



Town of Scituate

Comprehensive Master Plan Update

Community Forum #3

December 10, 2019

A Changing Community Workshop

Agenda

1. Introduction
2. Process
3. Previous Forum
(Threats – Recommendations – Interactive Sessions)
4. Current Trends
(Demographics – Economy – Market - Housing – Commercial Development)
5. A Changing Community
(Projections)
6. Interactive Session
(Mapping Assets – Prioritizing)
7. Next Steps

2. Process

SeaScituate 2040 MASTER PLAN PROCESS

1. Start Up

July/Aug 2019

2. Data Collection and Analysis

Aug/Oct 2019

3. Community Vision and Goals



Community Forums and Thematic Workshops

4. Development of Plan Elements



Oct 2019 / Jan 2020

5. Draft Plan and Review

Feb/Apr 2020

Community Review

6. Final Plan and Approval

May/June 2020

Planning Board

3. Previous Forum

Threats



Sea Level Rise



Water Wells

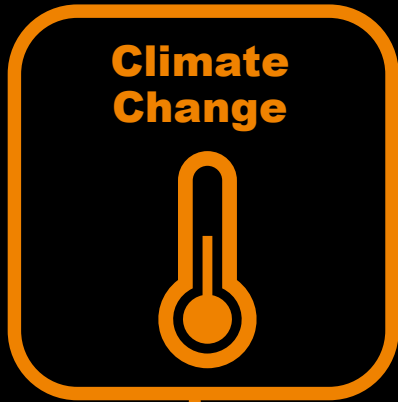
Reservoirs

Sewage Pipes

Pump Stations

Transportation

Connectivity



Climate Change



Forestry

Heat Island Effect

Flooding

Infrastructure

Public Health



Lack Of Municipal Resources



Operating Funds

Capital Funds

Staff Time

Volunteer Time



Changing Demographics



Aging Population

Tax Base



Changes to Demand



Accessible, affordable and diverse housing typologies.

Commercial Demands

Preliminary Recommendations

Extracted from previous planning exercises and ongoing SeaScituate 2040 workshops

Drinking Water

- Protect current sources
- Explore new sources
- Reduce consumption
- Extend service to North Scituate
- Increase water withdrawal permit

Built environment

- Identify critical infrastructure to protect
- Revise zoning to reduce development impact
- Protect natural resources
- Protect and adjust existing infrastructure to mitigate sea level rise and climate change - (i.e. Elevate and enhance drainage, roads, bridges, and/or flood prevention structures to facilitate ingress and egress during storm events)

Transportation

- Protect and adjust existing emergency communication roads, rails to mitigate sea level rise and climate change
- Promote alternative modes of mobility to reduce car dependency - (i.e. Complete Streets Infrastructure)

Natural Resources

- Protect wetlands
- Salt Marsh restoration
- Protect the coast and harbor
- Use of green space as resilient sites while serving as public amenities/attractions
- Protect the forestry

Wastewater / Sewer

- Protect systems from flooding
- Upgrade aging infrastructure
- Prioritize investment
- Establish evacuation routes
- Complete Sewage Expansion Plan (North Scituate area is priority)

People

- Affordable and resilient housing as shelter
- Healthy low impact housing
- Emergency Response Centers and Organizations
- Encourage a younger productive demographics

Energy

- Green energy implementation for new and existing development
- Protect existing infrastructure

Economy

- Improve the Town's Tax Base
- Develop North Scituate for new business and housing opportunities
- Engage the business sector into planning
- Support local business owners in maintaining vibrant, attractive, and functional retail centers

Municipal Funding:

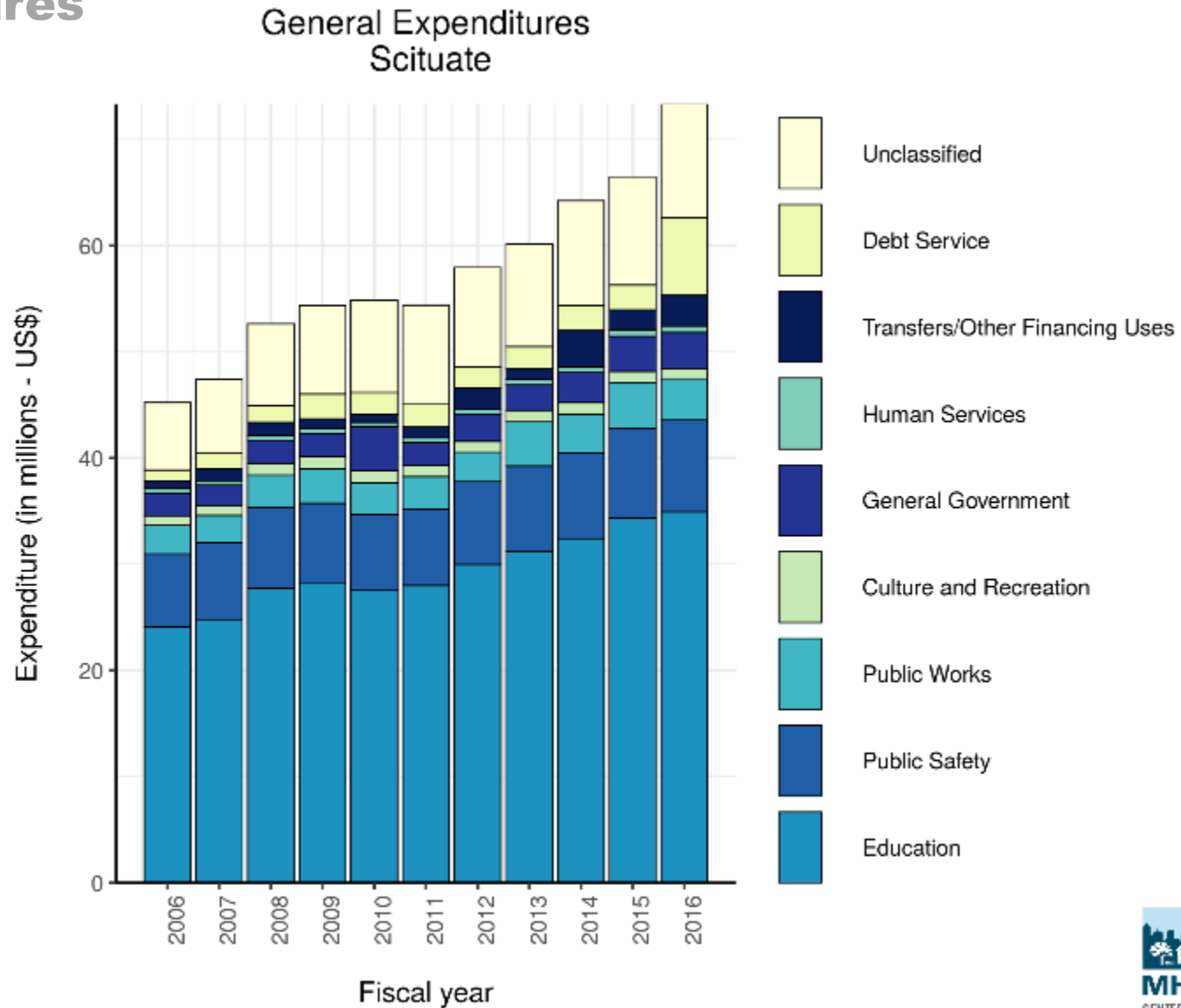
New Growth	Estimate	Actual
FY17	\$460,000	\$508,572
FY18	\$500,000	\$572,266
FY19	\$500,000	\$836,775
FY20	\$650,000	\$-
FY21	\$600,000	\$-

“The Town has seen a steady new growth in the past several years. There are several large development projects in the permitting pipeline but the actual construction start dates are not yet known and therefore not able to be captured as potential new growth for FY 2021.”

Source: Town of Scituate, Massachusetts, Fiscal Year 2021 Town Budget

Municipal Funding:

General Expenditures



Source: Division of Local Services

Municipal Funding:

Capital Plan – FY 2020-2024

Recreation / DPW	\$247,192	
Facilities (DPW, Foreshore Protection, Fire, School)	\$66,456,747	←
Golf Course (Widow's Walk upgrades)	\$940,000	
SCTV (Studio Relocation)	\$225,000	
Sewer (Water Treatment Plant, Pump Station)	\$29,376,775	←
Transfer Station	\$520,000	
Water (Wells, Treatment Plant, Water Main)	\$62,490,000	←
Waterways (Equipment, Docks)	\$1,747,961	
	Total \$162,003,675	

Source: Town of Scituate, Capital Plan – FY 2020-2024

Interactive Sessions

Mapping and Prioritizing Assets



Interactive Sessions

Asset mapping and prioritizing exercise:
(Scituate's assets under threat and which ones are a priority to protect)

- 1. Scituate Harbor**
- 2. Water Sewer Division**
- 3. Greenbush Station Area**
- 4. Reservoir**
- 5. North Scituate Station Area**
- 6. Glades Rd. Sea Wall**
- 7. Potential Flooding Breach Point**
- 8. Lighthouse Area Sea Wall**



4. Current Trends

Changing Demographics



Changes to Demand



Current Trends

Historical Population and Household Growth less than County and State, Projected Growth Similar

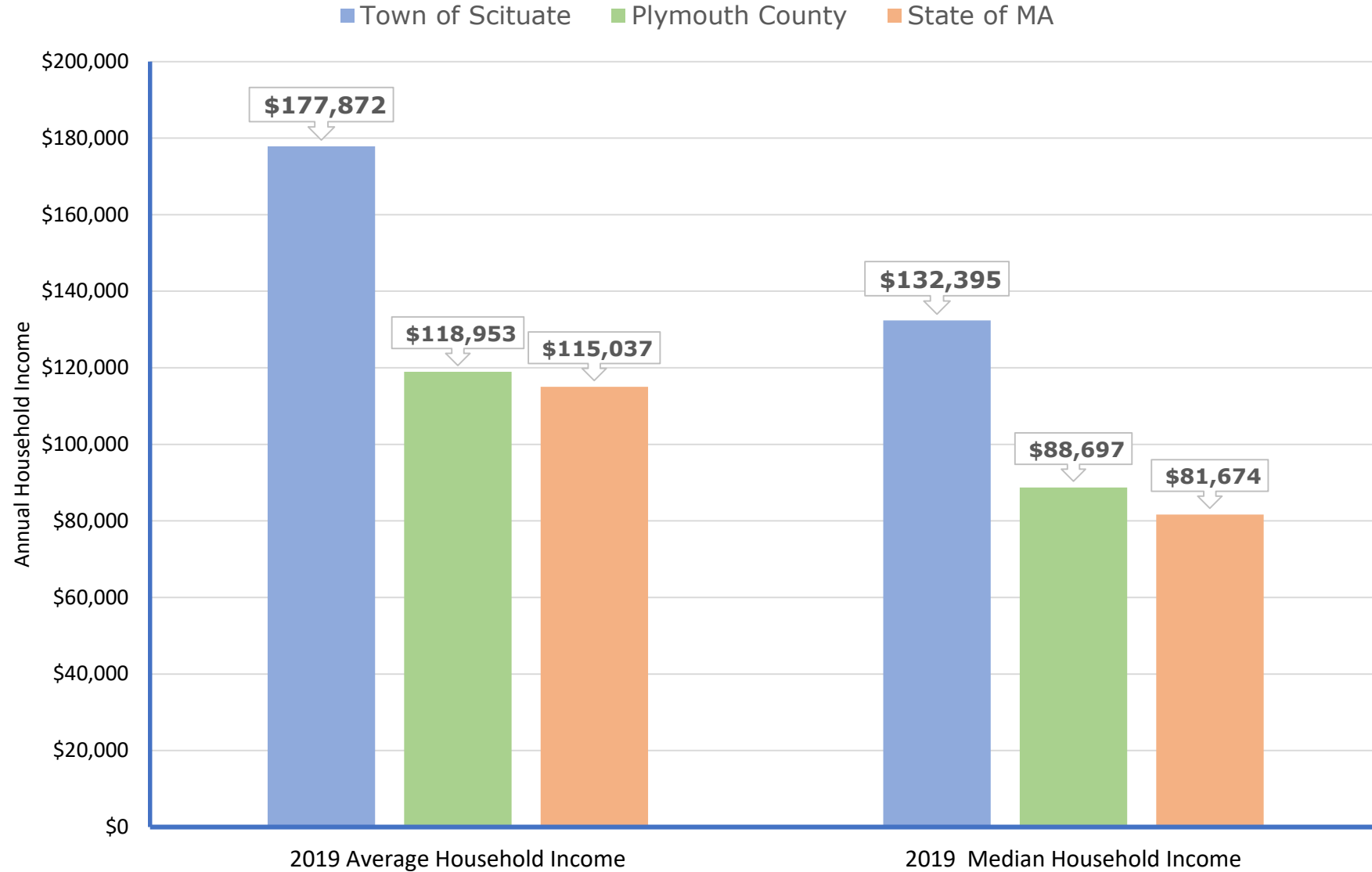
Population & Households Compared				
	Town of Scituate	Plymouth County	State of MA	
Population				
2024 Projection	19,134	535,770	7,131,739	
2019 Estimate	18,601	519,639	6,916,527	
2010 Census	17,842	494,919	6,547,629	
2000 Census	17,250	472,497	6,349,100	
<i>Projected Growth 2019 - 2024</i>		3%	3%	3%
<i>Estimated Growth 2010 - 2019</i>		4%	5%	6%
<i>Growth 2000 - 2010</i>		3%	5%	3%
2019 Estimated Average Age	43.0	41.6	40.6	
Households				
2024 Projection	7,358	200,709	2,804,920	
2019 Estimate	7,105	193,463	2,710,577	
2010 Census	6,688	181,126	2,547,075	
2000 Census	6,405	168,231	2,443,572	
<i>Projected Growth 2019 - 2024</i>		4%	4%	3%
<i>Estimated Growth 2010 - 2019</i>		6%	7%	6%
<i>Growth 2000 - 2010</i>		4%	8%	4%
2019 Average Household Size	2.6	2.7	2.6	

Average and Median Household Incomes Substantially Higher in Scituate than in County or State

	Town of Scituate		Plymouth County		State of MA	
2019 Estimated Household Income	7,105		193,463		2,710,577	
Income Less than \$15,000	333	5%	12,834	7%	249,280	9%
Income \$15,000 - \$24,999	354	5%	11,843	6%	197,422	7%
Income \$25,000 - \$34,999	273	4%	11,449	6%	177,436	7%
Income \$35,000 - \$49,999	461	6%	19,069	10%	263,460	10%
Income \$50,000 - \$74,999	640	9%	28,485	15%	376,903	14%
Income \$75,000 - \$99,999	643	9%	23,037	12%	320,387	12%
Income \$100,000 - \$124,999	656	9%	21,097	11%	271,919	10%
Income \$125,000 - \$149,000	634	9%	17,873	9%	216,612	8%
Income \$150,000 - \$199,999	991	14%	20,712	11%	262,249	10%
Income \$200,000 - \$249,999	578	8%	10,461	5%	137,018	5%
Income \$250,000 - \$499,999	924	13%	11,053	6%	151,232	6%
Income \$500,000 and over	618	9%	5,550	3%	86,659	3%
Household Income Less than \$25,000	687	10%	24,677	13%	446,702	16%
Household income more than \$150,000	3,111	44%	47,776	25%	637,158	24%
2019 Families by Poverty Status						
2019 Families Below Poverty	145	2%	7,810	4%	130,371	8%
2019 Families Below Poverty with Children	107	2%	6,213	3%	95,735	6%
2019 Estimated Average Household Income	\$ 177,872		\$ 118,953		\$ 115,037	
2019 Estimated Median Household Income	\$ 132,395		\$ 88,697		\$ 81,674	

