River Watershed Association	82
State	76
FEMA	3



Sewer

Sewer service is critical for higher density, mixed-use development. The Scituate Harbor and Greenbush are currently served by sewer, but North Scituate is not. Recommendations to extend sewer service to North Scituate have been included in previous planning efforts, most notably the 2004 Master Plan. The Town has completed 3 phases of a 6 phase sewer expansion program. North Scituate is included in Phase 5, but moving the area up to Phase 4 has been discussed. However, the Town is currently working on a major water improvement project, and the next phase of sewer expansion is at least 2-5 years off. Until then, North Scituate is unlikely to see any significant redevelopment, despite market conditions that could support higher density residential and neighborhood commercial.

Flood Insurance Rate Maps

The Federal Emergency Management Agency (FEMA) has proposed revisions to Scituate's Flood Insurance Rate Maps (FIRM). Congress has also adopted the Biggert Waters Act, which eliminates much of the grandfathering of pre-FIRM properties. The new maps and requirements would have a significant economic impact on Scituate, as many additional property owners would be required to obtain more expensive flood insurance, and construction costs for residential and commercial structures would increase to adhere to requirements. Currently under appeal by the Town, it is unknown if and when they will go into effect. Amendments to the Biggert Waters Act are also currently under consideration. Should the appeal fail, the new regulations are anticipated to go into effect in mid-2014.

V. Economic Development Organizations & Resources

Shared vision and commitment among all stakeholders – residents, business owners and public entities – is critical to Scituate's economic success. Equally important is how Scituate positions itself within the region through policy and coordinated marketing efforts to attract both the developers looking to build and businesses looking to locate in town, and to attract the customers needed to support Scituate's retail, recreational and business amenities.

This means all stakeholders must actively engage with one another to implement this plan. Among the many stakeholders are several groups and organizations with the express purpose of marketing, supporting and growing the Town of Scituate's economic assets.

Board of Selectmen

The Town of Scituate is governed by an elected five member Board of Selectmen. Among their many roles, the Selectmen serve as the executive branch of Town government and provide overarching policy direction, including economic development direction and guidance. Additionally, the Selectmen are the licensing authority for many uses directly related to this plan, particularly those related to the food and lodging sectors of the economy including common victuallers, alcoholic beverages, innkeepers, lodging houses, and entertainment licensing.

Economic Development Commission

Re-established in 2010 after a hiatus of many years, the Economic Development Commission is a seven member appointed group with a mission to enhance Scituate's existing business community, attract new business and customers to the town, and encourage development and redevelopment in appropriate locations so as to increase the Town's property tax revenues, income, job base, and overall economic health. The Economic Development Commission seeks input from and reports directly to the Board of Selectmen.

Planning Board

The Planning Board is an elected board comprised of five members and one alternate, and is staffed by a Town Planner and Planning Board Assistant. The Planning Board is responsible for overseeing the physical development of the town. Among its many responsibilities, the Planning Board develops and recommends zoning changes, reviews development applications, and may make other studies as required. The Planning Board holds public meetings on subdivision and development applications for zoning changes, and makes recommendations to Town Meeting related to zoning applications. They may also recommend changes to the Master Plan that impact planning for economic development.

Scituate Chamber of Commerce

The Scituate Chamber of Commerce is a non-profit organization charged with promoting the town's businesses and professional services, and supports other related activities that are beneficial to the economy of the town. It has over 100 business and civic members who work together to advance economic initiatives, promote events, and foster relationships for the benefit of all those who live, work, and play in the community.

Among the benefits provided to businesses with membership on the Chamber are discounted health insurance, web site listings on the Chamber website, inclusion in the “Shop Scituate and Services Guide”, and participation at Chamber sponsored networking, education and professional development events.

The Chamber, in partnership with the community and numerous volunteers, hosts several events throughout the year including the extremely popular Heritage Days festival and St. Patrick’s Day Parade. They also host an annual Excellence in Business Awards honoring member businesses for their outstanding contributions to the economic health and quality of life in Scituate.

South Shore Chamber of Commerce

The South Shore Chamber of Commerce works to strengthen and improve the business climate in the communities south of Boston between Quincy and Plymouth. Over 1,500 members make up the Chamber and include everything from major corporations to sole proprietors and non-profits. Member funded, the Chamber hosts or participates in numerous events for promoting businesses and networking. Currently, few Scituate businesses are active members of this regional entity.

Scituate Harbor Merchant’s Association

Established in 2005, the Scituate Harbor Merchants Association is a cooperative group of businesses located in and around Scituate Harbor that works to improve the vitality and business climate within the harbor area.

Comprised of 96 businesses, the Association produces and distributes the Scituate Harbor Business District pamphlet and map of all businesses, provides seasonal plantings and decorations, special lighting, promotional banners, and popular events to promote area businesses year round. Special events sponsored by the group include “First Fridays,” a monthly event when harbor area businesses extend their hours and incorporate special events featuring local artists, craftsman and performers in their shops.

VI. Public Input

A. Public Meeting Overview

The Scituate Economic Development Commission (EDC) and the Metropolitan Area Planning Council (MAPC) held an Open House public meeting on Tuesday, May 20, 2014 to engage the community and receive input for this study. Numerous residents and business owners attended the meeting, where they accomplished the following:

- stated what they felt were Scituate's greatest economic opportunities and constraints;
- prioritized preliminary economic goals and strategies;
- created visual preference collages for economic opportunity areas; and
- provided additional suggestions through an open-ended comment form.

Participants at the event were actively engaged in the process - many staying up to an hour - and remained to discuss the plan with other attendees, EDC members and MAPC staff.

While a summary of the open house is provided below (see Appendix C for full overview), the big takeaways from the evening were that there was widespread support for concentrating development in the existing village areas including higher density mixed use in both Greenbush and North Scituate. There was also significant support to develop a comprehensive marketing strategy for Scituate, and for increasing tourism, particularly around additional recreational options and programming (festivals, special events, etc). Additionally, a small group of participants advocated for more development along Route 3A.

Figure A: Home and Work Locations of Participants



The meeting attracted participants from all areas of Scituate. While many worked in town as well, particularly in the harbor area, Boston was the next most common work location, and nearly a half dozen reported that they worked from home. While most people reported that they drove to work, several took the commuter rail or ferry from Hingham to Boston.

B. Opportunities and Constraints

Participants identified what they felt were Scituate's greatest economic opportunities and constraints. Highlights included:

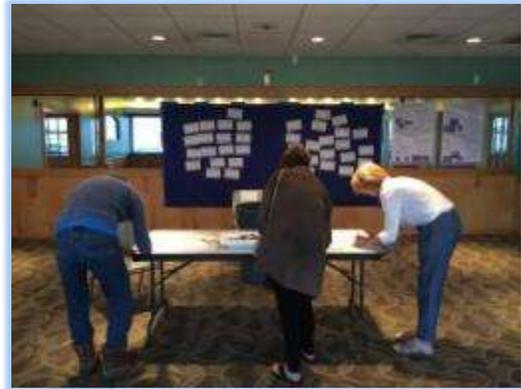
Opportunities

- More and a greater diversity of retail and restaurants, including health food stores.
- Growing the tourism industry - Scituate as a destination.
 - Beaches, maritime uses, seafood, festivals, etc.

- Greenbush / Driftway:
 - Mixed-use – housing, retail, office.
 - Golf course development (hotel, etc.).
- North Scituate - great village with small rental condo units & business - close to railroad station.
- Scituate Harbor – Make a Mass Cultural District and attract more artists, crafters, etc.
- Potential development along Rt. 3A.
- Recreational facilities – perhaps tied to a new hotel.
- Non-tax revenue (on town-owned property).
 - Strategic plan for cell tower coverage/yielding.
- Improved transportation:
 - MBTA late night and weekend services
 - Bicycles and walking paths/trails.
 - Shuttle bus between villages.

Constraints

- Transportation/Accessibility
 - No weekend or late night MBTA service
 - Access/distance from highway.
 - “Scituate is not easy to get to.”
 - Not enough pedestrian traffic. Need more sidewalks.
- Town identity: What is Scituate's vision of the future?
 - What does Scituate want to be?
 - We don't "market" Scituate like other tourist towns (e.g. Salem, Newburyport).
 - People in Boston not familiar with us.
- Not enough housing for rental to increase workforce.
- Sewer constraints (e.g. North Scituate Village)
- Many local people seem to resist change/Some of us like the town as it is.
- We can't drink the water: it's brown (feels like a 3rd world country).
- For many of us, volunteers in particular, it appears that town employees do not feel responsible to those who pay their salaries.
- The town is an end destination so doesn't have enough traffic.
- Town not business friendly:
 - Permitting with town hall not easy
 - Little help from town officials supporting new business and development.
 - Expanding permitting to allow more restaurants/commercial opportunities.
- Lack of public funding.
- Golf course land loses money for the Town.



C: Goals and Strategies: Priorities

Participants at the open house reviewed and prioritized a set of draft goals and strategies for the town to encourage economic growth. Participants felt the town should continue to focus new development in the existing village centers, and develop a comprehensive marketing strategy to better attract visitors, residents and developers. Top strategies included:

- Continue to focus new development - commercial, multifamily residential, mixed-use - in existing village centers where market opportunities are strongest.
- Develop a comprehensive marketing strategy for the town.
- Explore development of additional recreation facilities to attract more visitors and their spending to Scituate businesses.
- Make Scituate the most business-friendly town in the South Shore to better attract desired development.
- Provide more tourism options/programming in the harbor and other village areas.



Other strategies with support included expanding maritime research and educational opportunities in Scituate, developing another hotel in Scituate, and advocating for transportation improvements (e.g. MBTA weekend service, improved parking in the harbor, etc.)

D. Design Preference Collage Exercise

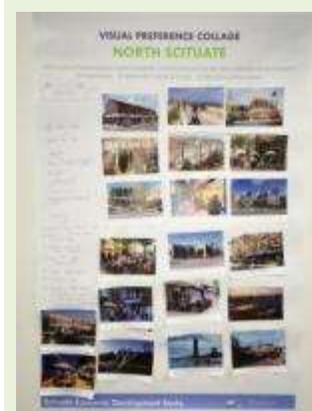
Participants created design preference collages for each of the economic opportunity areas identified through the market analysis and existing conditions research, including Scituate Harbor, Greenbush, North Scituate, and Humarock, as well as Route 3A. Participants perused hundreds of images depicting different building styles and typologies, from multi-story mixed-use buildings to single family homes to commercial strip mall development, as well as recreational and programming activities. They selected images that they felt represented desired building types or activities that they wished to see in each area. They were also encouraged to specifically note what they liked each image.



Greenbush

Many participants indicated that “residential condos with retail on the ground floor” and “near transit” are well-suited for the Greenbush area. Development preferences were predominantly two to four-storied mixed-use developments and higher density row houses. Smaller cottage style residential developments were also selected, and may be appropriate along the periphery of the village.

Photos also reveal that participants would like a visual landmark such as a clock tower to mark the village center, and would prefer that quality materials (e.g. brick) are used in construction. They also expressed a desire for more outdoor dining, and perhaps an inn and conference center.



North Scituate

Participants emphasized their preferences for residential and retail mixed-use developments filled by small businesses such as cafés, boutiques, specialty stores, and restaurants.

Selected photos depicted developments that were a maximum of two- to three-stories high, giving the village a “small town feel”. Tree-lined streetscapes that are pedestrian-friendly and suitable for outdoor dining and markets were also highlighted in the visual selections for this area.



Scituate Harbor

The photos in this collage showed a desire for a dense, walkable village center with developments that are mixed-use and under 3 stories. Small businesses such as coffee shops, specialty stores, and restaurants with outdoor dining were also highlighted. Photos of outdoor events and festivals related to the waterfront were also selected.

Highlighted activities include biking, paddle boarding, and kayaking. A number of participants noted “maximizing views”, suggesting that the natural beauty of the Harbor can add value to businesses in the area.



Humarock

Al fresco dining by the water was preferred by participants. Other outdoor activities such as festivals and a market were also selected. Participants also indicated their preference for beach access, especially for water activities such as boating, kayaking, and paddle boarding.

Some images called for 2-3 story mixed use or multi-family development designed to reflect existing character and design.



Route 3A

Participants highlighted their desire for walking/biking trails along Route 3A, and bringing in businesses along this corridor to increase their tax base. “We need to connect the West End to our businesses districts,” one comment noted. Another specifically mentioned that “...Cohasset leverages 3A to diversify their tax base.”

A need for a recreational facility for indoor sports was also noted.

E. Other Comments

Open house attendees were provided with a comment form on which they were able to provide additional feedback that was not captured at the stations. Some highlights are provided below:

Comment 1

- Marketing/public relations programs are needed. Some ideas:
 - A. “Catch the Scituate Spirit” as a great place to live, visit, and totally enjoy – creating a destination for visitors
 - B. Create a “Sea Coast” promotion – we are not a Gold Coast (although we are an “Irish” Coast – but create a contest in the marina and entertain suggestions.
- Keeping the town “feel” is important to attracting people as it is to development.
- Tourism is seasonal. What else can bring economic growth 12 months out of the year?
- Difference of opinion on Widow’s Walk golf course:
 - Bulldoze golf course! Costs money for the town since it's been built.
 - Develop a hotel/recreation facility here.
- Agenda 21: Smart Growth doesn’t work anywhere.
- Please consider the 255 acres of land that can be developed as a huge economic opportunity for the town. The existing zoning bylaws are not supportive of developing land in clustered and other modern techniques that would benefit the town, buyers and sellers. Please review development opportunities in the west end as well as the village districts.
- Nothing can happen without sewerage!

F. Summary

Input received during the open house was documented by the planning team to inform the goals, strategies and actions in the following section of this document. Generally speaking, those who participated felt that while Scituate has many existing assets, particularly related to its waterfront setting and recreational attractions (e.g. boating, beaches, etc.), the Town would benefit from improved marketing and additional programming (arts, festivals, etc.) to make it more of a regional destination. They also expressed interest in expanding maritime industries, including tourism-related businesses and research/education.

The majority of attendees expressed a preference for new investment including retail, offices and residential development to be focused within the existing villages. Additional recreational and cultural amenities were recommended in the Harbor, whereas more extensive development or redevelopment in Greenbush and North Scituate were suggested given that commuter rail service and underutilized parcels hold more promise to create new active, mixed-use environments. However, many also expressed interest in developing some sections of route 3A, where development potential may exist.

VII. Recommendations

The following recommendations are presented in two parts. **Part A** is a narrative highlighting the goals, strategies and actions for economic development within Scituate. **Part B** is an implementation matrix that provides suggestions for **who** is responsible for each strategy (organization, town department, etc.), **when** each should be accomplished (Year 1, Years 2-5, Years 6-10), and potential **resources** needed to achieve the strategy (funding, staff time, etc.).

In general, recommendations focus on marketing Scituate's existing and potential future amenities to attract more visitors and business activity, and concentrating development in the existing village areas of Greenbush, North Scituate, Scituate Harbor and Humarock. Further, the Market Analysis identified several industry sectors that hold the potential for growth within Scituate –tourism (and culture), maritime industries, local retail, and housing. Strategies to not only strengthen, but also grow these industries are presented under individual goals.

A. Goals, Strategies and Actions

Goal 1: Improve marketing of Scituate locally and regionally to attract more visitors and investment.

From the outset of this study, the planning team heard repeatedly that current marketing of Scituate's many existing assets – the harbor, beaches, open spaces, local businesses, festivals – is lacking and needs improvement. While there are several organizations currently working towards this goal, including the Scituate Chamber of Commerce and the Harbor Merchants Association, there is no current, coordinated strategy to best market Scituate's many strengths and opportunities, nor is there a plan or strategy to attract new businesses that hold potential to take advantage of Scituate's unique location and consumer base.

STRATEGIES

1.A: Develop a comprehensive marketing strategy for the Town of Scituate to attract new visitors, residents and businesses.

The Scituate Economic Development Commission should serve as the lead and work with various groups and organizations within Scituate to develop this study. The purpose of the strategy is to position Scituate as a regional asset for business and residential quality of life on the South Shore.

ACTIONS:

- **FIRST STEP: Form a working group comprised of economic development stakeholders to develop a marketing strategy, and/or work with a consultant.**

Membership should include, but not be limited to, the Scituate Chamber of Commerce, South Shore Chamber of Commerce, Planning Board, Scituate Harbor Merchants Association, Harbor Master, Town Administrator's Office, Conservation Commission, business and property owners, local developers, and interested citizens.

- **Improve communication and coordinate marketing efforts between economic development entities in Scituate.**
The Scituate EDC, through the above working group, should work with the various entities to maximize resources directed towards marketing of the town.
- **Initiate a targeted business recruitment program to attract the retail sectors, cultural and recreational amenities, maritime businesses and emerging housing markets identified in the market study to locate in Scituate.**
Key opportunities identified in the market study included full and limited service restaurants, specialty retail (clothing, shoes, home goods), a hotel, a health food store, maritime research and educational opportunities, additional recreational amenities, and residential development for smaller households (including multi-family rental and condominium development).
- **As part of the comprehensive marketing strategy, develop a multi-platform print and online/mobile campaign highlighting Scituate's high quality of life, retail and recreation amenities, school system, access to Boston, and maritime resources and activities.**
Communities around the country are increasingly using websites, mobile apps, and social media as a marketing tool. Developing a multi-platform campaign (Facebook, Twitter, YouTube, iPhone/Android apps, Instagram) will increase awareness of the community. Elements of the campaign could be developed with online market strategists/consultants, developed locally (e.g. school media class), or through a local competition. (Example: Ames, Iowa <http://youtu.be/aNqQF3Fg3OY>)
- **Hold networking events both to improve interaction between existing businesses in town and to attract entrepreneurs interested in locating their small business in Scituate.**
The EDC should work with local business groups and hold events in the village areas to promote business activity in each. Also, working with the South Shore Chamber of Commerce, market events to businesses and entrepreneurs outside of Scituate, in particular, small home occupation businesses, and owners of small tech or artisan startups who may find the quality of life of a waterside community with direct train access to Downtown Boston an attractive, more affordable alternative (i.e. quality of life, and lower office rents.)

1.B: Make Scituate the most business-friendly town in the South Shore to better attract desired investment.

Communities that provide clear, easy-to-navigate, transparent systems for opening a business or for developing property are often more attractive to developers and prospective merchants. While the current policies and processes were generally thought to work well and that Town staff was supportive and helpful, many indicated that some processes could be improved.

ACTIONS:

- **FIRST STEP: Update the Town website to provide more detail about economic development.**
The current "Businesses" page on the Town website provides several valuable links to local business organizations, subdivision and zoning regulations, and other resources, however, there is no information about the EDC (or link to their page highlighting their activities), or other valuable information such as strategic planning documents or new businesses opening in Scituate. Updating the page name to "Business and Economic Development" or something similar, and adding more

materials to the page, including this plan, a listing of existing businesses by village and type, and a “Business of the Month” highlight, would be a good first step. (Each of the below recommendations should also be added.)

- **Place the Market Analysis (See Appendix A) on the town website in a highly visible location (see previous recommendation) as a marketing tool to attract businesses and retailers that hold potential in Scituate.**
- **Create a “Scituate Business Guide” to help small businesses and prospective developers to navigate the municipal process.**

The guide would include information about permitting, licensing and zoning. (See the Case Study on the Dedham Business Guide.)