Source: EnvironicsAnalytics, 2019 and FXM Associates

2019 Household Incomes for Scituate, Plymouth County, and State of MA



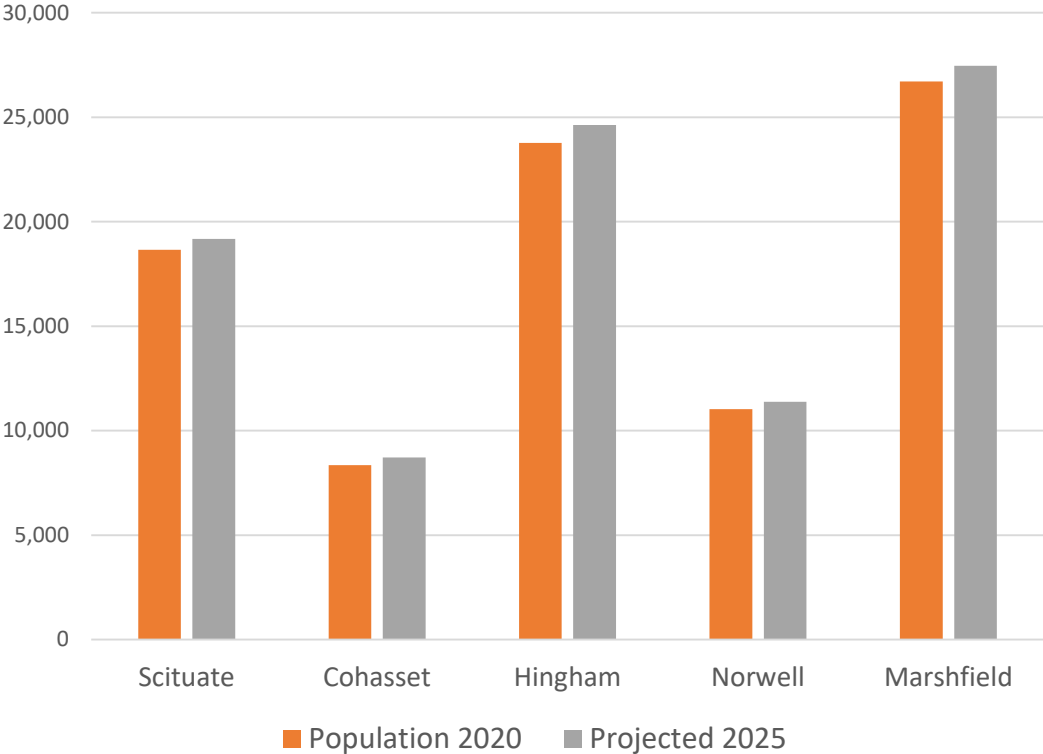
More Highly Educated, More White Collar, More Cars, Longer Travel Times to Work

Workforce Characteristics for Scituate, Plymouth County, and State of MA						
	Town of Scituate		Plymouth County		State of MA	
Education (Pop. Age 25+)	12,806		362,265		4,820,861	
Less than 9th grade	75	1%	10,237	3%	220,451	5%
Some High School, no diploma	229	2%	17,035	5%	248,368	5%
High School Graduate (or GED)	2,070	16%	106,062	29%	1,188,929	25%
Some College, no degree	1,801	14%	65,930	18%	753,381	16%
Associate Degree	1,253	10%	33,500	9%	372,047	8%
Bachelor's Degree	4,702	37%	83,006	23%	1,135,958	24%
Master's Degree	1,971	15%	35,225	10%	633,236	13%
Professional School Degree	502	4%	7,583	2%	141,317	3%
Doctorate Degree	203	2%	3,687	1%	127,174	3%
Less than high school diploma	304	2%	27,272	8%	468,819	10%
Bachelor's Degree or higher	7,378	58%	129,501	36%	2,037,685	42%
Occupation Classification (Pop. Age 16+)	9,376		268,280		3,584,409	
White Collar	7,329	78%	47,090	18%	2,398,182	67%
Blue Collar	845	9%	167,912	63%	544,368	15%
Service and Farm	1,202	13%	53,278	20%	641,859	18%
2019 Est. Households by Number of Vehicles	7,105		190,870		2,710,577	
No Vehicles	201	3%	11,854	6%	339,251	13%
1 Vehicle	1,745	25%	59,531	31%	964,924	36%
2 Vehicles	3,629	51%	80,519	42%	982,077	36%
3 Vehicles	1,165	16%	27,964	15%	305,986	11%
4 Vehicles	274	4%	8,657	5%	88,841	3%
5 or more Vehicles	91	1%	2,345	1%	29,498	1%
Average Travel Time to Work (minutes)	42		36		33	

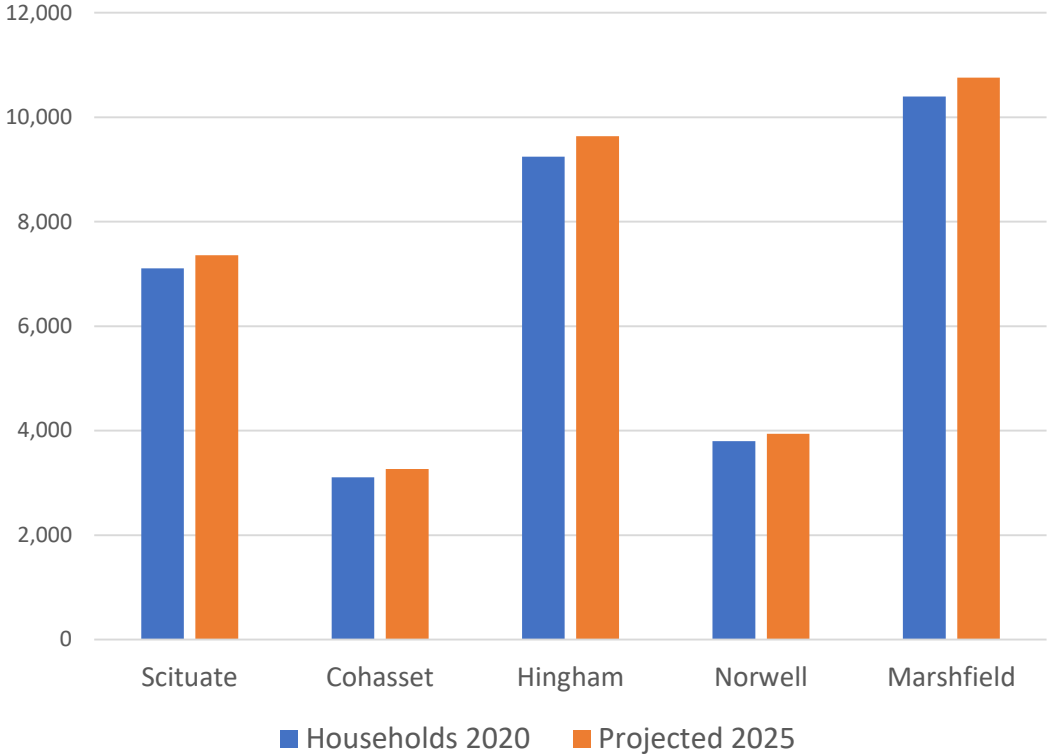
Source: EnviroAnalytics, 2019 and FXM Associates

Current and Projected Population and Households Less than Hingham and Marshfield, Greater than Cohasset and Norwell

Current & Projected Population
Scituate & Surrounding Towns

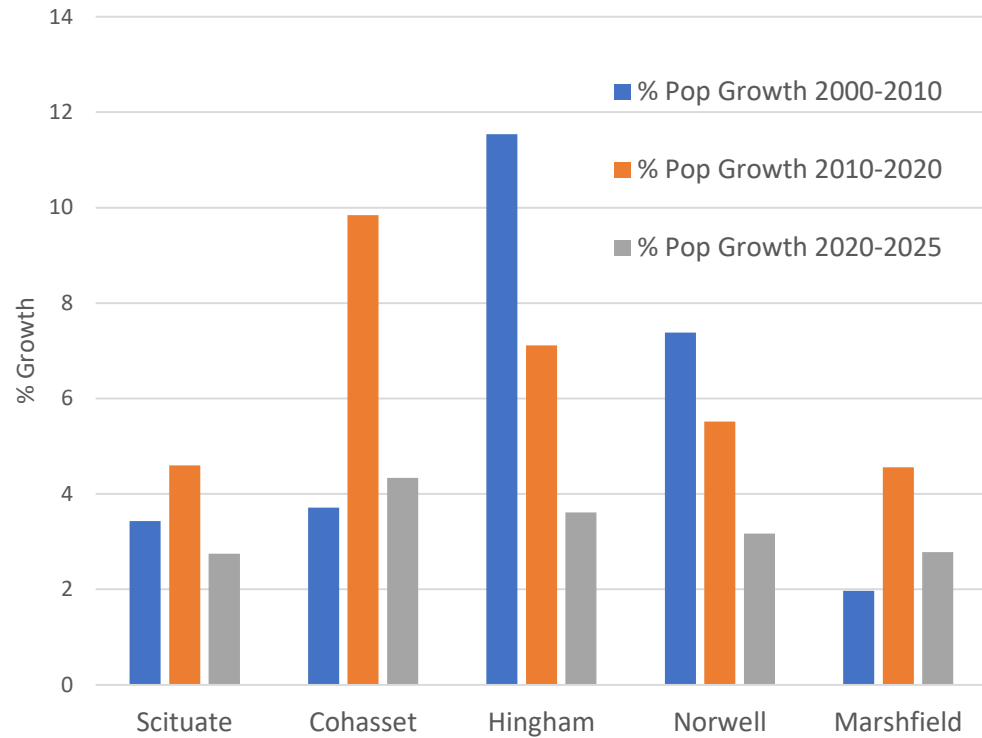


Current & Projected Households
Scituate & Surrounding Towns

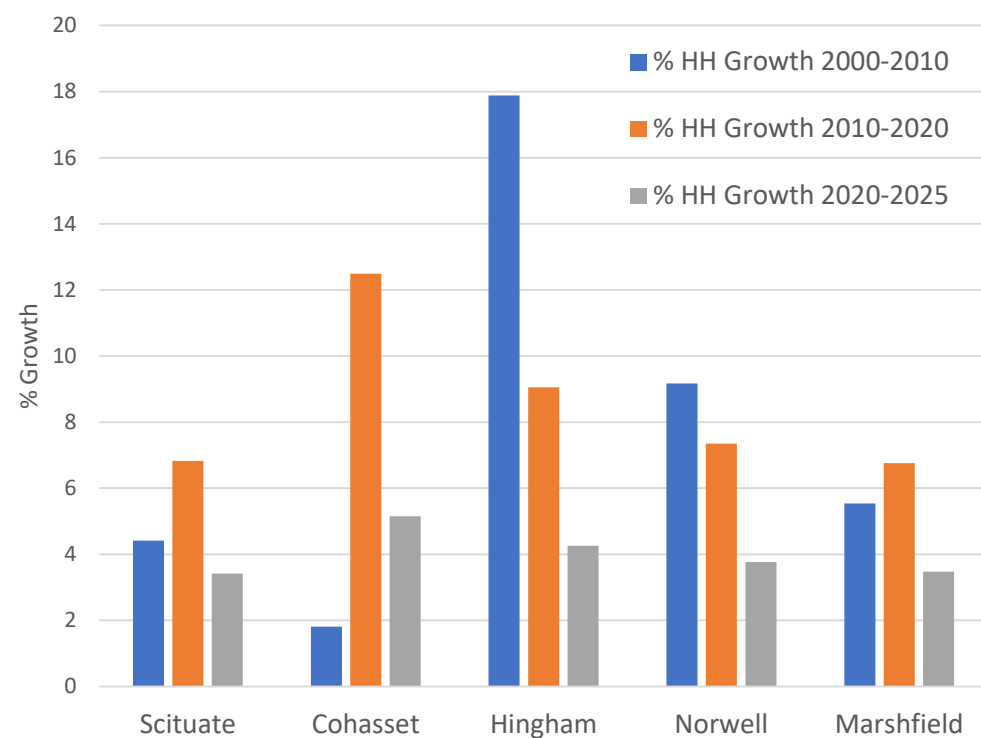


Historical and Projected Household Growth Rates Greater than Population Rates; Scituate Less than Surrounding Towns 2010 Onward

Historical & Projected Population Growth Rates
Scituate & Surrounding Towns

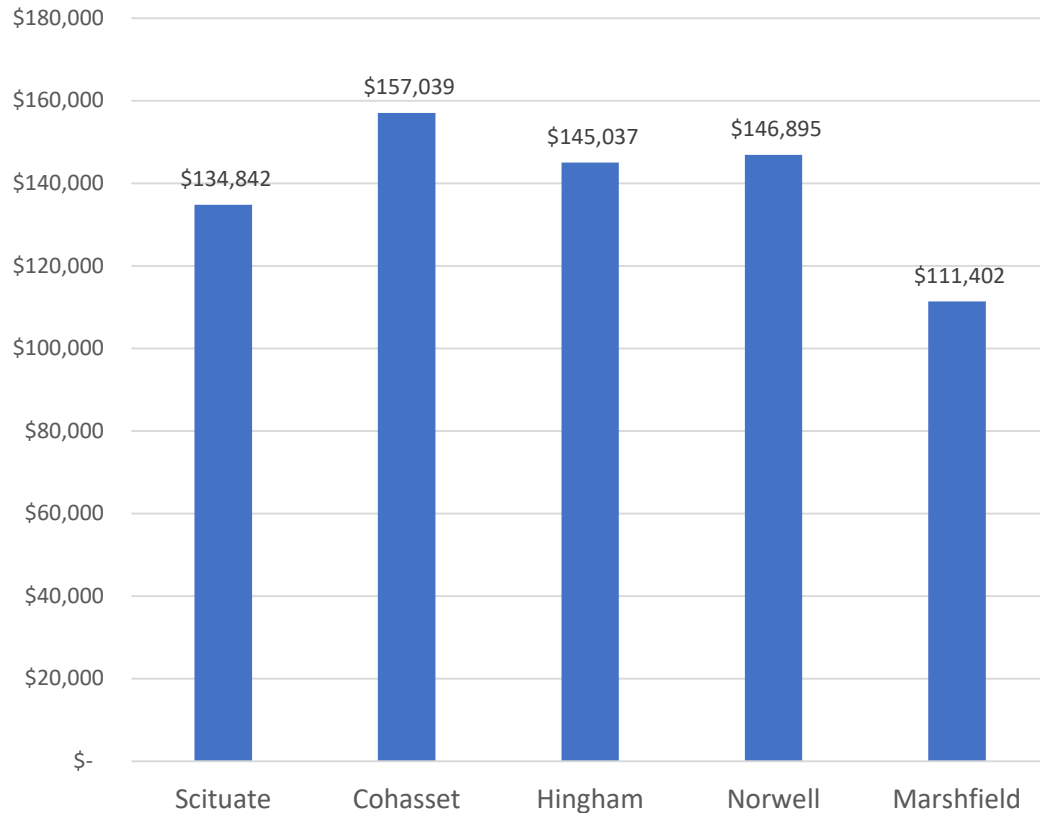


Historical & Projected Household Growth Rates
Scituate & Surrounding Towns

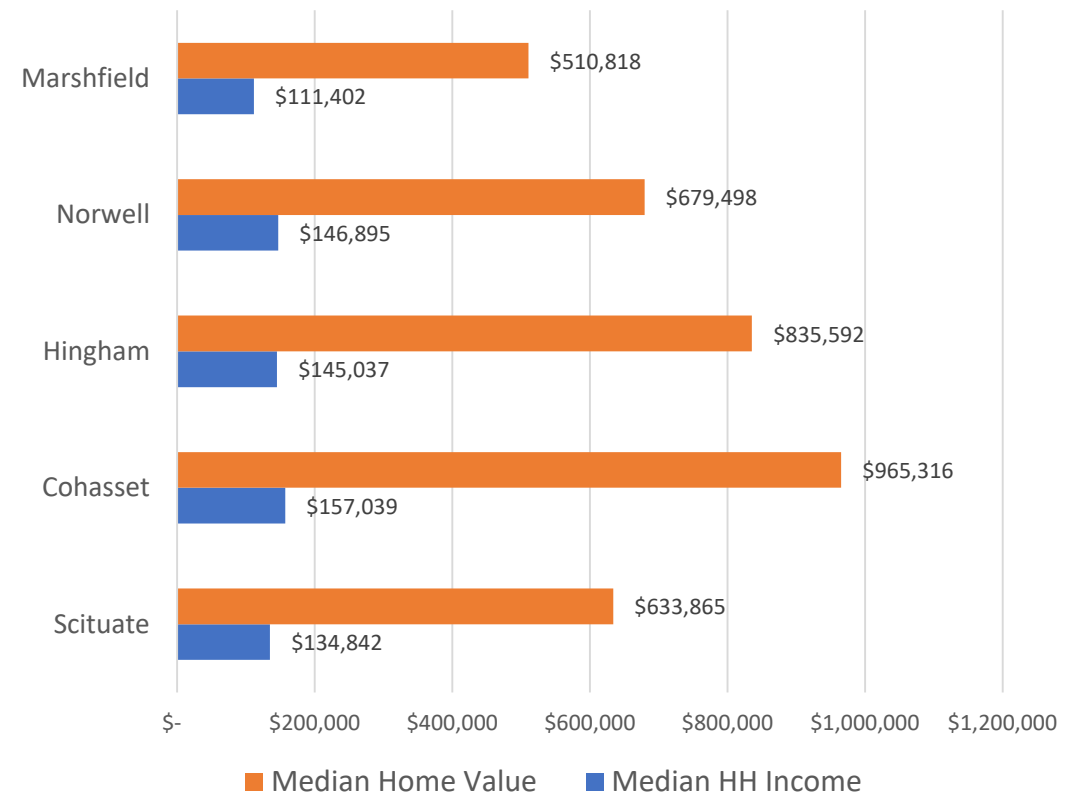


Median Value of Owner-Occupied Housing 4.6-6.1 Times Median Incomes in Local Communities; Affordability Standard is About 2.5 Times Income

Median Household Income

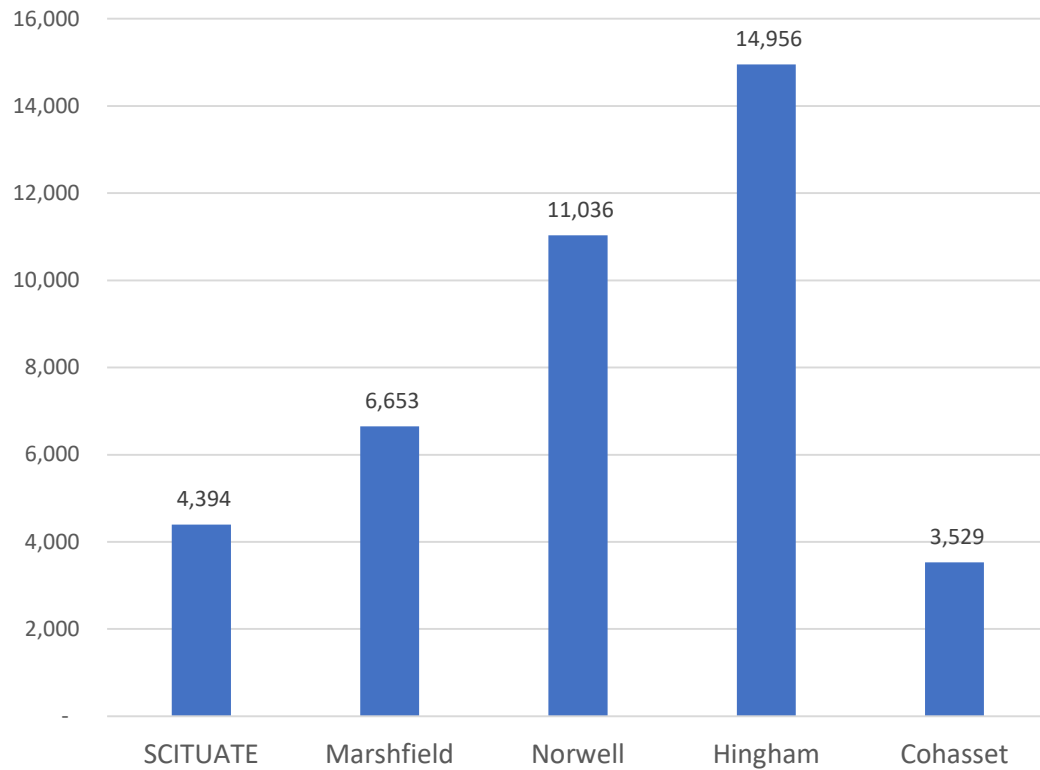


Median Incomes & Housing Values

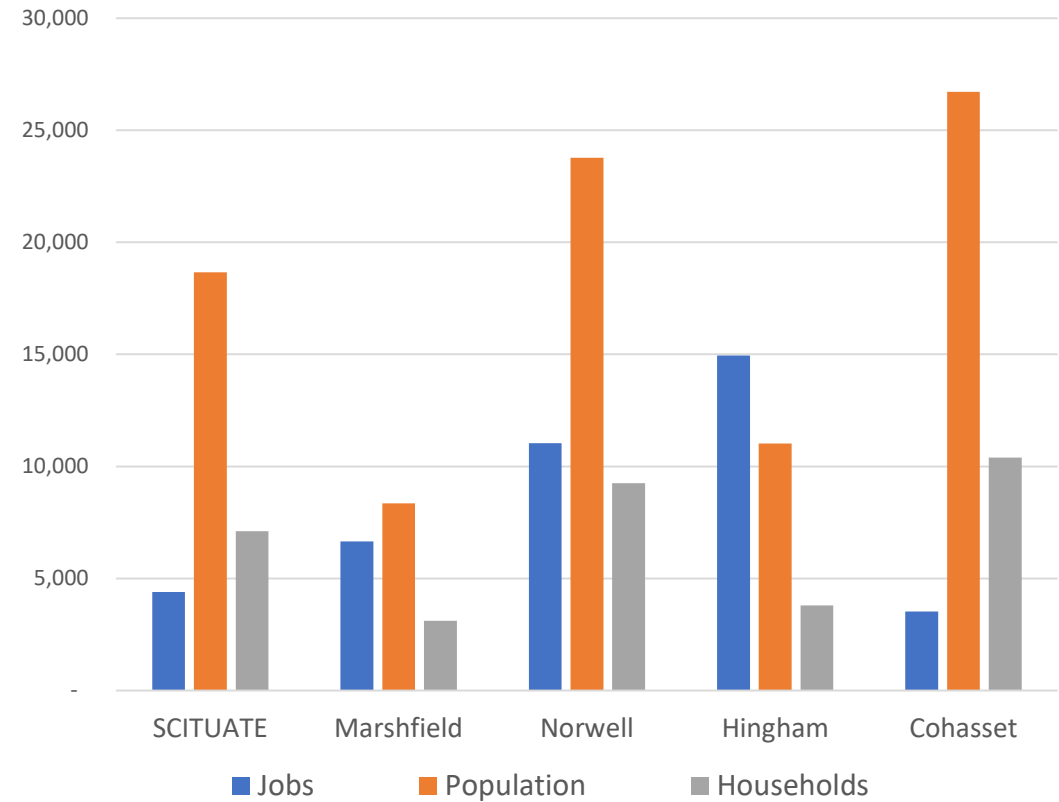


Compared to Scituate, Only Cohasset Has a Higher Ratio of Population and Households to Jobs; Hingham Has More Jobs than Population or Households

Employment in All Industries
Scituate & Surrounding Towns

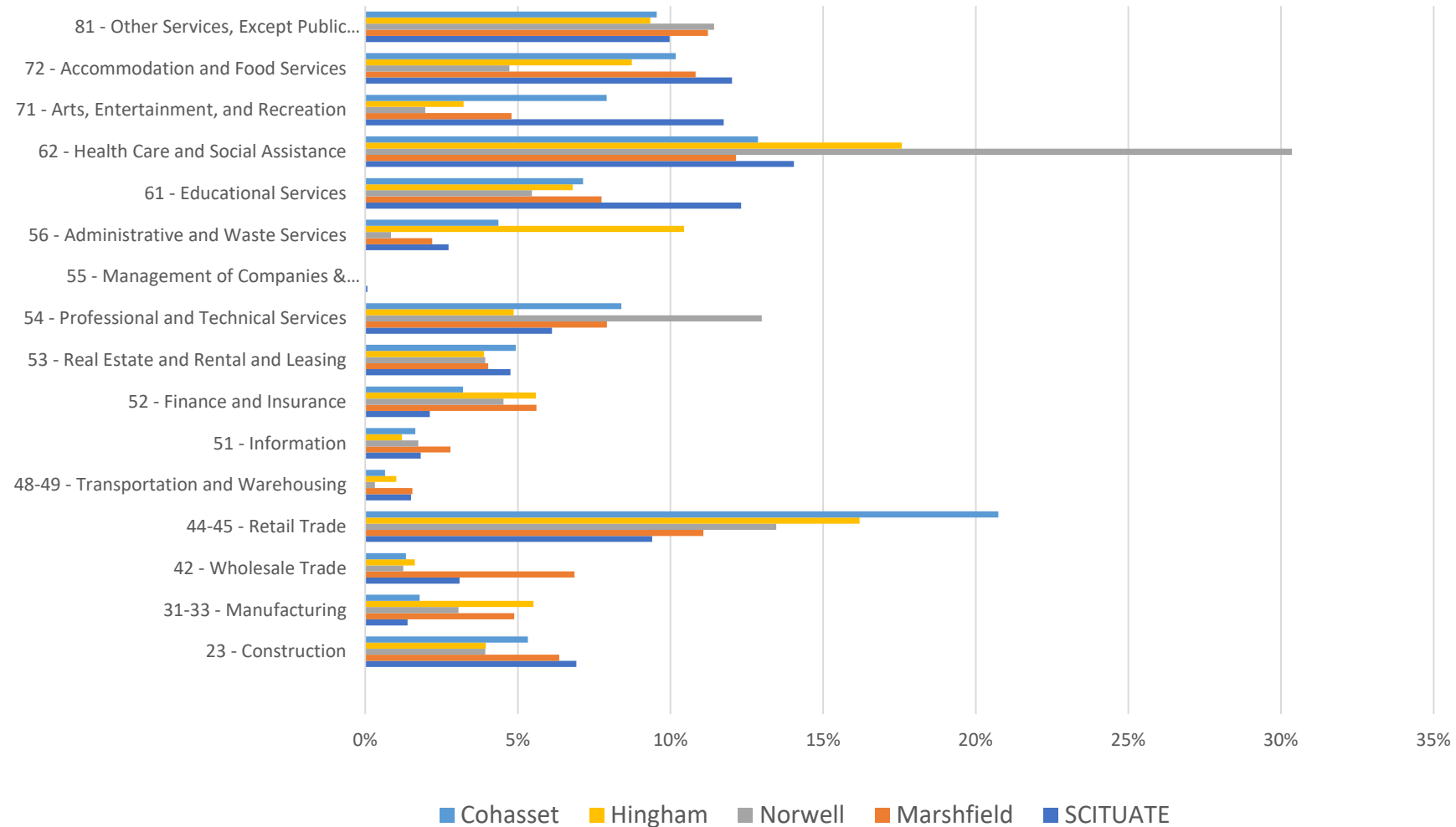


Jobs, Population, Households Compared



Scituate has Higher Proportion of Total Jobs in Arts, Entertainment & Recreation, Accommodation & Food Services, and Educational Services