- **Develop a database of vacant/available retail, industrial and office spaces, as well as development opportunity sites in Scituate and place on town website (and Chamber website) as a resource for those interested in opening or expanding a business.**

Providing information about available retail and office spaces, as well as land, can assist the Town in attracting potential new investment. A good example is the Town of Newton’s “Commercial Real Estate Connection” page on the Town website (www.newtonma.gov). The page provides detailed information about vacant commercial spaces (retail, office, industrial), their location (organized by villages and corridors), street address, total sf of available space, and the broker contact.

- **Review permitting procedures and identify mechanisms to streamline the process in a way that does not compromise quality development.**

Business owners and developers often seek out communities with transparent and expedited permitting, as they provide a clear path and time required to open a business or to begin construction. While current procedures appear to be effective, looking for ways to simplify and expedite the approval process is always beneficial.

1.C. Improve wayfinding signage to better guide visitors to Scituate’s existing village areas and many amenities.

Currently, Scituate lacks strong signage to attract visitors, particularly those from Route 3A, to its existing villages, retail, recreational and cultural amenities. Nor does signage guide visitors to parking facilities. Improved wayfinding can make for a more pleasant visitor experience by easily guiding visitors to key amenities and attractions. Better experiences lead to return visits and/or

Case Study: Dedham Business Guide



The Town of Dedham’s APA-award winning “Dedham Business Guide” is an excellent tool to assist the small business community with navigating the Town of Dedham process for opening a business. The guide includes the following information in an easy-to-read format:

- **Getting Started:** Info on business certificates, taxes, zoning, signage, regulations, technical assistance.
- **Town Contacts:** Contact and information for Town Departments and Business Resources.
- **Overall Process:** From Plan through Permitting.

There are also specific guides about:

- **Opening a restaurant:** Information about permits needed, parking requirements, obtaining common victualler License and Alcoholic Beverages License, signage, etc.
- **Opening a Small Store:** Information of getting a Business Certificate, Permits and Licenses, etc.
- **Site Plan Review**
- **Design Review**
- **Special Permit or Variance process.**

referrals.

ACTIONS:

- **Study existing signage and create a wayfinding strategy to better attract and guide visitors to Scituate's many amenities.**
This could be accomplished by hiring a consultant, or through a community effort/competition to best capture local perspectives. Different strategies should be developed for different environments. For example, strategies to attract pass-through traffic to pull over to North Scituate or Greenbush would be different than guiding visitors to parking facilities in Scituate Harbor or Humarock.
- **Identify funding to implement wayfinding strategy.**

Goal 2: Maximize benefits of Scituate's geographic location both as a coastal community and as a town with established villages and public transportation access to Boston to attract new economic investment.

STRATEGIES

2.A: Continue to focus new development – commercial, multifamily residential, mixed use – in existing village centers where market opportunities are strongest to capture new investment.

The market study identified the existing village areas as holding the best opportunity for commercial, residential and mixed-use development. These areas are most likely to attract local retailers, small office users and emerging residential housing markets (e.g. seniors, younger adults) who are often attracted to walkable, mixed-use environments that offer retail and dining amenities, and commuter traffic/transit access to Boston (from North Scituate and Greenbush). Support for focused development in the village areas was also found during the public open house meeting.

ACTIONS:

- **FIRST STEP: Identify priority sites for commercial, residential and mixed-use development in village areas and at other appropriate areas.**
Priority sites should include publicly owned land (where available and appropriate for development), vacant parcels and underutilized parcels. (See Appendix D for an analysis of potential opportunity sites.)
- **Update or develop target area plans for each of the four villages (Scituate Harbor, Greenbush, North Scituate and Humarock) to encourage appropriate development, placemaking and marketing strategies suitable to the unique characteristics of each.**
While previous planning efforts have been completed for Scituate Harbor, Greenbush and North Scituate, these plans were completed before the economic recession and prior to the opening of the Greenbush commuter rail line, and no specific plan has been completed for Humarock (not including the Humarock Village Residential Overlay District). New village area plans that take into account changing housing and lifestyle preferences should include development opportunities; connectivity improvements; potential zoning changes needed to ensure the character, scale and functionality of each is appropriate; and strategies to attract industry sectors - retail, office, residential - appropriate to each. (See conceptual plans for the village areas developed as part of this process beginning on page 33. Analysis performed to identify opportunity sites and estimate development potential within each area is included as Appendix D and E.)

- **Work with owners of underutilized sites to explore redevelopment opportunities that would create more active live/work/play environments attractive to a range of households including seniors and young singles/couples.**

Numerous sites in each of the village areas are currently underutilized, typically by single use commercial parcels that could hold larger, mixed-use structures with upper floor residential condominiums or apartments, or office uses in the right locations.

- **Review current Village Business Overlay District zoning and identify potential modifications (either to mapped district or text) to encourage the mixed-use development desired in these areas.**

A recent change to the Village Business Overlay District in the Greenbush area now includes parcels around the key intersection of the Driftway and New Driftway, including the MBTA parking lot and parcels to the south. Similar review should be conducted for each area to further encourage village style development, but also to encourage it in the best location. Additionally, other zoning changes, including 40R and Compact Neighborhoods Zoning, in and around Greenbush and North Scituate to allow for higher density development, could be explored. In particular, 40R Smart Growth Zoning, encourages higher density mixed use, and provides incentives to the community for adopting the zoning and for each unit permitted. The State's 40S program, which accompanies 40R, provides State funding to cover educational costs for students living in 40R zones if a gap is identified. For more on 40R, Chapter 40S and Compact Neighborhoods, see Appendix E, or go to <http://www.mass.gov/hed/community/planning/>.

2.B. Ensure infrastructure can support desired development types.

Whereas Scituate Harbor and Greenbush are connected to sewer, North Scituate is not. Lack of sewer significantly constrains development.

ACTIONS:

- **FIRST STEP: Advocate the prioritization of extending sewer service to North Scituate and northern portions of Route 3A to open up development potential within these areas.**

Extending sewers to North Scituate is currently included in Phase IV of the Town's sewer improvements program, however, this is years off. Efforts to prioritize, and move up the extension of service to North Scituate, should be made. Until sewer is added, redevelopment potential within the area cannot be met.

2.C. Advocate for improved public transit to and from Scituate.

Scituate needs to take advantage not only of its two MBTA commuter rail stations, but also to provide transportation alternatives within Scituate, both vehicular and personal modes, both to provide internal mobility and to attract residents accustomed to alternative modes.

ACTIONS:

- **FIRST STEP: Convene stakeholders from communities along the Greenbush line to advocate for the return of weekend MBTA service to and from Boston to provide convenient access for residents but also tourists.** One option would be to run a one year pilot program similar to that of the CapeFLYER in summer of 2013 to justify ridership.
- **Increase MBTA ridership potential by encouraging higher density, amenity rich, mixed-use development near the North Scituate and Greenbush MBTA stations and market the community to Boston workers.** For weekend service to return, enough riders must use the service. Increasing the number of people most likely to access the service (e.g. residents) is one potential strategy to build ridership.

Greenbush Village Plan

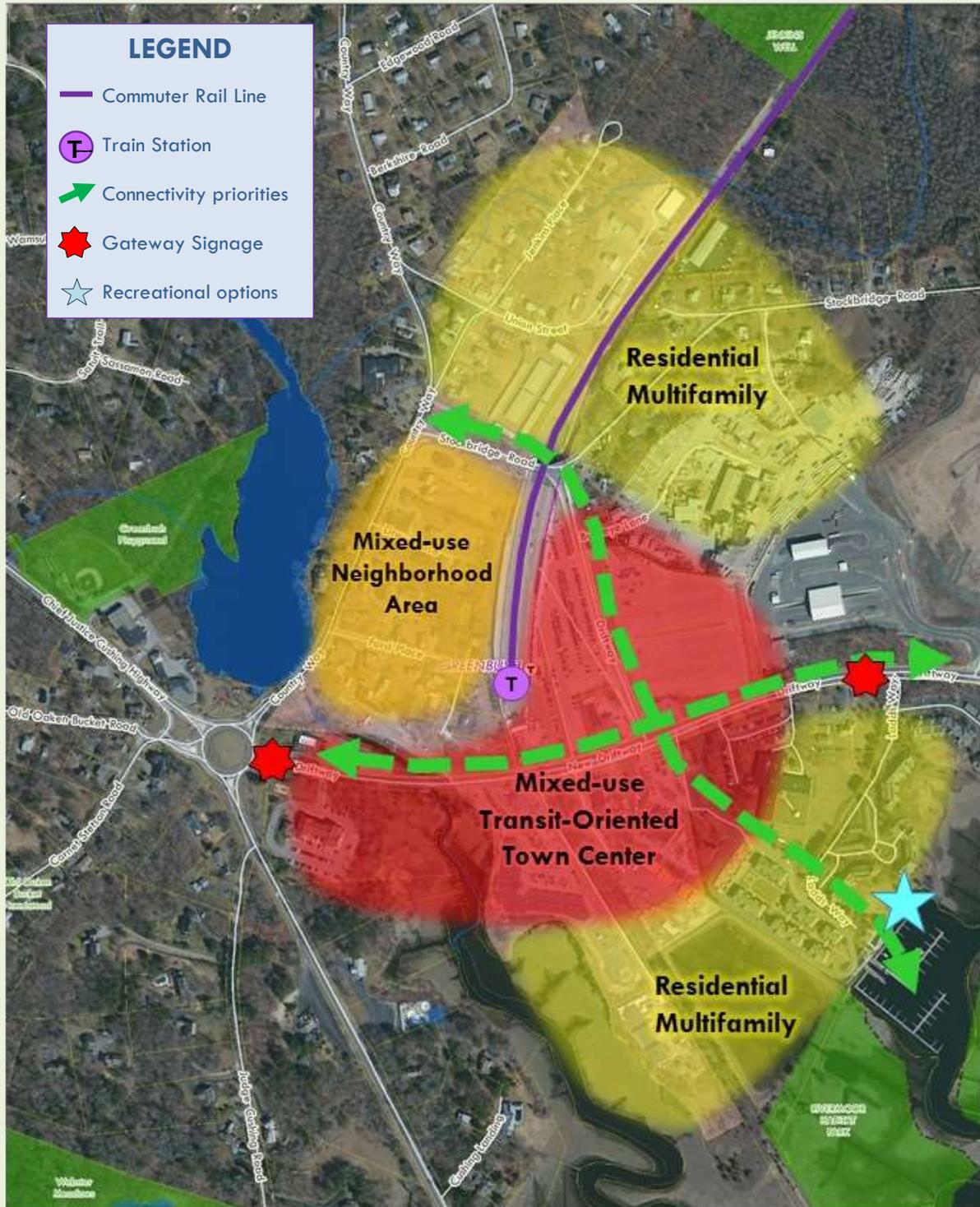
As highlighted in the existing conditions and market study, Greenbush holds the greatest potential to attract new development and economic growth given the presence of the MBTA commuter rail, the considerable land available for redevelopment, and because it serves as the gateway to the Town. The concept plan for the Greenbush area (see opposite page) visually represents an approach to achieving economic growth in a way that balance the need to attract retail and small office uses, and housing unit types often preferred by smaller households.