Distribution of Jobs by Sector

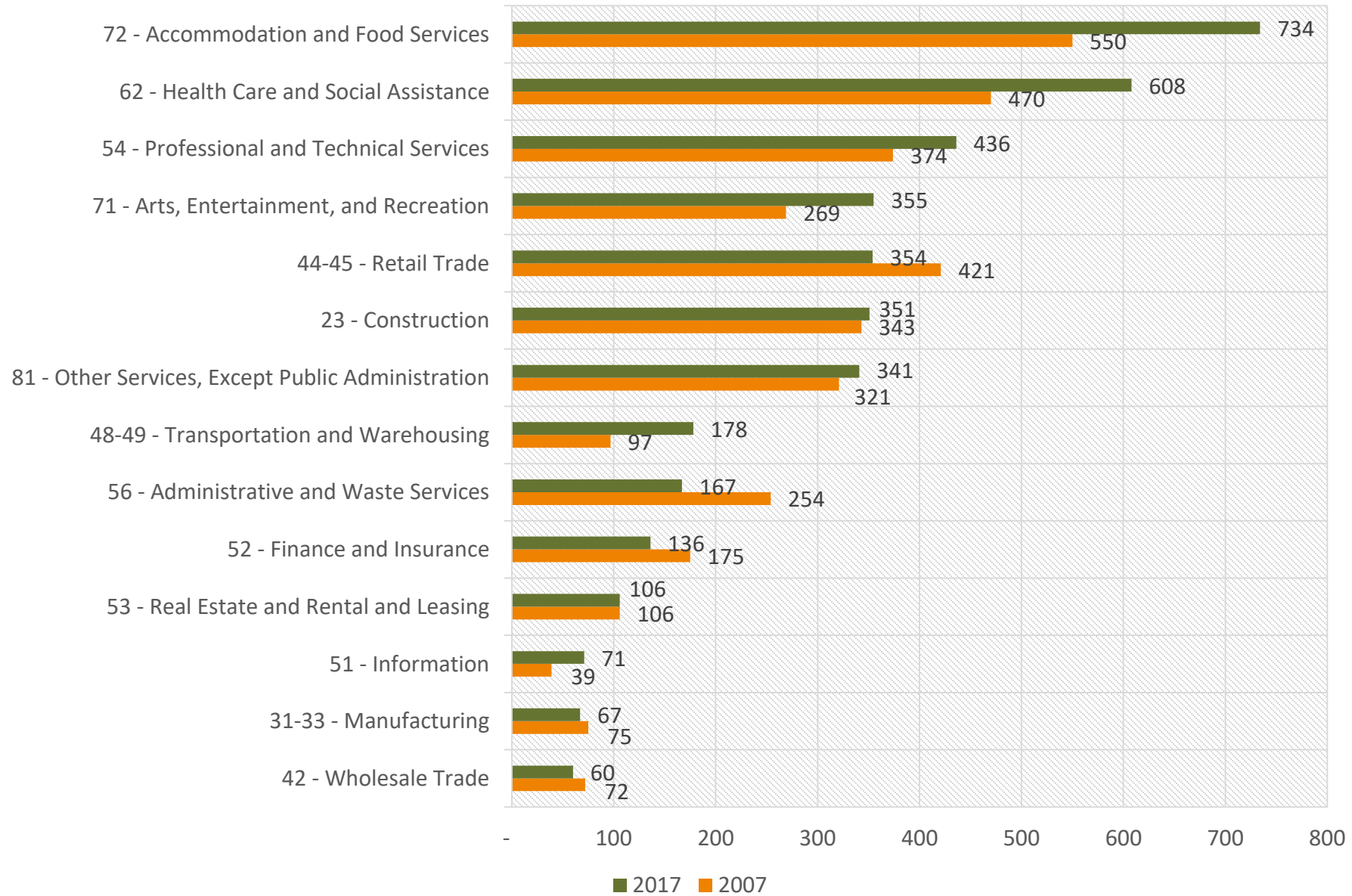


Net Gain in Jobs, Highest in Healthcare and Accommodation and Food Services (Restaurants)

Employment Sectors for the Town of Scituate					
Sectors	2007 Employment	2017 Employment	Absolute Change in Total Jobs	% Change in Total Jobs	
23 - Construction	343	351	8	2%	
31-33 - Manufacturing	75	67	(8)	-11%	
42 - Wholesale Trade	72	60	(12)	-17%	
44-45 - Retail Trade	421	354	(67)	-16%	
48-49 - Transportation and Warehousing	97	178	81	84%	
51 - Information	39	71	32		
52 - Finance and Insurance	175	136	(39)	-22%	
53 - Real Estate and Rental and Leasing	106	106	0	0%	
54 - Professional and Technical Services	374	436	62	17%	
56 - Administrative and Waste Services	254	167	(87)	-34%	
62 - Health Care and Social Assistance	470	608	138	29%	
71 - Arts, Entertainment, and Recreation	269	355	86	32%	
72 - Accommodation and Food Services	550	734	184	33%	
81 - Other Services, Except Public Administration	321	341	20	6%	
TOTAL All Industries	3,566	3,964	398	11%	
Total New Jobs			611		

Source: Mass Department of Labor, ES202 Data Series, Adjusted Values, 2007 and 2017; Regional Economic Information System, 2017; and FXM Associates

2007 and 2017 Scituate Employment Sectors Compared

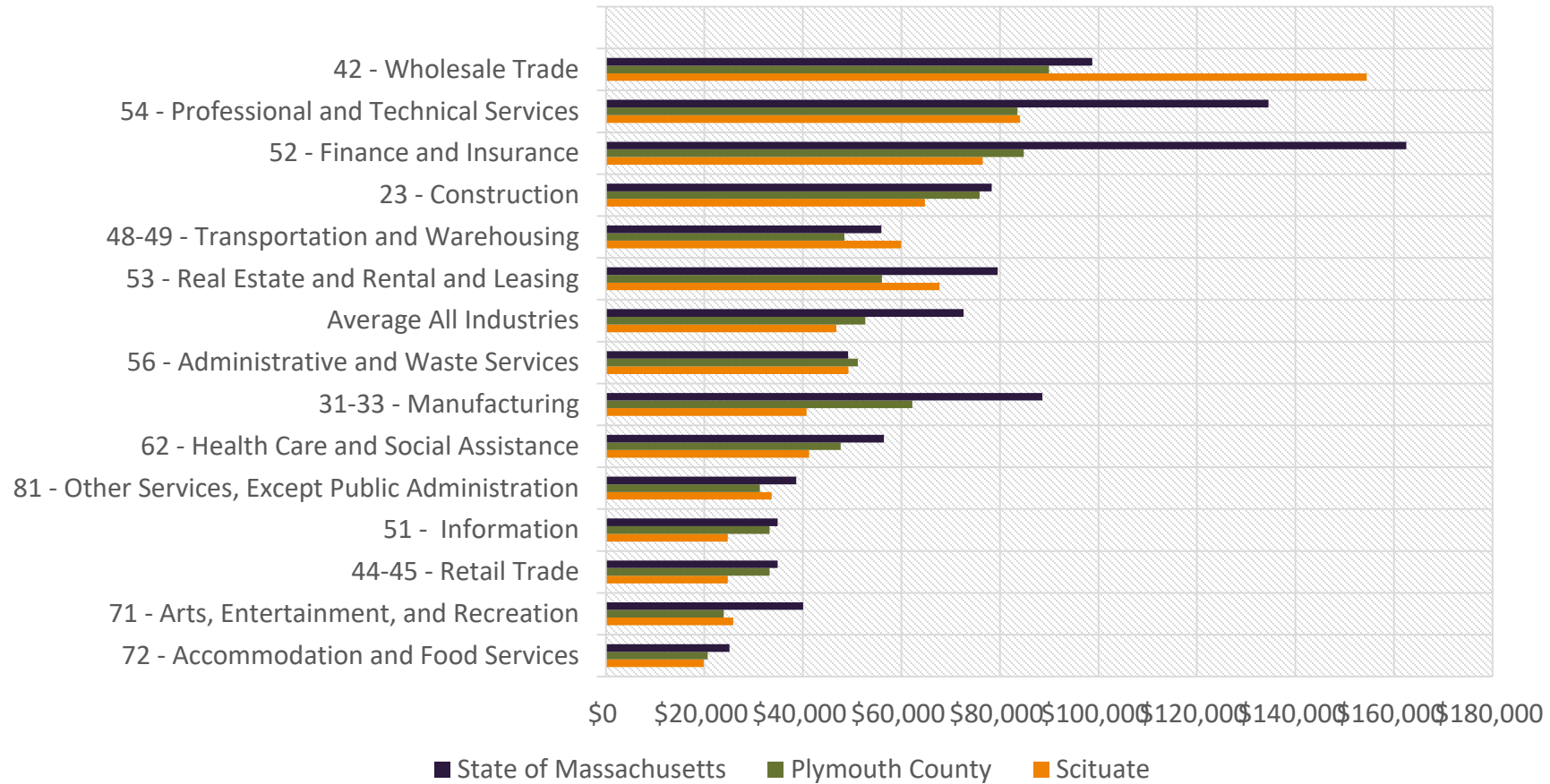


Wages in Most Sectors Below County and State Averages

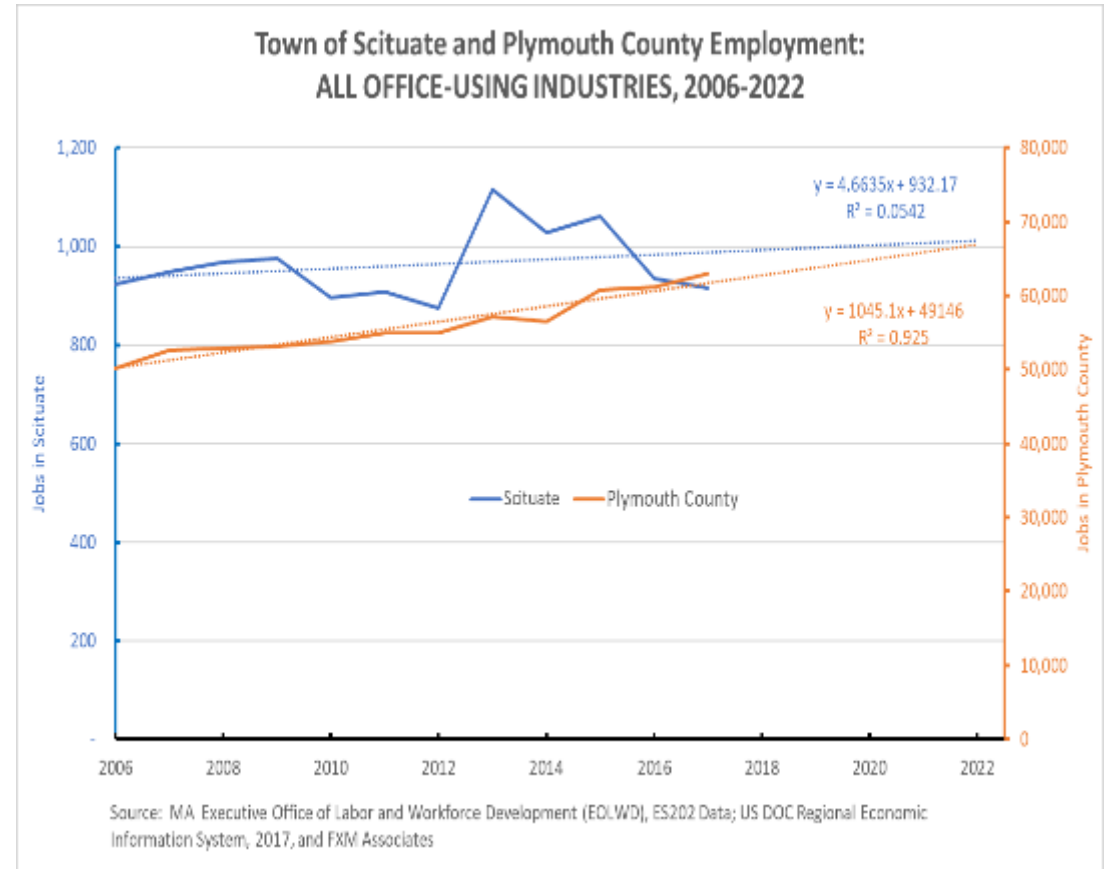
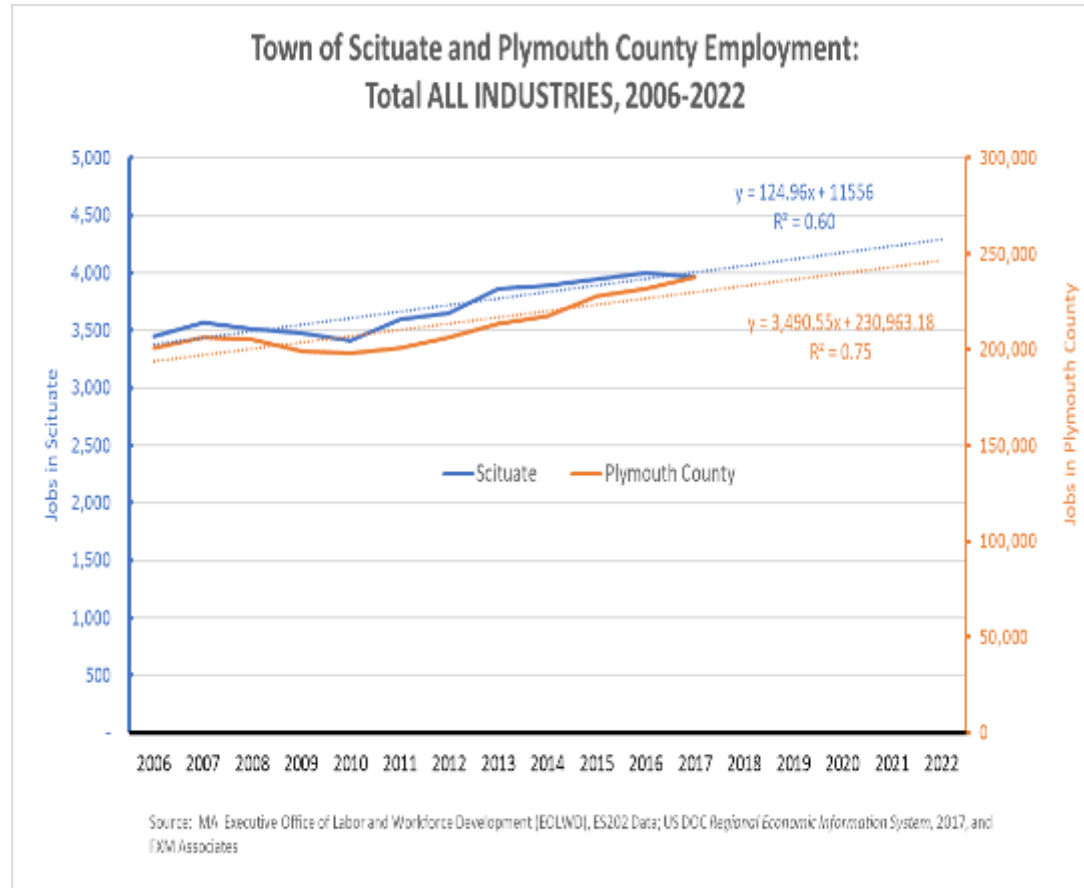
Wages by Sector, 2018, Scituate, Plymouth County, and State of Massachusetts					
Sectors	Scituate	Town as % of County	Town as % of State	Plymouth County	State of Massachusetts
23 - Construction	\$64,740	85%	83%	\$75,868	\$78,312
31-33 - Manufacturing	\$40,716	65%	46%	\$62,192	\$88,608
22 - Utilities				\$122,512	\$116,688
42 - Wholesale Trade	\$154,440	172%	156%	\$89,960	\$98,748
44-45 - Retail Trade	\$24,752	74%	71%	\$33,228	\$34,892
48-49 - Transportation and Warehousing	\$59,956	124%	107%	\$48,412	\$55,900
51 - Information	\$29,328	39%	25%	\$75,972	\$117,780
52 - Finance and Insurance	\$76,492	90%	47%	\$84,812	\$162,500
53 - Real Estate and Rental and Leasing	\$67,756	121%	85%	\$56,056	\$79,560
54 - Professional and Technical Services	\$84,084	101%	63%	\$83,564	\$134,524
55 - Management of Companies				\$105,560	\$135,096
56 - Administrative and Waste Services	\$49,244	96%	100%	\$51,168	\$49,192
62 - Health Care and Social Assistance	\$41,288	87%	73%	\$47,684	\$56,420
71 - Arts, Entertainment, and Recreation	\$25,844	108%	65%	\$23,920	\$40,040
72 - Accommodation and Food Services	\$19,864	96%	79%	\$20,696	\$25,116
81 - Other Services, Except Public Administration	\$33,644	108%	87%	\$31,252	\$38,636
92 - Public Administration				\$76,648	\$78,312
Average, All Industries	\$46,800	89%	64%	\$52,676	\$72,592
Median, All Industries	\$45,266	78%	61%	\$58,084	\$73,684

Source: MA Executive office of Labor and Workforce Development (EOLWD), ES202 Data, 2018, 3rd Quarter; and FXM Associates

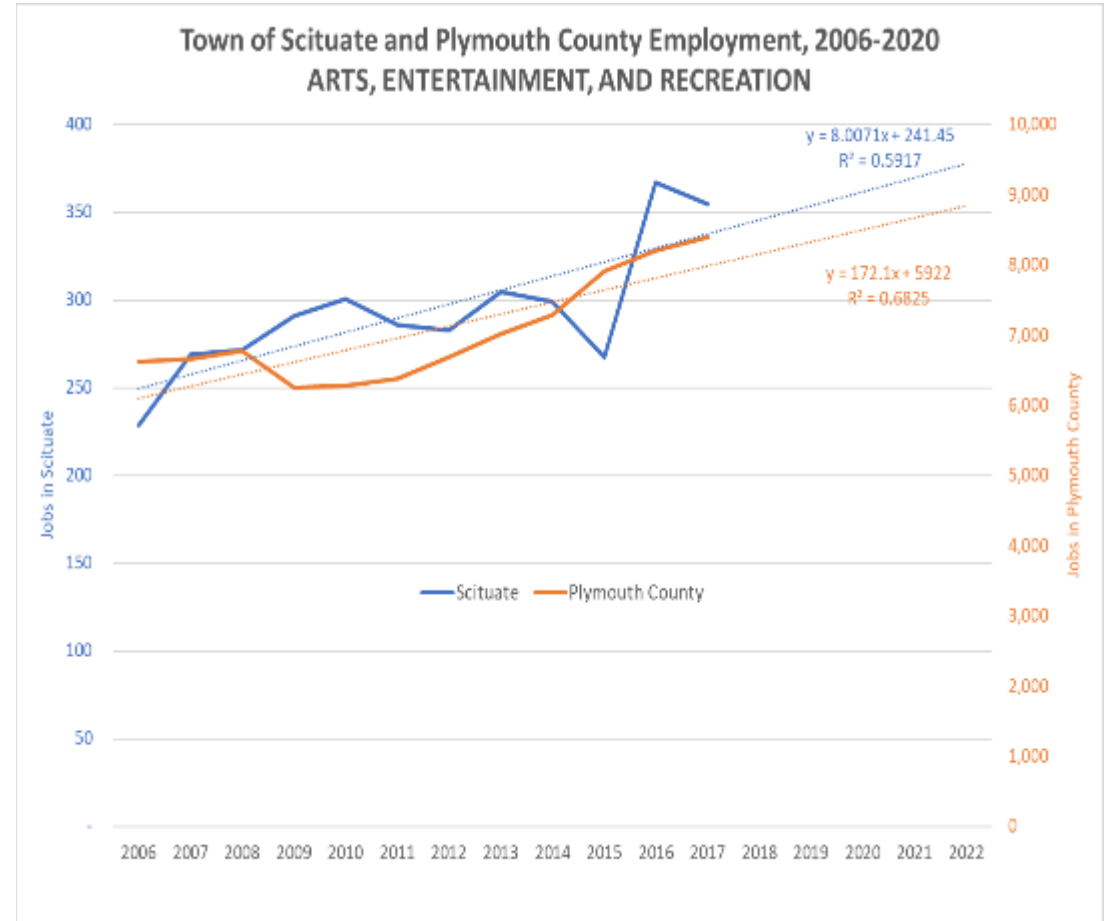
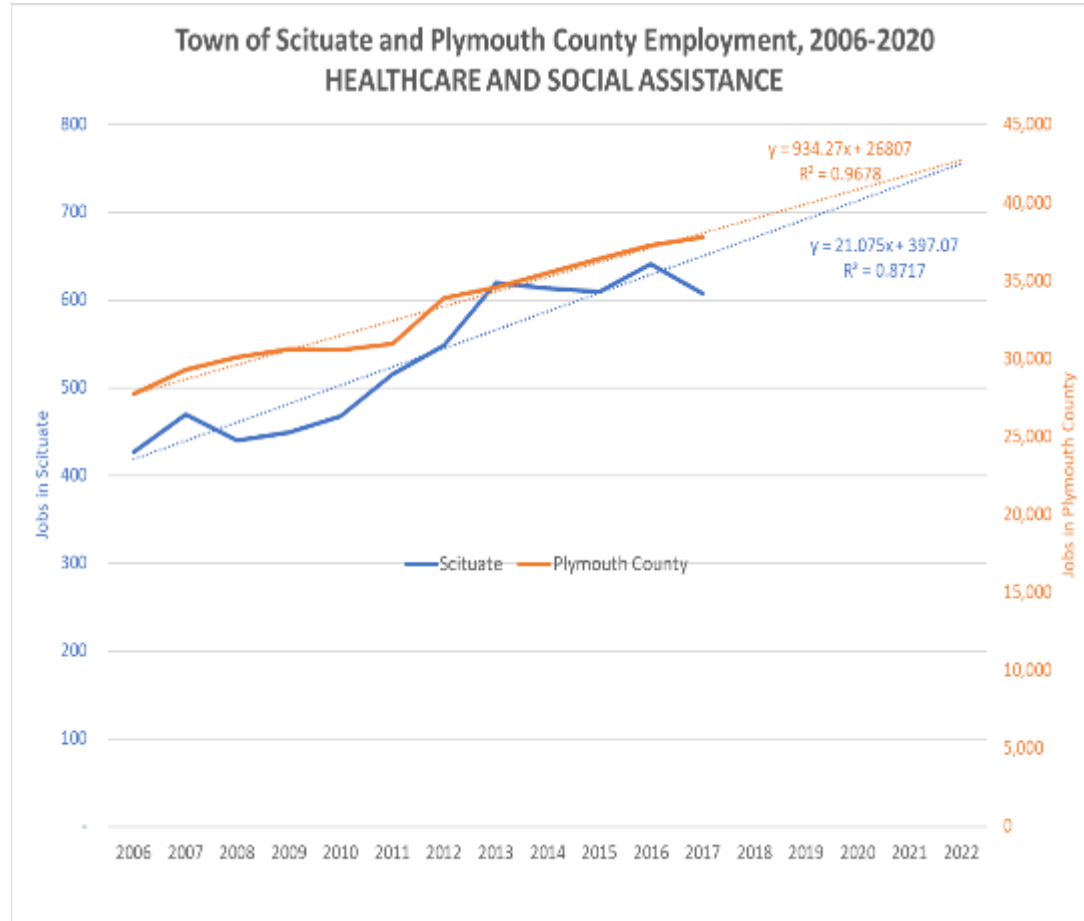
Scituate, Plymouth County, and Massachusetts Wages Compared 2018



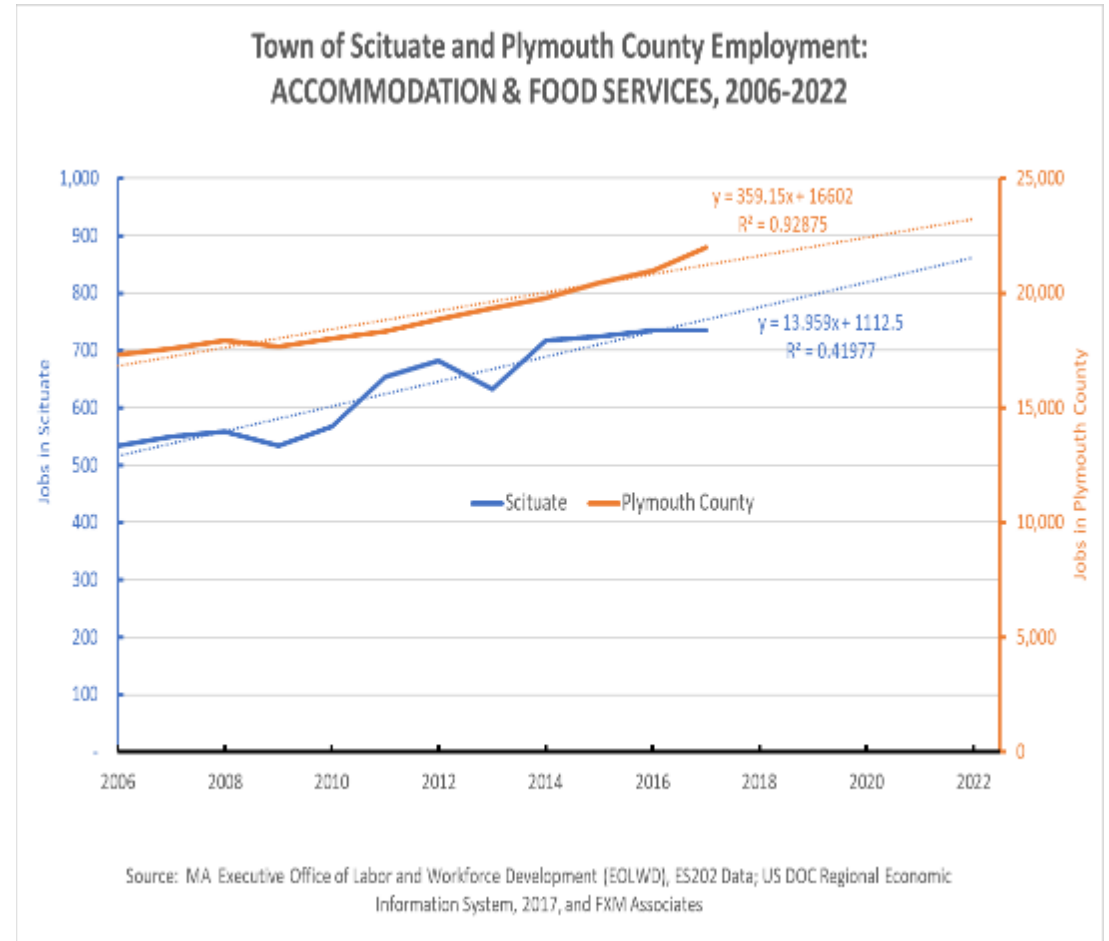
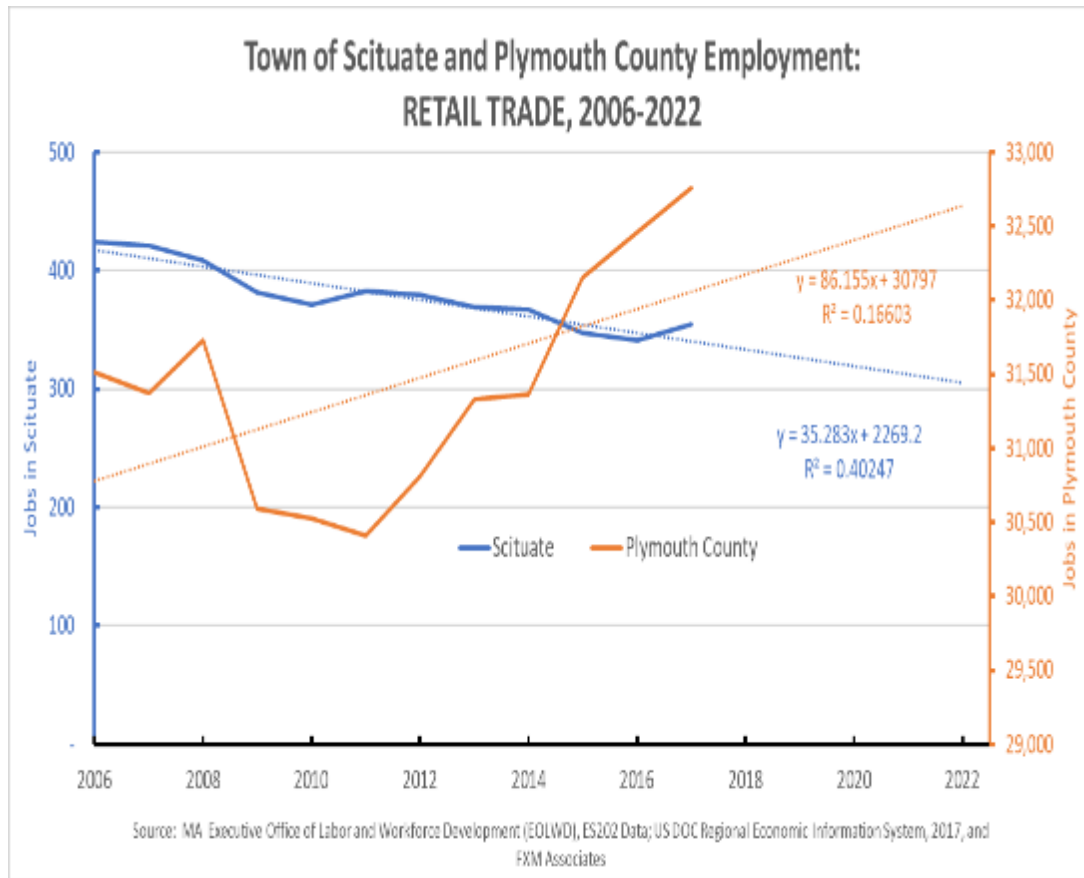
Overall Employment Projected to Grow; Recent Decline in Office-Using Industries, But Historical Growth Countywide is Promising



Projected Growth in Healthcare and in Arts, Entertainment & Recreation



Long Term Decline in Retail Jobs Though Some Recent Growth; Long Term and Projected Growth in Accommodation & Food Services (Restaurants)



Projected Demand For Additional Commercial Space Based on Historical Employment Growth