- **Subareas:** Target different types of development to subareas to best achieve a walkable, amenity rich mixed-use neighborhood that is attractive to retailers, small office users, and new residents interested in a walkable environment with transit access to Boston.
 - **Central TOD Village Area** (highlighted in red): Concentrate higher density mixed use, up to 4 stories, closest to the train station with residential on upper floors, and/or medical and professional offices.
 - **Neighborhood Village Area:** Concentrate medium density mixed use along Country Way with ground floor commercial and upper floor residential (up to 16 units/acre).
 - **Multifamily, townhouse or cottage development** (rental and ownership units) along the periphery to appeal to households interested in living within walking distance to an amenity rich environment and commuter option.
- Encourage **40R Smart Growth Zoning** with subdistricts at varying densities (highest near train station.)
- **Business attraction and marketing** should focus on medical and professional service businesses with the greatest potential to locate in Greenbush (lawyers, accountants, architects, etc.). Convenience retail that appeals both to residents and commuters should also be targeted including restaurants, cafes, and home goods, as well as a hotel (in Greenbush or at Widow's Walk Golf Course), and a market.
- **Connectivity** between the subareas should be prioritized including pedestrian and bicycle connections between the village center and the water, golf course, and other village areas.
- **Gateway signage** at entrance from Route 3A rotary to draw pass through traffic should be prioritized, as should wayfinding to the train station, new shopping areas, and the Harbor Village.



Images of development types desired by Open House attendees depicted “mixed-use, higher density” development in Greenbush with “outdoor dining” and “activities” near transportation.

GREENBUSH



North Scituate Village Plan

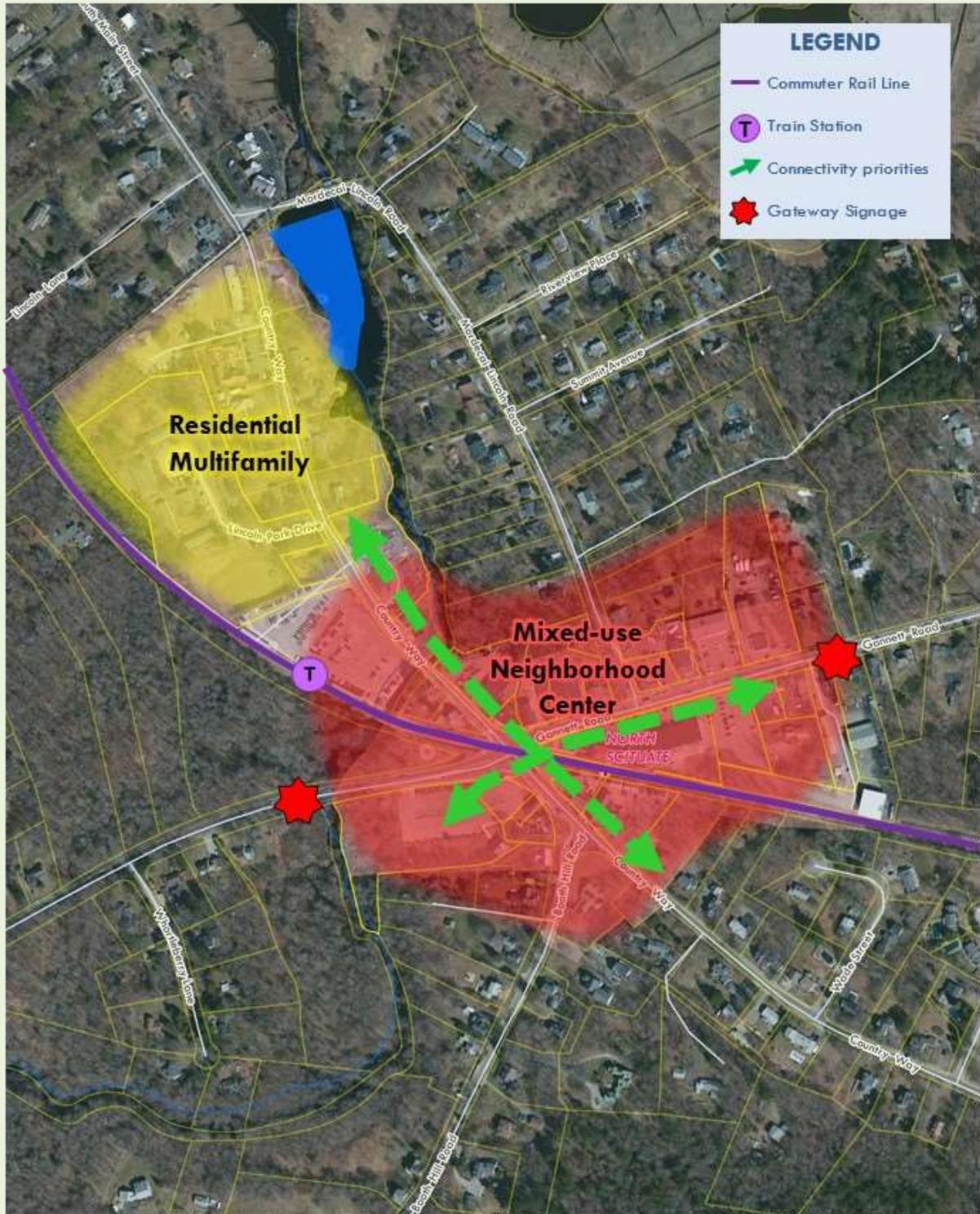
The goal for North Scituate is to create an active, neighborhood village through the redevelopment of underutilized and vacant parcels, streetscape and connectivity improvements, and business outreach to attract more local retail and restaurant options that appeal both to residents and commuters who use the Greenbush line. The concept plan for the North Scituate (see opposite page) visually represents an approach to achieving economic development and growth.

- **Prioritize sewer expansion** to all of North Scituate to support additional development.
- **Subareas:** Similar to the Greenbush Area Plan, target different types of development to subareas to best achieve a walkable, amenity rich mixed-use neighborhood that is attractive to local retailers and restaurateurs, and the residents interested in a walkable environment with transit access to Boston.
 - **Neighborhood Village Area:** Concentrate medium/higher density mixed use with ground floor commercial with upper floor residential (rentals or condominiums up to 20 units/acre) along Gannett Road.
 - **Multifamily, townhouse or cottage development** north of the train station along Country Way that appeals to smaller households, priced (for-sale or rental) for a range of household incomes.
- **Consider 40R Smart Growth** zoning once sewer is expanded to the area.
- **Business attraction and marketing** should focus on convenience retail that appeals both to residents and commuters including a small specialty food market, restaurants and cafes (brings additional meals tax revenues to the town), boutique retail like home goods and cards/gifts, and art galleries.
- **Connectivity and public realm improvements** including streets that accommodate all users (automobiles, bicycles, pedestrians), sidewalks that accommodate outdoor dining and an active pedestrian street life, more street trees, and more attractive, consistent signage.
- **More programming and open space** including pocket parks, outdoor activities, a seasonal outdoor market, holiday strolls, etc.
- **New gateway signage** at entrance from Route 3 to attract customers.



Images of development types desired by Open House attendees depicted a mixed-use environment at a “smaller scale” than Greenbush with aesthetic upgrades that would “improve the overall look” of the area. Active uses like restaurants, coffee shops, and a healthy food store, were also desired.