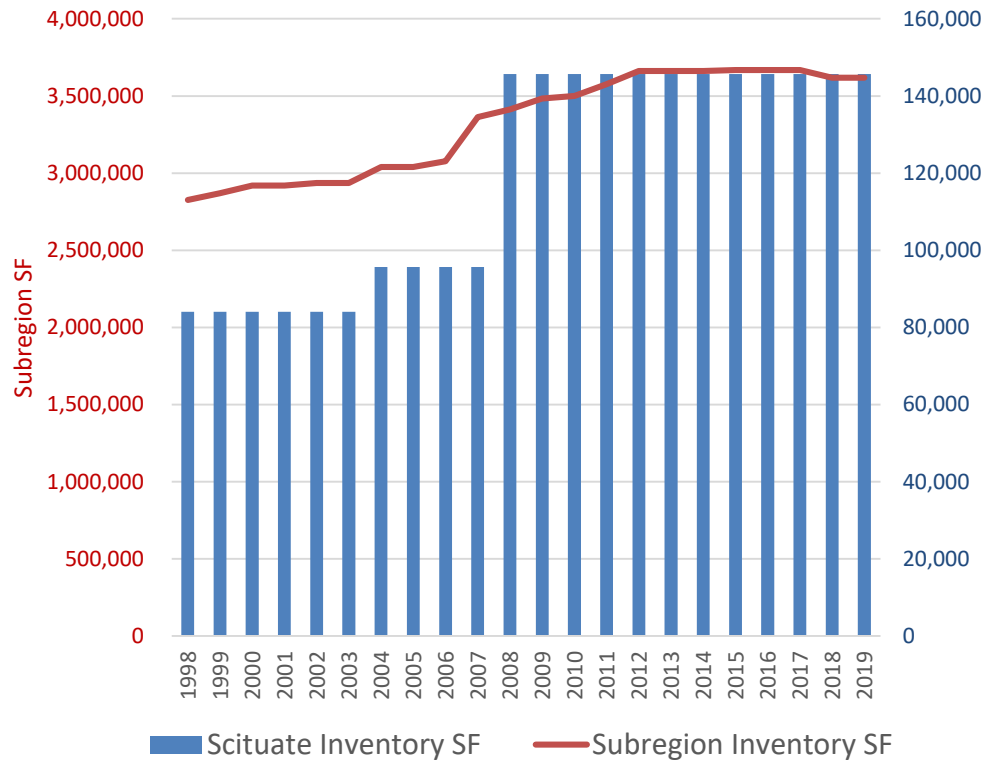
Scituate Projected Space Demand Through 2022 Based on Historical Employment Trends

Sector	Scituate		Plymouth County	
	Projected New Jobs	Projected Space Demand (SF)	Projected New Jobs	Projected Space Demand (SF)
42 - Wholesale Trade	4	2,109	(109)	(54,436)
44-45-Retail trade	(49)	(24,415)	(122)	(237,500)
Office-using				
51- Information	17	4,327	(210)	(52,428)
52-Finance & Insurance	56	14,012	1,571	392,789
53- Real Estate and Rental Leasing	17	4,226	1,238	309,583
54 - Professional, Scientific, & Technical	61	15,256	895	223,686
56-Administrative & Support;Waste Mgt&Remed.	(56)	(13,963)	449	112,195
Subtotal Office-using	95	23,858	3,943	985,825
62-Health care and Social Assistance	148	59,065	4,885	1,953,916
71-Arts, Entertainment, and Recreation	23	9,084	446	178,307
72 - Accommodation & Food Services	128	22,467	1,232	216,819
81- Other Services (Except Pub Admin)	2	377	600	119,992
TOTALS	351	92,544	10,875	3,162,924

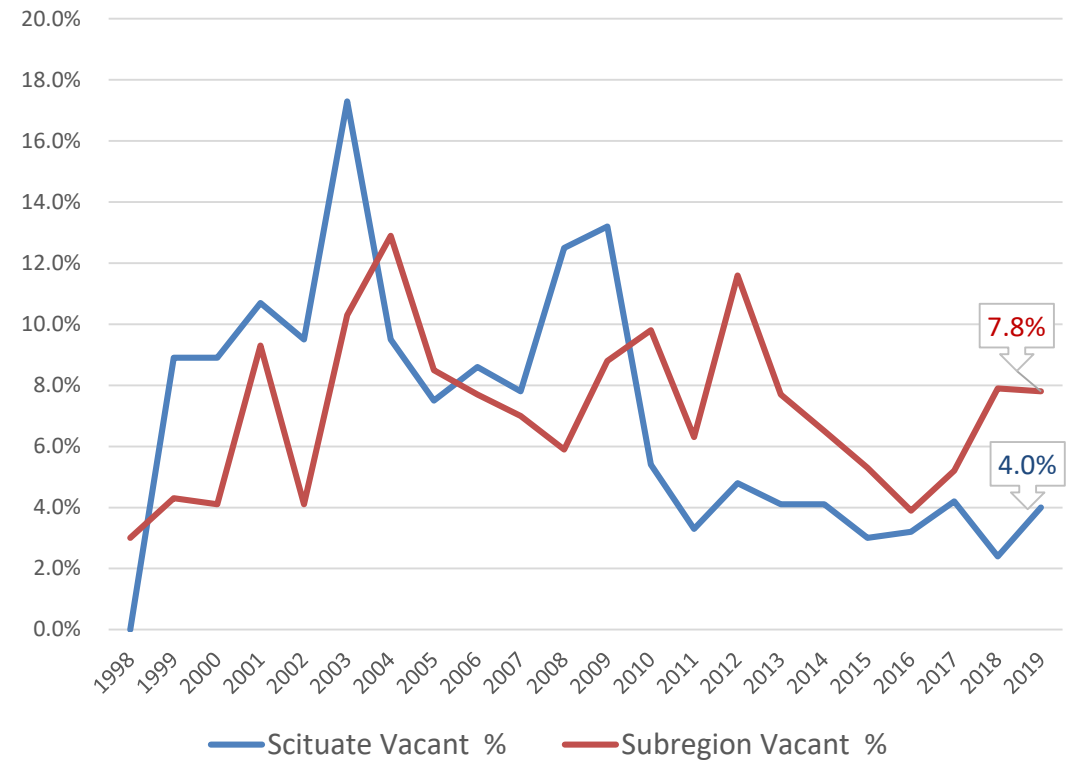
Source: REIS, Massachusetts Department of Labor and Workforce Development, ES202 reports (adjusted by REIS); FXM Associates

Scituate Office Space Inventory Flat as is Subregion: Vacancies Low

Office Space Inventory
Scituate & Subregion: 1998-2019

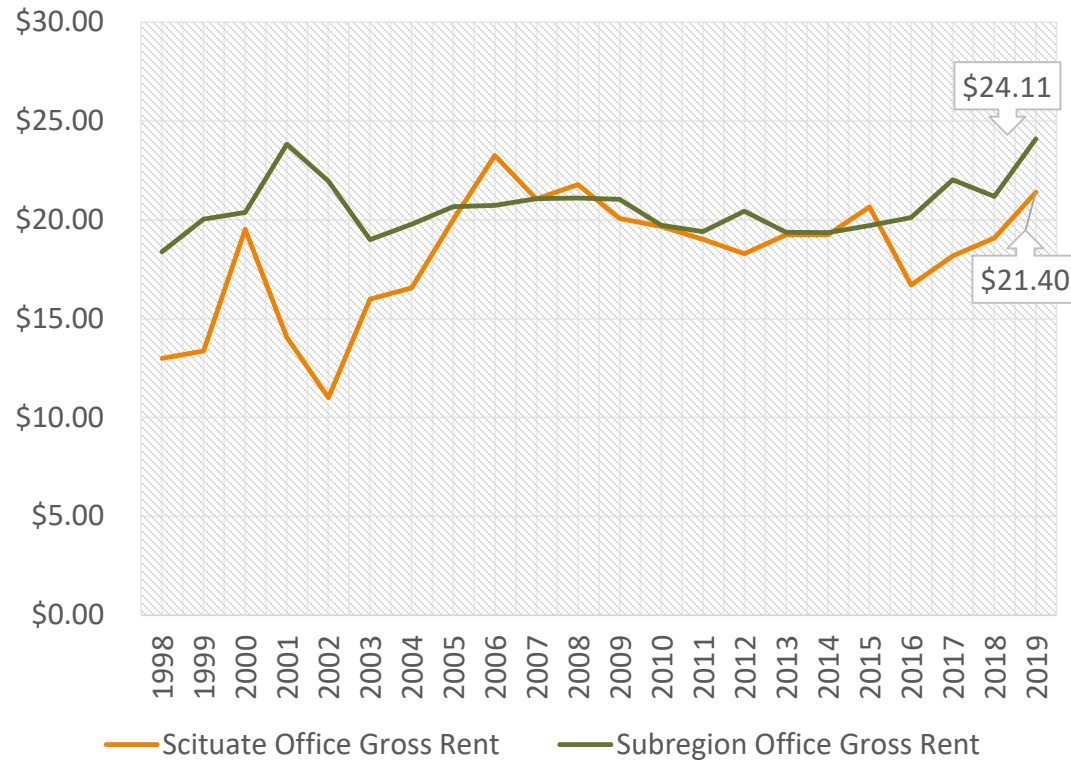


Space Vacancy Rate
Scituate & Subregion: 1998-2019

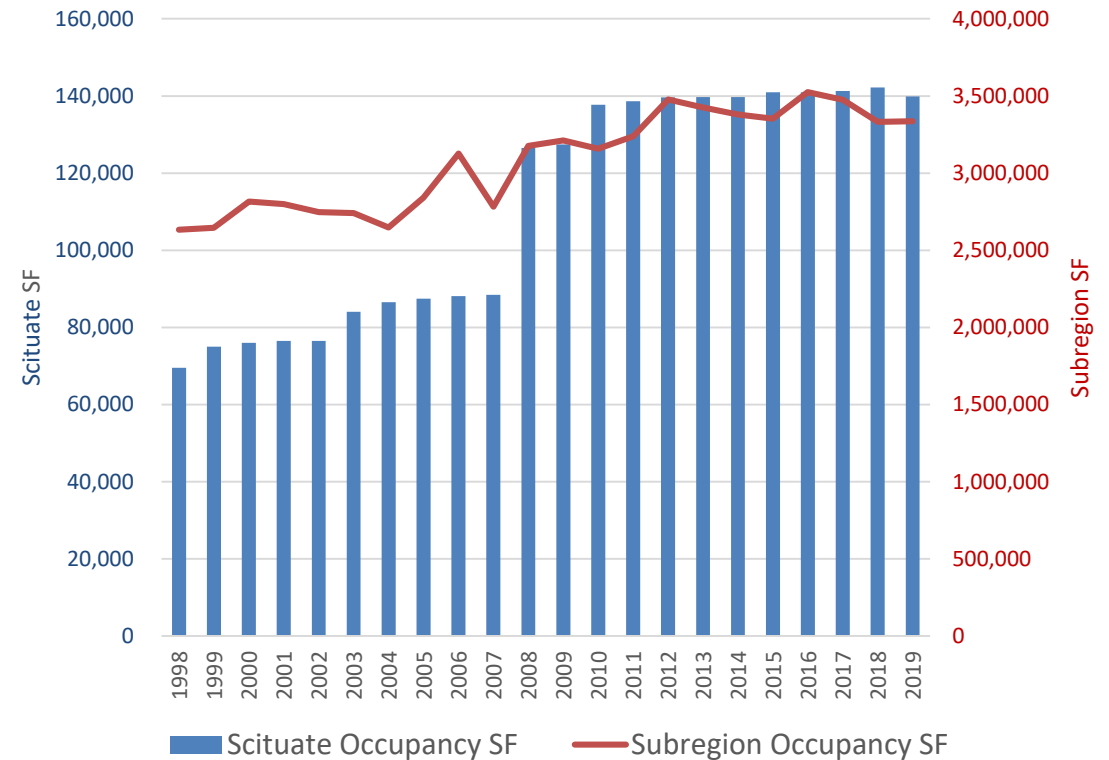


Office space rents climbing; projected increase in occupancy demand – Scituate 7,600 SF/year; Subregion 86,000 SF/year

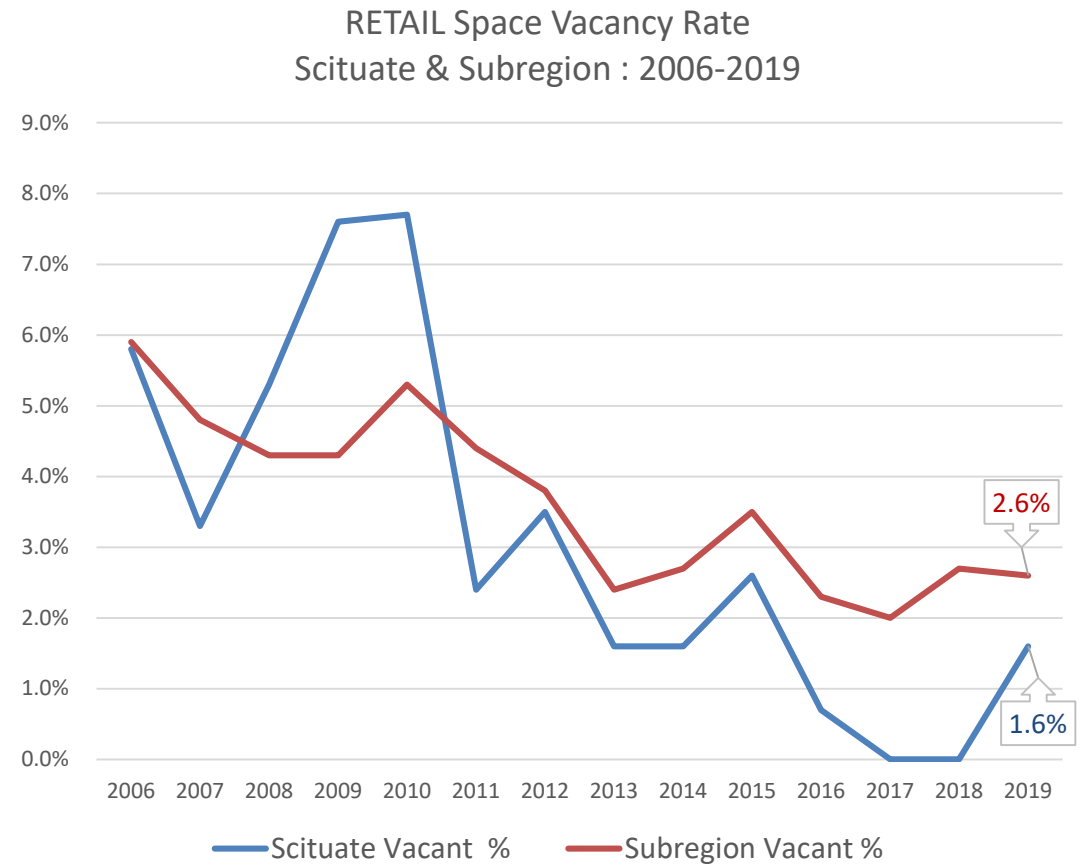
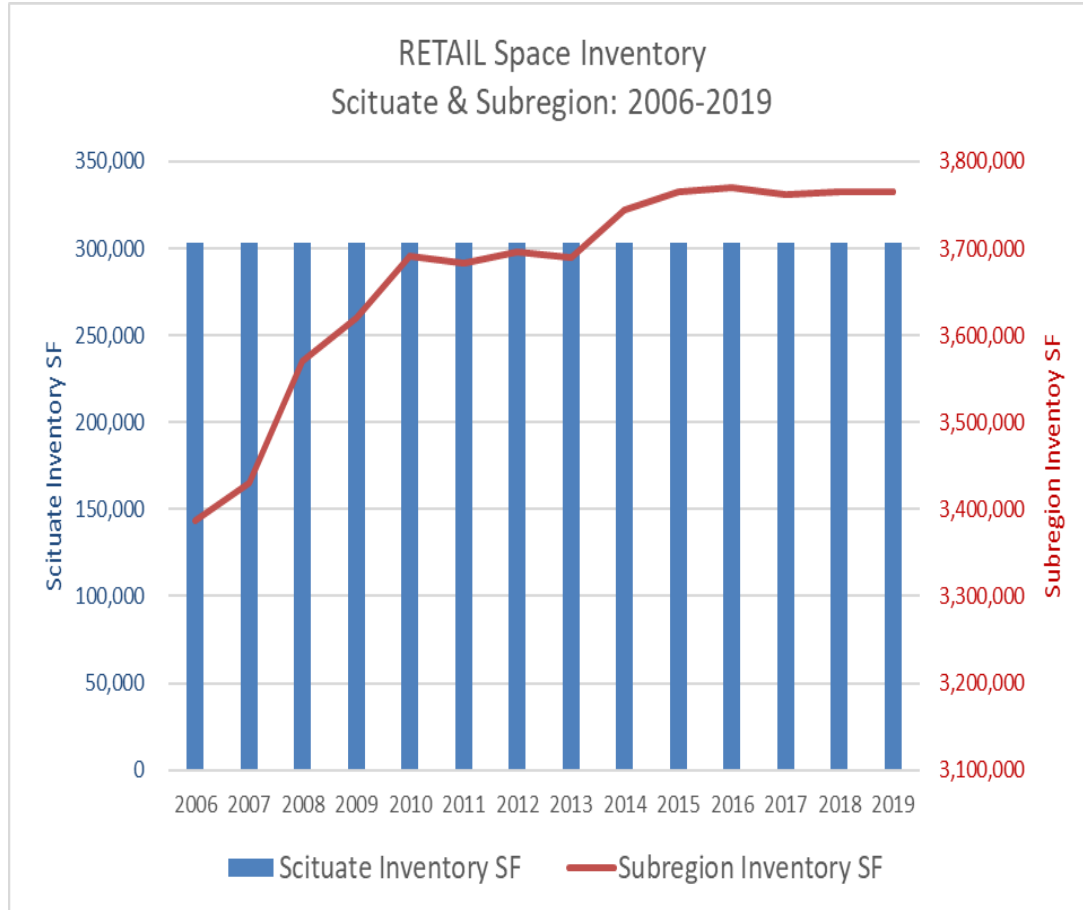
Office Space Gross Rent
Scituate & Subregion: 1998-2019