NORTH SCITUATE



Scituate Harbor Village Plan

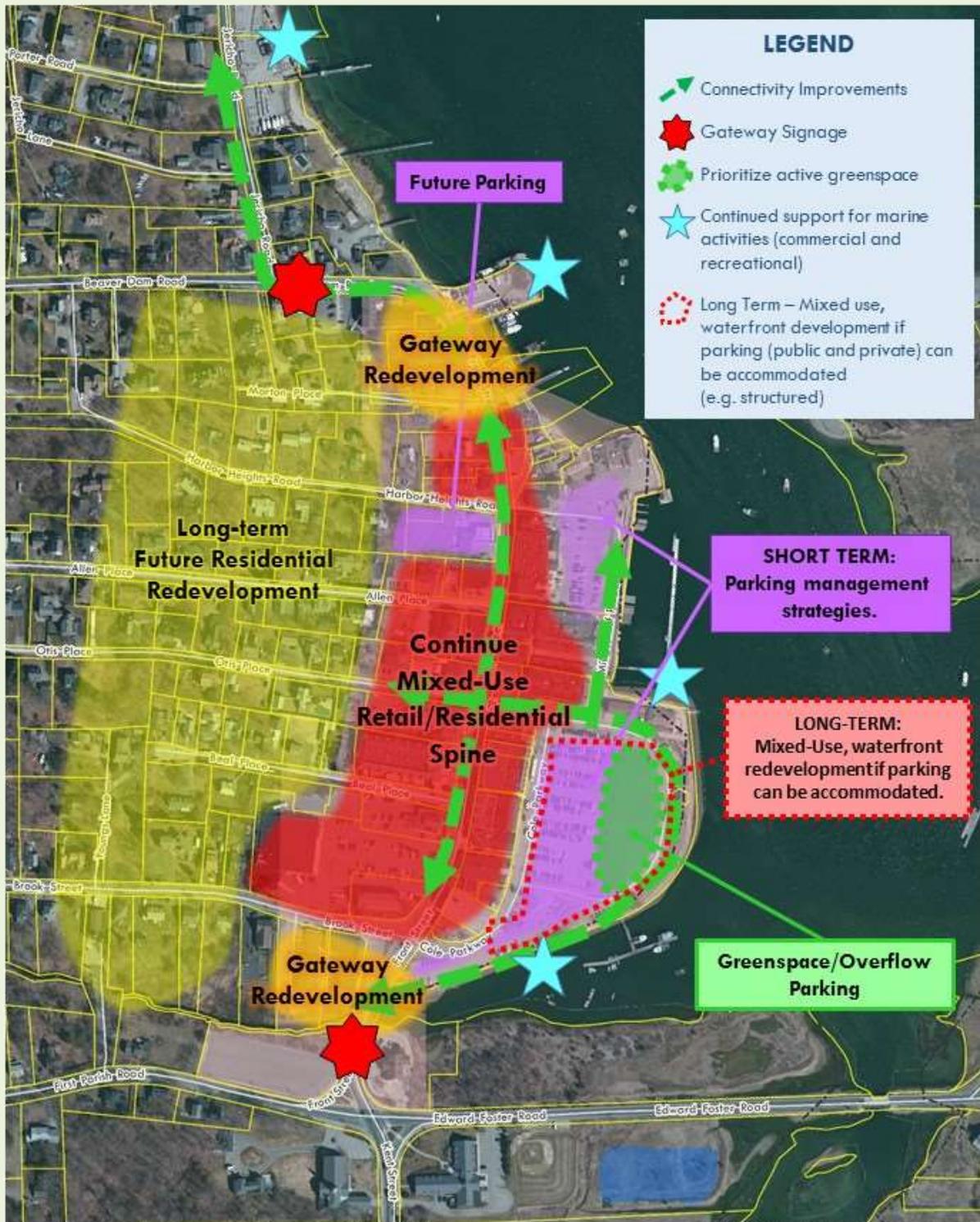
Scituate Harbor is a local and regional destination. Thus, strategies for the Harbor Village area build on current initiatives and investments that have made the area a destination for residents, locals, boaters and tourists alike. The concept plan for the Harbor Area (see opposite page) visually represents an approach to achieving economic development and growth.

- **Support fishing industry and attract marine research, education and boat repair businesses to locate in and around the Scituate Harbor to retain existing and attract additional jobs.** (See Goal 4 strategies.)
- **Encourage more programming along the waterfront and along Front Street including concerts, festivals, arts programming (including public art) to draw more visitors to the harbor area.**
- **Focus marketing and business attraction efforts to bring full- and limited-service restaurants (cafes, bakeries, etc.) to increase activity (and meals tax revenues), specialty retail (e.g. clothing), establishments catering to recreational boaters, and art galleries.**
- **More recreation and tourist amenities that take advantage of the waterfront setting including kayak and paddle board rentals, boat tours/fishing, etc, and market these amenities.**
- **Implement parking strategies identified in the MAPC parking study (included in the Appendix) to maximize current public and private parking, and to provide additional spaces to support the northern areas of Scituate Harbor.**
- **Identify redevelopment opportunities for mixed use buildings with ground floor retail and upper floor condominium development attractive to smaller households including retirees and others attracted to an active harbor lifestyle.** (See Appendix D for preliminary analysis of sites.) This could include the Cole Parkway lot should proposals accommodate and incorporate public parking needs.
- **Maximize use of Pier 44 just north of the village area to create additional revenue for the town.** (e.g. educational uses, event rentals, etc.)



Images selected by Open House attendees depicted a higher density mixed-use, amenity rich Scituate Harbor with many options including outdoor dining that “brings life to the street,” “shops along the harbor,” “more activities” like seafood festivals and kayak rentals, and more “green space” with potential to “expand the gazebo green area” along the harbor. Other suggestions included “brick-banded sidewalks,” undergrounding utilities, and the need for “cafes and coffee shops”

SCITUATE HARBOR



Humarock Village Area Plan

As highlighted earlier, opportunities for economic development in Humarock are limited due to its location on a barrier peninsula, associated flooding concerns, the seasonal residential changes, and limited access. However, some development potential exists for retail and mixed use that would appeal to summer residents and tourists, and for attracting more year round residents.

- **Identify parcels appropriate for 2-3 story mixed use (including a small inn) or multi-family.** Focus efforts along Marshfield Avenue, where underutilized and vacant properties hold potential for development. Ensure development reflects existing character and design.
- **Business attraction should focus on restaurants (with outdoor seating) and other tourist-friendly shops.**
- **Encourage additional recreational activities** including expanded non-resident beach access (limited, but revenue-generating), boating, kayaking and paddle boarding should be explored.
- **More programming** such as beach concerts and festivals to attract more visitors.



Images selected by Open House attendees depicted a more active beach village with seafood festivals, more outdoor dining.

2.D. Create additional non-auto transportation options and amenities within Scituate.

Many people attracted to mixed-use environments, particularly former urban dwellers, often prefer to get around using transportation alternatives to the automobile including public transportation, and increasingly bicycling. Providing more alternatives to connect villages with neighborhoods would not only make Scituate more attractive to those moving from more urban environments, they would provide existing residents with greater alternatives and provide additional recreational amenities.

ACTIONS:

- **FIRST STEP: Explore feasibility for shuttle bus service between train station areas and Scituate Harbor and potentially Humarock during large events and on busy summer weekends to accommodate increased tourism.**
As a pilot program to study feasibility, a vehicle could be rented to offer shuttle service from Greenbush to and from the Harbor during large events such as Heritage Days.
- **Identify funding and conduct a study to improve parking conditions/capacity in the Harbor area.**
Throughout the planning process, parking capacity in the Harbor area was a common topic of discussion. Whereas many said there is not enough, particularly in the summer months, others felt there was ample parking, except during large events (e.g. Heritage Days). Better understanding the parking conditions in the Harbor would allow for more specific strategies to be developed. A parking study would help to identify strategies to maximize existing parking spaces, and/or create additional spaces through redesign or through identification of additional parking opportunities. Strategies could include exploring remote parking (on weekends) for long-term users like retail employees or recreational boaters, time restrictions in the Cole Parkway lots (2 or 3 hour, half day, etc.), or shared parking strategies.
- **Identify funding mechanisms and continue to improve connectivity between village areas (and MBTA stations), residential neighborhoods, schools and recreational amenities through development of a larger system of connected bicycle lanes/paths and pedestrian routes.**

2.E. Study potential for additional development at Town-owned Widow's Walk Golf Course, including complementary commercial uses.

Widow's Walk Golf Course is strategically located between Greenbush and Scituate Harbor. Portions of the publicly owned golf course (one of the few publicly-owned opportunity parcels), which will soon be paid in full, could be positioned for complementary commercial uses. For example, the property could be positioned to attract a hotel/conference/banquet facility. Such a facility would be attractive not only for overnight guests, but for weddings, and more importantly, for corporate clients who may be interested in holding trainings, seminars or corporate outings with a golf activity close to Boston.

ACTIONS:

- **Convene a working group to identify future development opportunities at Widow's Walk Golf Course.**
- **Issue an RFP for a developer to construct a development type identified by the working group.**

2.F. Identify strategic parcels along Route 3A with potential for commercial development to increase commercial tax revenues.

Although the market study identified the village areas as holding the most promise for additional commercial growth, 3A held some potential in a few select areas – areas adjacent to the Cohasset border, as well as the Town Hall property should it be moved.

ACTIONS:

- **Identify parcels along Route 3A, and potentially rezone for commercial use.**
As noted in the market study, there may be potential for some smaller regional chain retail (under 25,000 sf) to locate in Scituate. However, given that potential is limited, and that development opportunity is limited along Route 3A (e.g. wetlands, protected open space), rezoning only a few key parcels that hold potential, particularly near the Cohasset retail concentration or at high traffic intersections, should be explored.

Goal 3: A growing and thriving tourism industry with more amenities and programming year round.

A growing and thriving tourism industry with more amenities and activities year round would bring more visitors and their spending to Scituate to support local business growth including retail, restaurant and recreational/maritime options.

STRATEGIES

3.A: Provide additional programming in the harbor and other village areas to attract more visitors to Scituate throughout the year.

ACTIONS:

- **FIRST STEP: Continue to support, but increase marketing for, large festivals including Heritage Days, the St. Patrick's Day Parade that bring thousands of visitors to Scituate.**

As highlighted in interviews and during the public open house, many expressed that Scituate is not on the "map" regionally as a place to visit, or for festivals. Continuing to support existing festivals, with improved marketing and outreach, would be a good first step to building a Scituate "brand" as a destination for visitors.

- **Develop additional events to bring local and regional visitors to Scituate in the peak summer months.**

Additional seasonal events could include harbor boat parades (day or evening), a "Harbor Fire" or similar event modeled after Providence's "Water Fire" (www.waterfire.org), or smaller activities like "Movies on the Harbor", or a "Seafood Food Truck Festival" in Humarock.

- **Increase the number of visitors to Scituate during the shoulder seasons (spring and autumn) through improved program development.**

Many communities develop off-peak season programming to attract visitors including festivals (food, music, film), shopping events, restaurant weeks, holiday events, and more.