Office Space Occupancy
Scituate & Subregion 1998-2019

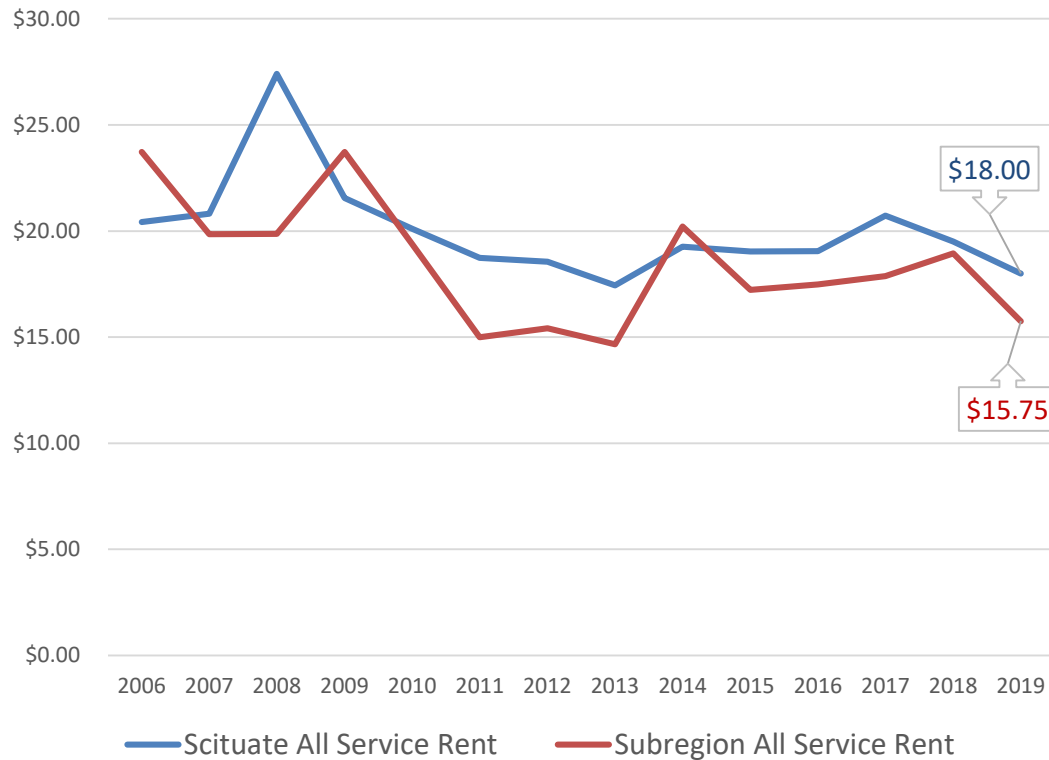


No change in Scituate RETAIL space inventory since 2006 compared to 380,000 SF added in Subregion; vacancy rates very low

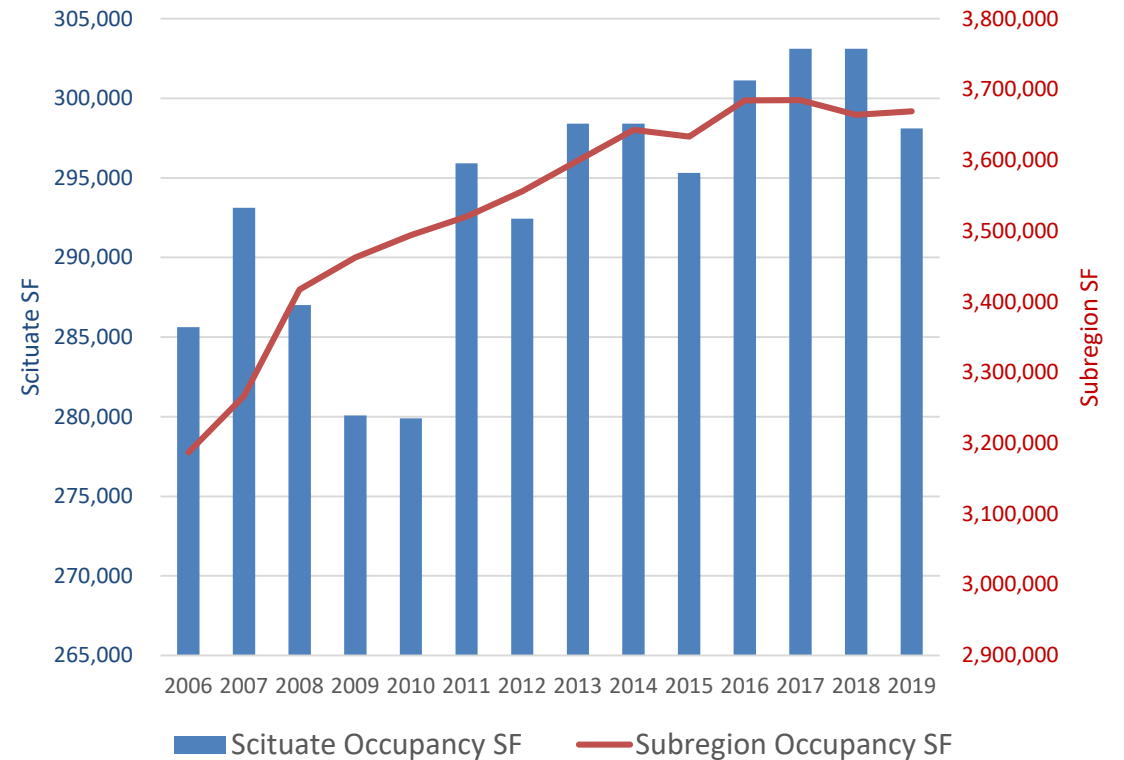


RETAIL rents low; *minor* projected increase in occupancy demand – Scituate 2,400 SF/year; Subregion 53,000 SF/year