Case Study: Salem so Sweet Chocolate and Ice Sculpture Festival



During the off-season, winter month of February, the City of Salem, MA Main Streets program holds this annual Valentine's Day festival to bring visitors to the city's downtown. The festival includes a chocolate and wine tasting event featuring local restaurants, ice sculptures throughout downtown, shopping promotions and more.

- **Identify additional and/or work with existing boat charter providers to offer more and/or varied excursions.**

There are several fishing charters, and the Lucky Finn excursion boat, currently offering trips and tours out of Scituate Harbor. Additional opportunities may exist to build on these companies including evening harbor cruises, coastal site-seeing, educational tours, etc. (Examples include dinner cruises on the Beauport Princess, Gloucester, MA, www.beauportprincess.com and tourism tours via Mahi Mahi Harbor Cruises in Salem www.mahicruises.com), the Liberte' in Falmouth, www.theliberte.com).

- **Promote expansion of, or additional exhibits at the existing Maritime and Mousing Museum highlighting Scituate's rich maritime past, current offerings, and research activities.**

This effort could build on the existing facilities/exhibits at the Maritime and Mousing Museum, or could include temporary displays in the Harbor and other village areas in the form of a pop-up establishments at existing vacant and available locations (e.g. Scituate Harbor Community Building, or along green space adjacent to Cole Parkway or along the Harbor Walk).

- **Prioritize and identify funding for Harbor Walk extensions to Scituate Harbor Community Building and to the south.**

Expansion of the Harbor Walk should be completed up to the Scituate Harbor Community Building and points south, using grant or other local funding (e.g. Community Preservation Act funding.)

3.B: Explore opportunities to open a new hotel with conference and function facilities to provide additional lodging options in Scituate to attract more tourism and small business conferences.

Existing accommodations for overnight guests in Scituate are currently limited to the Inn at Scituate Harbor and two small bed and breakfast establishments. To further grow the visitor economy and attract weddings and other special events, additional lodging options are needed, and as highlighted in the market analysis, can likely be supported.

ACTIONS:

- **FIRST STEP: Identify sites for potential hotel development.**

Sites should be able to accommodate a hotel up to 50,000sf (including banquet/meeting facilities), associated parking for guests and visitors, and open space. Adjacency to recreational amenities and/public transit would be beneficial. Once sites are identified and if town-owned, issue an RFP. (e.g. Widow's Walk Golf Course could be a good site.) If on privately held property, promote the idea of hotel development.

- **Recruit regional hotel developers that may be interested in opening an establishment in Scituate.**

Important to this effort will be to market the many local amenities – golf, beach access, local shopping, festivals, recreational boating/fishing – that could be used to market the hotel to guests.

3.C. Promote existing cultural, open space and recreation amenities and explore opportunities to create additional amenities to attract more visitors and their spending to Scituate businesses.

Historical structures and places, parks, open space, beaches and other recreational amenities can be large economic drivers for communities that offer a menu of options. Maximizing existing offerings, and adding more would help to draw more visitors to Town, and offer residents an even higher quality of life.

ACTIONS:

- **FIRST STEP: Continue to identify opportunities for walking trails and bike facilities. (See Strategy 2.D)**
- **Develop and publish a map – available online or in print – to highlight the many historic and open space amenities in Scituate. To further capture visitor spending, highlight local eating, lodging and retail establishments on the map to capture more spending locally.**
The Scituate map could be modeled on the maps created by the South Shore Chamber of Commerce, such as “Boston’s South Shore: The Hidden New England Old Colonial Trails” map, and include historic sites, walking and bicycle routes, as well as restaurants, beaches and other amenities.
- **Explore opportunities to further expand beach access to non-residents.**
Scituate already provides a limited number of beach parking passes to guests at hotels and inns, as well as to Marshfield residents. Providing a limited number (to be determined) of additional parking passes for select beaches could be accomplished through local businesses or online ticketing. (See also, Strategy 6.C for additional Town revenue benefits.)
- **Provide more water-based recreation by recruiting additional, or working with existing kayak, paddleboard and other small maritime craft rental operators to operate in Scituate Harbor and Humarock.**
- **Study feasibility and benefits of hosting larger regional sports tournaments, particularly during the shoulder seasons (fall and spring).**
Large sporting tournaments bring hundreds of athletes and their families to communities. They not only pay fees to use fields, they often employ local teens (e.g. concessions, ticket booths, etc) and bring additional spending to a community through hotel stays, restaurant meals, and other retail spending. This could help to support another local hotel.
- **Identify local partners and seek funding (including grants) to create a local bike share program for tourists to see and experience Scituate’s many amenities.**
Local bike share programs have been developed and implemented in communities throughout the country. The program could be modeled on Salem Spins, a grant funded partnership between the City, Salem State University and local businesses, which provides bikes free of charge to residents and visitors.

Strategy 3.D: Make Scituate a center for arts and culture.

ACTIONS:

- **FIRST STEP: When retail vacancies arise, work with property owners to provide the space for “pop up” galleries and events, or to allow artwork to be displayed until the space is filled.**
Placing art in vacant storefronts not only makes for a more attractive streetscape, it also promotes the retail location, and provides temporary space for local artists to display goods.
- **Market Scituate Harbor and North Scituate to artists and crafters interested in displaying their work.**
This could be included in the larger marketing strategy for Scituate by including information about local artists, galleries and events. Reaching out to large, successful galleries in similar waterfront communities with strong tourist industries would be beneficial. Additionally, retail spaces appropriate for galleries could be included on the online inventory recommended under Strategy 1.B.

- **Explore the option of creating a MA Cultural District in Scituate Harbor.**
Designated Cultural Districts are town or city identified geographical areas with a concentration of cultural facilities and amenities, formed to highlight existing and to attract additional artists, entrepreneurs and cultural enterprises, encourage business and job opportunities, and further establish tourist destinations to enhance the visitor experience and attract more tourist spending and tax revenue. Through creation of a district, communities receive marketing assistance from the Massachusetts Cultural Council, and other benefits.
- **Promote Scituate's rich artistic community through an annual "Scituate Open Studios" event.**
Many communities hold annual or seasonal "Open Studios" to put a spotlight on local artists and crafts people, but also to attract more artists to their communities. (For examples, see Somerville Open Studios, Dedham Open Studios, etc.)
- **Seek grant funding to create a Public Art Master Plan to form an overall strategy and to identify locations for and promote the development of public art both to make public spaces more attractive, and to attract more visitors.**
Public art installations could be dispersed throughout town, along the harbor and Harborwalk, or even along walking/biking trails to increase interest. Displaying works from local artists and/or works that highlight maritime themes (fishing, lobstering, etc.) could be encouraged. (See Salem Public Art Master Plan, http://www.salem.com/pages/salemma_dpdc/studiesreports/artMasterPlan.pdf)

3.E. Advocate for weekend MBTA service to provide improved access to tourists.

See Strategy 1.C. for more information.

Goal 4: Expand maritime industries, including tourism, research and education opportunities.

Scituate's economy and the town's identity is very much tied to the maritime trades, from the Irish mousing trades, to commercial fishing and lobstering, to recreational boating and maritime research. While it is crucial that traditional trades be preserved and supported, both for workers and the community's identity, there are additional opportunities to develop additional maritime tourism, education and research.

STRATEGIES

4.A. Capitalize on Scituate's existing assets – NOAA, geographic location - and promote Scituate as a location for expanding maritime research and educational opportunities.

ACTIONS:

- **FIRST STEP: Convene local, regional and national maritime research and education stakeholders to discuss opportunities and synergies in Scituate and formulate a strategic plan to grow jobs.**
This could be modeled after Gloucester's New Maritime Port Economy Summit. (See callout box on the following page.)

- **Work with NOAA to identify potential areas for research expansion.** The National Oceanic and Atmospheric Administration's (NOAA) Ocean Service management office currently oversees the 842 square mile Stellwagen Bank National Marine Sanctuary from headquarters located in Scituate, and conducts scientific research, monitoring, exploration, education programs, and outreach.

- **Identify and reach out to regional institutions with oceanography, marine science and other maritime programs that may be interested in developing a satellite facility or program in Scituate.**

As noted in the market study, one way to increase year-round activity on the waterfront would be to expand scientific marine research and educational activities. Given the need for training in maritime trades, which is not readily available in the state, the uncertain status of the Marine and Environmental Education Alliance's "Ocean Campus Center" in Marshfield, the Town should continue to investigate identification of sites and programs that would complement existing maritime activities in Scituate, from research to ship repair. Institutions to target should include local colleges and universities (MIT, Boston University, UMass Dartmouth, etc.), research institutes/organizations (e.g. Woods Hole Oceanographic Institution, Provincetown Center for Coastal Studies, Ocean Alliance, etc.).

- **Identify locations for research and educational facilities in the harbor or other water-adjacent areas.** In addition to identifying locations for permanent facilities, an initial opportunity could be to use the Scituate Harbor Community Building and Maritime Center for education and training opportunities, as well as for networking events.

Case Study: The New Maritime Port Economy Summit, Gloucester, MA, 2012



The City of Gloucester, with funding from the U.S. Economic Development Administration, and support from MAPC convened over 100 maritime industry representatives to explore the potential for development and revitalization of the Gloucester Harbor economy. Participants identified maritime industry segments (manufacturing, research, education) that would both respect and build on the historically robust fishing industry, while providing employment that would leverage local skill sets and attract younger workers. Recommendations included developing a marine science and technology cluster, and to build and diversify the existing fishing industry.

Goal 5: Further grow Scituate's health care cluster.

The health care sector is one of Scituate's largest employers. Given the projected aging of the population, additional medical offices, assisted living and care facilities will likely be needed in the future. Building on the existing concentration of medical uses in the Greenbush area holds promise.

STRATEGIES

5.A. Market Scituate as a center for health care on the South Shore.

Given changing demographics, in particular the projected aging of the population locally and regionally, the need for more health services is projected to grow. This will include everything from medical specialists, to larger clinics/practices, to assisted care facilities and other services. Given the existing cluster of medical uses in the Greenbush area and Scituate's distance from larger medical facilities in the region, the Town

should actively market itself as a local, sub-regional center for medical care both to provide services to its growing senior population, but also to attract the higher wage jobs of the health care sector.

ACTIONS:

- **FIRST STEP:** *Include health care representatives in the marketing efforts highlighted in Strategy 1.A.*
- **Convene medical industry stakeholders as well as residents to identify opportunities for additional practices and locations for offices.**

As part of the larger marketing strategy, the EDC in partnership with other Economic Development Organizations should gather local medical industry stakeholders to explore possible areas for expansion that can be targeted.

5.B. Identify locations for additional assisted care facilities within existing village areas or proximate to them.

With current health care businesses and jobs concentrated in and around Greenbush, and access by rail available (for workers and to a lesser extent patients), it would be beneficial to concentrate efforts to grow sector jobs here.

ACTIONS:

- **Identify locations in Greenbush most suitable to health care office needs.**

Goal 6: Identify additional revenue sources to reduce Scituate's reliance on its residential tax base.

As detailed earlier in this study, Scituate has a relatively small economy, thus it relies heavily on its residential tax base (95.5 percent of all town revenues). Given the many constraints, including the relative lack of easily developable land, increasing revenues from commercial entities will be modest – an increase of one or two percentage points would be a success. However, beyond attracting additional commercial development and its associated property taxes, there are other strategies that can increase revenues.

STRATEGIES

6.A. Increase revenues derived from the recently adopted local option meals tax.

Scituate adopted a Local Option Meals Tax in 2013, providing the Town with an additional revenue stream. Marketing existing and encouraging more restaurants through increased tourism/visitors would increase revenues generated and lower (although modestly) its reliance on the residential tax base.

ACTIONS:

- **FIRST STEPS:** *Increase awareness of Scituate restaurants and limited service eating establishments, particularly in off-season months through restaurant week events ("Taste of Scituate") to increase customers and tax revenues.*
- **Identify sites suitable for restaurant development and include on Town website to attract new establishments.**
- **Petition state legislature to provide additional liquor licenses (seasonal and year round, wine and malt, and all alcohol) to allow more restaurants in Scituate.**

6B. Explore adopting a local option room occupancy excise tax on lodging rooms.

An occupancy excise tax would provide additional revenues to the town from every occupied room. In addition, overnight guests are more likely to dine out at local eateries, thus adding additional revenues through the local option meals tax.

ACTIONS:

- **FIRST STEP: Convene local officials and stakeholders to discuss benefits of a tax.**
- **Bring to Town Meeting for adoption.**

6.C. Raise additional revenue through providing more beach parking passes to non-residents.

Providing a limited number of beach parking passes would bring in more money to the Town. Receipts from passes could be used to better maintain beach and other recreational facilities in town.

ACTIONS:

- **FIRST STEP: Identify town beaches that could best accommodate additional beach traffic.**
Beaches identified should have available parking spaces, or areas in which parking can be accommodated. (e.g. Humarock)
- **Identify mechanisms to provide beach parking passes effectively.**
Beach parking passes could be made available online or through a mobile phone app. "Passes" could be in the form of a printed piece of paper, or a register of license plate numbers accessible to parking enforcement officers.
- **Market local eating and retail establishments at beach areas.**
Marketing could include a listing of "Places to Eat and Shop" on the website/app, or kiosks and brochures at the beaches.

6.D. Maximize opportunities to increase municipal revenues from Town-owned Pier 44 property.

Because Pier 44 was purchased by the Town using MBTA Greenbush Mitigation funds, uses are limited to "public purpose of open space and land preservation for outdoor recreation by, and education to, the general public." Thus redevelopment of the property cannot include primary uses such as commercial offices, retail shops, residential, restaurants or others. However, as highlighted in the 2012 Feasibility Study, some exceptions may be possible if not serving as the primary use. According to the document, this could include a snack shack, an office for educational purposes, etc. However, it is unclear to what extent "commercial" enterprises, such as renting the facility for receptions (non-profit events, weddings, etc.) is allowed as a temporary use.

ACTIONS:

- **FIRST STEP: Further explore potential to rent out Pier 44 for educational, recreational, as well as non-recreational, non-educational temporary uses (e.g. wedding receptions) to increase town revenues.**
- **Explore using parking lot for off-site harbor employees or boaters (for a fee) both to increase town revenue and alleviate parking constraints during busy summer months.**
- **Should a small, secondary use be permitted, consider issuing an RFP for a small take-out seafood restaurant to locate on the property with non-exclusive, publicly accessible outdoor tables for dining.**

B. Implementation Matrix

Short-term: Year 1-2
Mid-term: Years 3-5
Long term: Years 6-10

IMPORTANT NOTE: The below matrix identifies each goal, strategy, and action (How), as well as (potential) responsible parties (Who?) for each action, and the timing (When?) and Resources.

Goal	Strategy	Action (How)	Who	When	Resources
Goal 1: Improve marketing of Scituate locally and regionally to attract more investment	1.A: Develop a comprehensive marketing strategy for the Town of Scituate to attract new visitors, residents and businesses.	FIRST STEP: Form a working group comprised of economic development stakeholders to develop a marketing strategy, and/or work with a consultant.	Lead: EDC Others: Scituate Chamber, Harbor Merchants Association, South Shore Chamber, Business Owners, Cultural Groups, Citizens, Etc.	Short Term	Staff time EDC Funds Grant funding
		Improve communication and coordinate marketing efforts between economic development entities in Scituate.	EDC; Scituate Chamber; Harbor Merchants Association; South Shore Chamber	Mid-term	Staff time Volunteers
		Initiate a targeted business recruitment program to attract the retail sectors, cultural and recreational amenities, and maritime businesses identified in market study to locate in Scituate.	EDC; Scituate Chamber	Short-term	TBD
		As part of the comprehensive marketing strategy, develop a multi-platform print and online/mobile campaign highlighting Scituate's high quality of life, retail and recreation amenities, school system, access to Boston, and maritime resources and activities.	EDC; Town Administrator's Office	Short- to Mid-term	TBD
		Hold networking events both to improve interaction between existing businesses in town and to attract entrepreneurs interested in locating their small business in Scituate.	Scituate Chamber; South Shore Chamber	Ongoing	Chamber funds; Event fees
		1.B: Make Scituate the most business-friendly town in the South Shore to better attract desired investment.	FIRST STEP: Update the Town website to provide more detail about economic development.	EDC	Short-term

Goal	Strategy	Action (How)	Who	When	Resources	
		Place the Market Analysis (See Appendix A) on the town website in a highly visible location (see previous recommendation) as a marketing tool to attract businesses and retailers that hold potential in Scituate.	EDC; Planning Board	Short-term	Staff time.	
		Create a “Scituate Business Guide” to help small businesses and prospective developers to navigate the municipal process.	EDC	Short- to Mid-term	EDC funds	
		Develop a database of vacant/available retail, industrial and office spaces, as well as development opportunity sites in Scituate and place on town website (and Chamber website) as a resource for those interested in opening or expanding a business.	EDC Planning Board Staff	Ongoing	Staff time	
		Review permitting procedures and identify mechanisms to streamline the process in a way that does not compromise quality development.	EDC; Planning Board Staff; City Clerk; Board of Health Inspection Department	Short- to Mid-term	Staff time	
	1.C. Improve wayfinding signage to better guide visitors to Scituate’s existing village areas and many amenities.	Study existing signage and create a wayfinding strategy to better attract and guide visitors to Scituate’s many amenities.	EDC; Scituate Chamber; Harbor Merchants	Short-term	TBD	
		Identify funding to implement wayfinding strategy.	EDC ; Scituate Chamber; Harbor Merchants	Mid-term	TBD	
	Goal 2: Maximize benefits of Scituate’s geographic location both as a coastal community and as a town with established villages and public transportation access to Boston to attract new economic investment.	2.A: Continue to focus new development – commercial, multifamily residential, mixed use – in existing village centers where market opportunities are strongest to capture new investment.	FIRST STEP: Identify priority sites for commercial, residential and mixed-use development in village areas and at other appropriate areas.	Planning Board Staff EDC		EDC funds; Staff time

Goal	Strategy	Action (How)	Who	When	Resources
		Update or develop target area plans for each of the four villages (Scituate Harbor, Greenbush, North Scituate and Humarock) to encourage appropriate development, placemaking and marketing strategies suitable to the unique characteristics of each.	MAPC EDC Planning Board Staff	Short-term	EDC funds
		Work with owners of underutilized sites to explore redevelopment opportunities that would create more active live/work/play environments attractive to a range of households including seniors and young singles/couples.	EDC; Planning Board Staff	Short- to Mid-term	Staff time
		Review current Village Business Overlay District zoning and identify potential modifications (either to mapped district or text) to encourage the mixed-use development desired in these areas.	EDC; MAPC; Planning Board Staff	Short-term	Staff time EDC funds
	2.B. Ensure infrastructure can support desired development types.	FIRST STEP: Advocate the prioritization of extending sewer service to North Scituate and northern portions of Route 3A to open up development potential within these areas.	EDC; Capital Planning Committee; Public Works Sewer Division	Short-term	Staff time; Town funds.
	2.C. Advocate for improved public transit to and from Scituate.	FIRST STEP: Convene stakeholders from communities along the Greenbush line to advocate for the return of weekend MBTA service to and from Boston to provide convenient access for residents but also tourists.	EDC; Town Administrator's Office; MAPC	Short-term	Staff time
		Increase MBTA ridership potential by encouraging higher density, amenity rich, mixed-use development near the North Scituate and Greenbush MBTA stations and market the community to Boston workers.	Planning Board Staff; EDC	Mid-term	N/A

Goal	Strategy	Action (How)	Who	When	Resources
	2.D. Create additional non-auto transportation options and amenities within Scituate.	FIRST STEP: Explore feasibility for shuttle bus service between train station areas and Scituate Harbor and potentially Humarock during large events and on busy summer weekends to accommodate increased tourism.	EDC	Mid-term	TBD
		Identify funding mechanisms and continue to improve connectivity between village areas (and MBTA stations), residential neighborhoods, schools and recreational amenities through development of a larger system of connected bicycle lanes/paths and pedestrian routes.	Conservation Commission; Planning Board; Public Works	Ongoing	CPA Funds Chapter 90 Funds Grants
	2.E. Study potential for additional development at Town-owned Widow's Walk Golf Course, including complementary commercial uses.	Convene a working group to identify future development opportunities at Widow's Walk Golf Course.	EDC; Recreation Department	Mid-term	Staff time
		Issue an RFP for a developer to construct a development type identified by the working group.	EDC; Recreation Department; Town Administrator's office	Long-term	Staff time
	2.F. Identify strategic parcels along Route 3A with potential for commercial development to increase commercial tax revenues.	Identify parcels along 3A and potentially rezone for commercial use.	EDC; Planning Board Staff	Mid- to Long-term	Staff time
	Goal 3: A growing and thriving tourism industry with more amenities and programming year round.	Strategy 3.A: Provide additional programming in the harbor and other village areas to attract more visitors to Scituate throughout the year.	FIRST STEP: Continue to support, but increase marketing, of large festivals including Heritage Days, the St. Patrick's Day Parade that bring thousands of visitors to Scituate.	Scituate Chamber; Harbor Merchants; EDC	Ongoing
Develop additional events to bring local and regional visitors to Scituate in the peak summer months.			Scituate Chamber; Harbor Merchants; EDC	Mid-term	TBD

Goal	Strategy	Action (How)	Who	When	Resources
		Increase the number of visitors to Scituate during the shoulder seasons (spring and autumn) through improved program development.	Scituate Chamber; Harbor Merchants Association; Business Owners; EDC	Ongoing	TBD
		Identify additional and/or work with existing boat charter providers to offer more and/or varied excursions.	TBD	TBD	TBD
		Promote expansion of, or additional exhibits at the existing Maritime and Mousing Museum highlighting Scituate's rich maritime past, current offerings, and research activities.	Scituate Arts Association, Cultural Commission	Long-term	TBD
		Prioritize and identify funding for Harbor Walk extensions to Scituate Harbor Community Building and to the south.	Public Works, Harbor Master	Mid- to Long-term	Grant funding; TBD
	3.B: Explore opportunities to open a new hotel with conference and function facilities to provide additional lodging options in Scituate to attract more tourism and small business conferences.	FIRST STEP: Identify sites for potential hotel development.	EDC; Planning Department; Town Administrator's Office	Mid-term	Staff time
		Recruit regional hotel developers that may be interested in opening an establishment in Scituate.	EDC; Marketing Working Group; Scituate Chamber	Mid- to Long-term	Staff time
	3.C: Promote existing cultural, open space and recreation amenities and explore opportunities to create additional amenities to attract more visitors and their spending to Scituate businesses.	FIRST STEP: Continue to identify opportunities for walking trails and bike facilities. (See Strategy 2.D)	Conservation Commission; Public works	Ongoing	Staff time; Grant funding; CPC funding (trails); Chapter 90 funds.
		Develop and publish a map – available online or in print – to highlight the many historic and open space amenities in Scituate. To further capture visitor spending, highlight local eating, lodging and retail establishments on the map to capture more spending locally.	Conservation Commission; Scituate Chamber; EDC	Mid-term	Grant funding; Chamber funds; Staff time
		Explore opportunities to further expand beach access to non-residents.	EDC; Recreation Department; Conservation Commission; Treasurer/Collector	Short-term	Staff time

Goal	Strategy	Action (How)	Who	When	Resources
		Provide more water-based recreation by recruiting additional, or working with existing kayak, paddleboard and other small maritime craft rental operators to operate in Scituate Harbor and Humarock.	EDC (marketing)	Short- to Mid-term	TBD
		Study feasibility and benefits of hosting larger regional sports tournaments, particularly during the shoulder seasons (fall and spring).	EDC; Recreation Department; Recreation Commission; Scituate Public Schools	Long-term	Staff time
		Identify local partners and seek funding (including grants) to create a local bike share program for tourists to see and experience Scituate's many amenities.	Recreation Department; Recreation Commission; Conservation Commission;	Long-term	Grant funding
	Strategy 3.D: Make Scituate a center for arts and culture	FIRST STEP: When retail vacancies arise, work with property owners to provide the space for "pop up" galleries and events, or to allow artwork to be displayed until the space is filled.	EDC; Cultural Commission; Scituate Arts Association	Short-term	Staff and volunteer time.
		Market Scituate Harbor and North Scituate to artists and crafters interested in displaying their work.	EDC; Scituate Arts Association; Scituate Chamber of Commerce; Harbor Merchants Association; Cultural Commission	Short-term	EDC funds Staff time
		Explore the option of creating a MA Cultural District in Scituate Harbor.	Scituate Arts Association; Scituate Chamber; Harbor Merchants Assoc.	Short-term	Staff time
		Promote Scituate's rich artistic community through an annual "Scituate Open Studios" event.	Cultural Commission; Scituate Arts Association; Scituate Chamber; Harbor Merchants Assoc.	Mid-term	Scituate Arts Association funds; Staff time
		Seek grant funding to create a Public Art Master Plan to form an overall strategy and to identify locations for and promote the development of public art both to make public spaces more attractive, and to attract more visitors.	Cultural Commission; Scituate Arts Association	Long-term	Staff and volunteer time.

Goal	Strategy	Action (How)	Who	When	Resources
	Strategy 3.E. Advocate for weekend MBTA service to provide improved access to tourists.	See Strategy 1.C. for more information.	N/A	N/A	N/A
Goal 4: Expand maritime industries, including tourism, research and education opportunities.	4.A. Capitalize on Scituate's existing assets – NOAA, geographic location - and promote Scituate as a location for expanding maritime research and educational opportunities.	FIRST STEP: Convene local, regional and national maritime research and education stakeholders to discuss opportunities and synergies in Scituate and formulate a strategic plan to grow jobs.	EDC; Harbor Master; Waterways Commission; Scituate Harbor Merchants	Short-term	Grant funding
		Work with NOAA to identify potential areas for research expansion	EDC; Harbor Master; Waterways Commission	Short-term	Staff time
		Identify and reach out to regional institutions with oceanography, marine science and other maritime programs that may be interested in developing a satellite facility or program in Scituate.	EDC; Harbor Master; NOAA; Maritime Stakeholders	Mid-term	TBD
		Identify locations for research and educational facilities in the harbor or other water-adjacent areas.	EDC; Planning Board Staff; Harbor Master	Mid-term	Staff time
Goal 5: Further grow Scituate's health care cluster.	5.A. Market Scituate as a center for health care on the South Shore.	FIRST STEP: Include health care representatives in the marketing efforts highlighted in Strategy 1.A.	Marketing Working Group; EDC; Scituate Chamber of Commerce	Short-term	N/A
		Convene medical industry stakeholders as well as residents to identify opportunities for additional practices and locations for offices.	EDC; Scituate Chamber of Commerce	Mid-term	Staff time; Chamber funds; TBD
	5.B. Identify locations for additional health care facilities within existing village areas or proximate to them.	Focus on Greenbush when identifying parcels most suitable to health care office needs.	EDC Planning Board	Short-term	Staff time

Goal	Strategy	Action (How)	Who	When	Resources
6: Identify additional revenue sources to reduce Scituate's reliance on its residential tax base.	6.A. Increase revenues derived from the recently adopted local option meals tax.	FIRST STEP: Increase awareness of Scituate restaurants and limited service eating establishments, particularly in off-season months through restaurant week events ("Taste of Scituate") to increase customers and tax revenues.	Scituate Chamber; South Shore Chamber; Harbor Merchants	Short-term	Chamber funds; Harbor Merchants funds; EDC funds
		Identify sites suitable for restaurant development and include on Town website to attract new establishments.	EDC; Planning Board Staff	Short-term	Staff time
		Petition state legislature to provide additional liquor licenses (seasonal and year round, wine and malt, and all alcohol) to allow more restaurants in Scituate.	EDC Planning Board	Mid-term	Staff time
	6.B. Explore adopting a local option room occupancy excise tax on lodging rooms.	FIRST STEP: Convene local officials and stakeholders to discuss benefits of a tax.	EDC; Town Administrator's Office	Short-term	Staff time
		Bring to Town Meeting for adoption.	EDC	Mid-term	Staff time
	6.C. Raise additional revenue through providing more beach parking passes to non-residents.	FIRST STEP: Working with residents, identify town beaches that could best accommodate additional beach traffic.	EDC, Recreation Department	Short-term	Staff time
		Identify mechanisms to provide beach parking passes effectively.	EDC	Mid-term	Staff Time
		Market local eating and retail establishments at beach areas.	EDC, Chamber	Mid-term	Revenue from beach parking; Chamber
	6.D. Maximize opportunities to increase municipal revenues from Town-owned Pier 44 property.	FIRST STEP: Further explore potential to rent out Pier 44 for educational, recreational, as well as non-recreational, non-educational temporary uses (e.g. wedding receptions) to increase town revenues.	EDC; Pier 44 Feasibility Committee	Short-term	Staff time

Goal	Strategy	Action (How)	Who	When	Resources
		Explore using parking lot for off-site harbor employees or boaters (for a fee) both to increase town revenue and alleviate parking constraints during busy summer months.	EDC	Short-term	Staff Time
		Should a small, secondary use be permitted, consider issuing an RFP for a small take-out seafood restaurant to locate on the property with non-exclusive, publicly accessible outdoor tables for dining.	EDC	Mid- to Long-term	N/A

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