RETAIL Space Rents
Scituate & Submarket 2006-2019

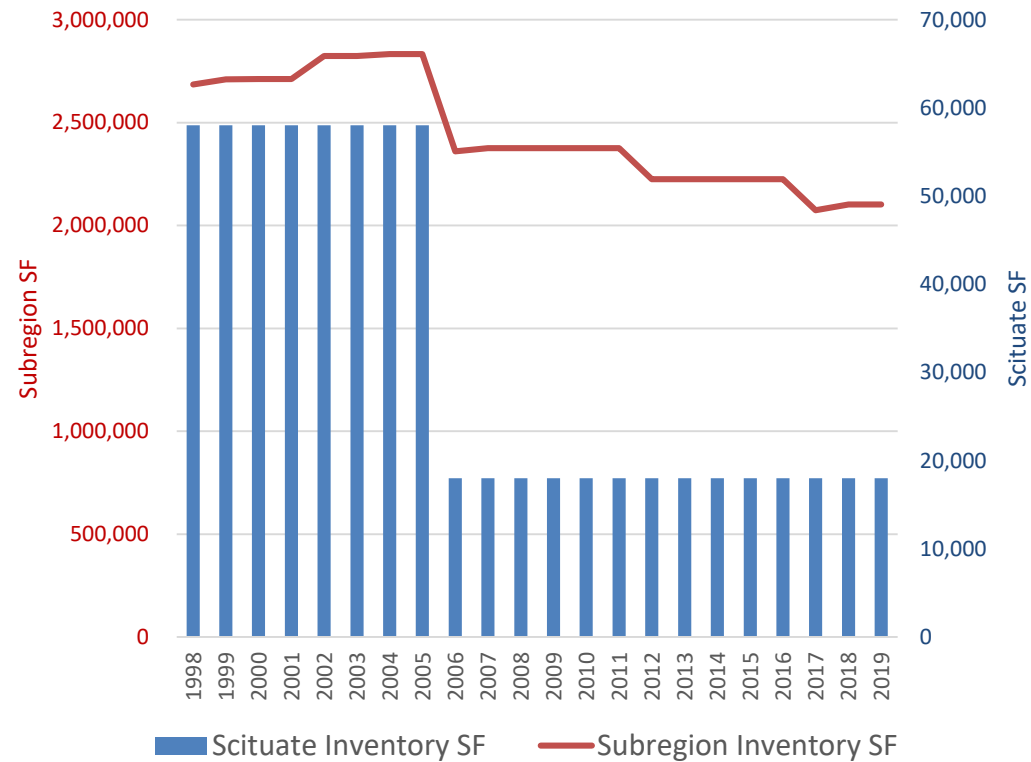


RETAIL Space Occupancy
Scituate & Subregion 2006-2019

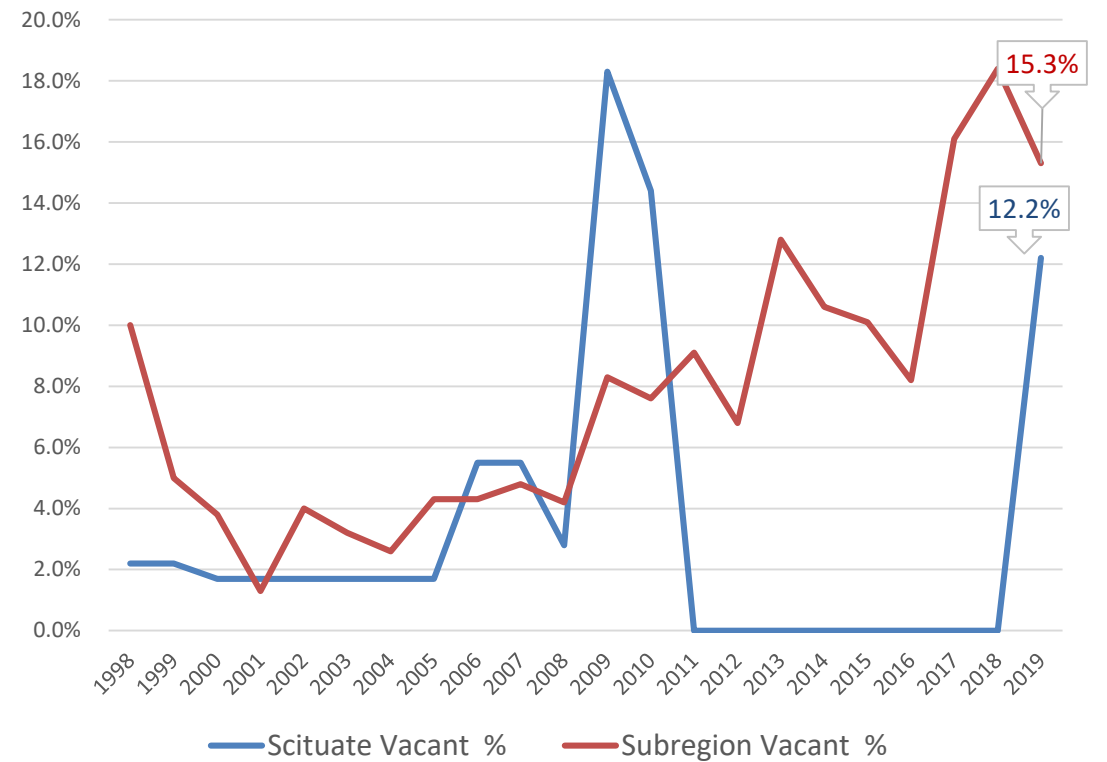


INDUSTRIAL space inventory flat or declining, vacancy rates increasing

INDUSTRIAL Space Inventory
Scituate & Submarket: 1998-2019

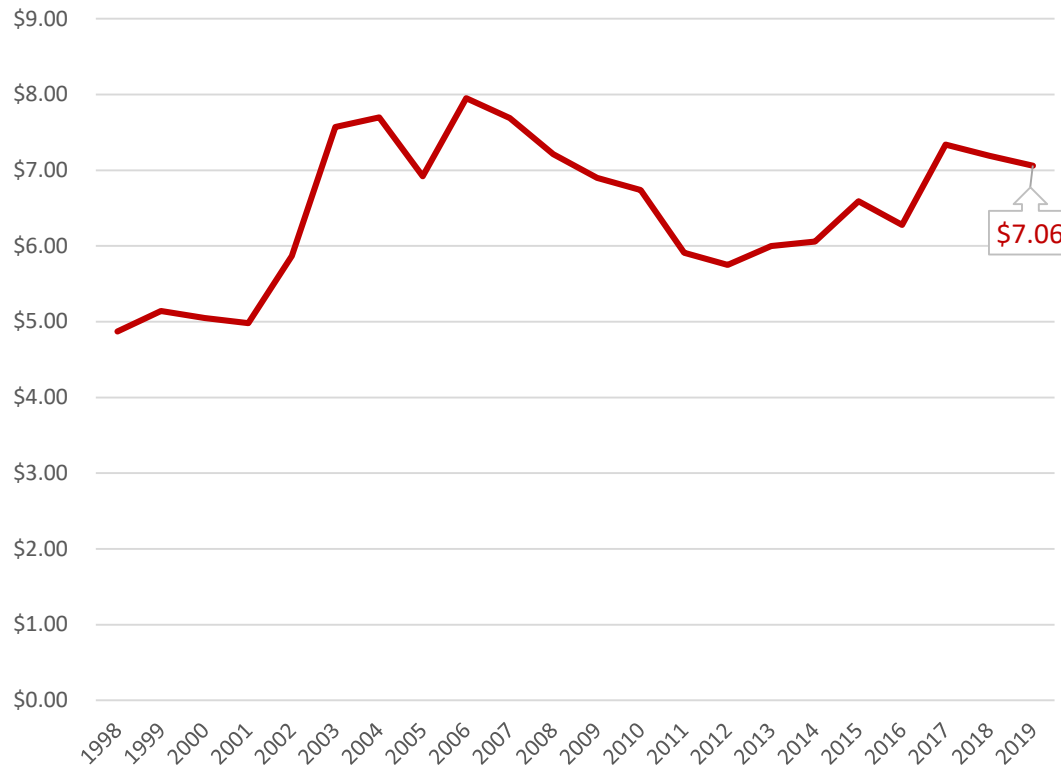


INDUSTRIAL Space Vacancy Rate
Scituate & Submarket: 1998-2019

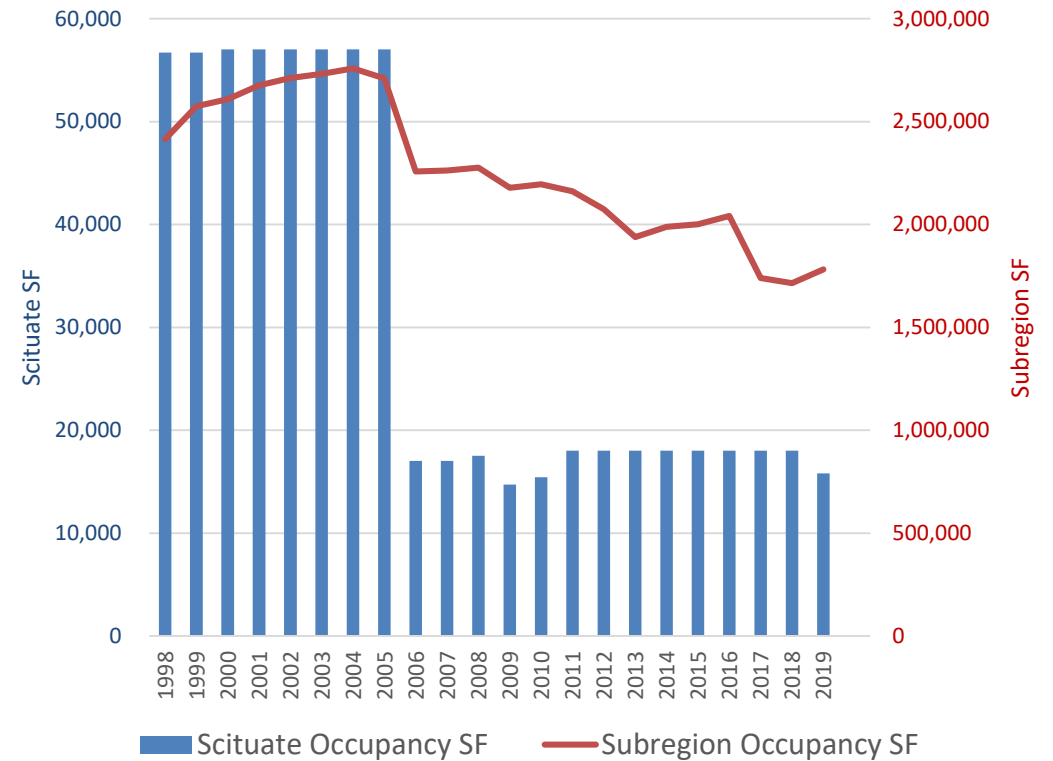


INDUSTRIAL space rents increasing slightly, occupancy flat or declining

INDUSTRIAL Space All Service Rent
Subregion: 1998-2019



INDUSTRIAL Space Occupancy
Scituate & Subregion 1998-2019



Retail Opportunity/Gap Analysis shows additional stores potential based on current sales leakages

Retail Opportunities in the North Scituate MBTA Retail Market Area: 2019

Retail Stores	Market Area Gap	Supportable SF	Potentially Captured SF	Potentially Supportable Stores	Projected Annual Demand Growth
Furniture stores (NAICS 4421)	\$ 6,237,835	17,621	5,000	1	3.21%
Floor covering stores (NAICS 44221)	\$ 6,140,442	16,074	4,100	1	3.04%
Electronics and appliance stores (NAICS 443)	\$ 8,991,033	18,520	5,500	1	2.32%
Nursery, garden center, and farm supply stores (NAICS 44422)	\$ 5,290,179	20,649	3,200	2	3.00%
Pharmacies and drug stores (NAICS 44611)	\$ 17,744,268	32,558	12,150	1	3.08%
Other health and personal care stores (NAICS 44619)	\$ 4,262,897	13,280	4,100	1	3.00%
Family clothing stores (NAICS 44814)	\$ 20,172,645	53,759	12,000	2	1.35%
Full-service restaurants (NAICS 722511)	\$ 15,897,589	28,541	10,200	2	2.71%
Limited-service restaurants (NAICS 722513)	\$ 18,254,324	55,653	10,000	5	2.72%
Totals	\$ 102,991,212	256,657	66,250	16	

Sources: EnvironicsAnalytics Spotlight Reports, 2019; The Chesapeake Group, 2013; industry sources; and FXM Associates

Retail Opportunity/Gap Analysis shows additional stores potential based on current sales leakages

Retail Opportunities in the Greenbush MBTA Retail Market Area: 2019

Retail Stores	Market Area Gap	Supportable SF	Potentially Captured SF	Potentially Supportable Stores	Projected Annual Demand Growth
Electronics and appliance stores (NAICS 443)	14,580,947	30,034	5,500	1	2.90%
Lawn and garden equipment and supplies stores (NAICS 4442)	8,938,890	24,094	10,000	1	2.88%
Pharmacies and drug stores (NAICS 44611)	7,113,170	13,052	12,150	1	2.97%
Other health and personal care stores (NAICS 44619)	2,135,432	6,652	4,100	1	2.98%
Family clothing stores (NAICS 44814)	9,426,246	25,121	6,000	1	1.33%
Jewelry stores (NAICS 44831)	5,747,097	7,425	4,200	1	0.50%
Sporting goods stores (NAICS 45111)	3,680,152	11,254	6,000	1	0.67%
Full-service restaurants (NAICS 722511)	18,164,992	32,612	15,300	3	2.67%
Limited-service restaurants (NAICS 722513)	19,757,084	60,235	8,000	4	2.60%
Totals \$	89,544,010	210,480	71,250	14	

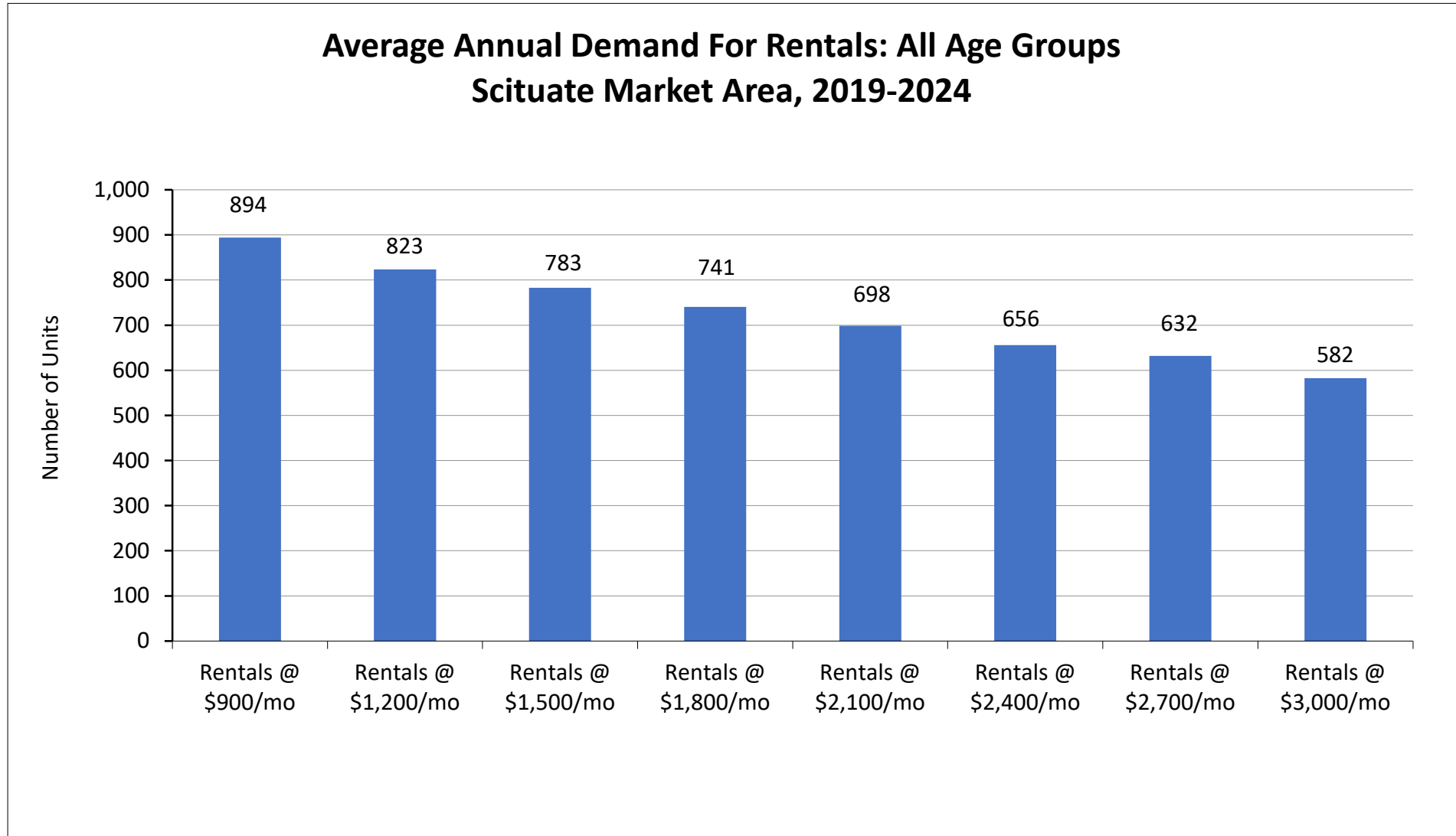
Sources: EnvironicsAnalytics Spotlight Reports, 2019; The Chesapeake Group, 2013; industry sources; and FXM Associates

Rental housing an important part of social & economic development, especially as it provides opportunities for younger workers and empty nesters

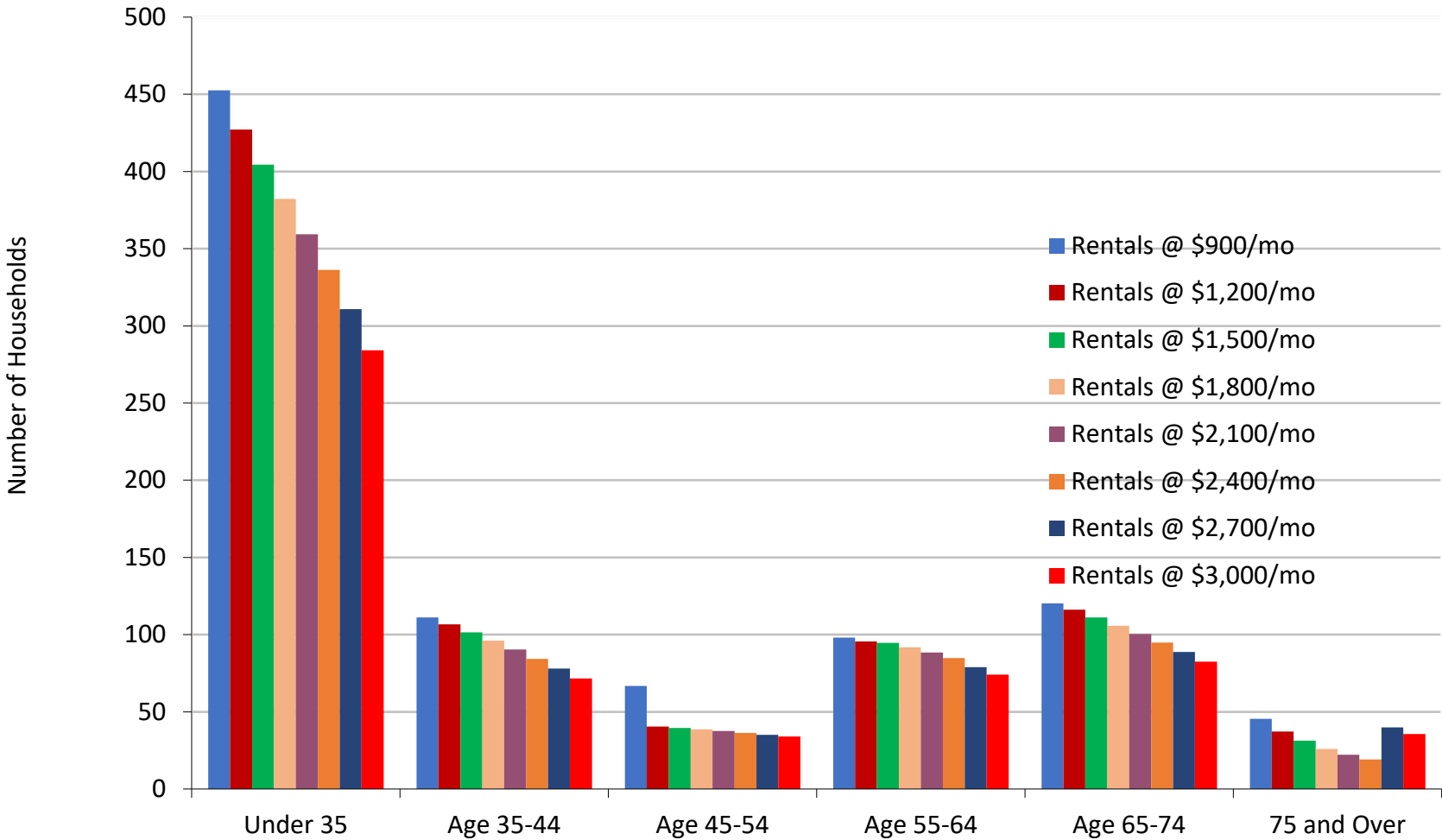
Housing Demand Context	
20-Minute Market Area	
Population	84,718
Households	32,239
Renter Households	5,939
	<i>% Renters</i> 18%
Renters Moving in Average Year	1,074
% of All Households	3%
Median Household Income	\$ 123,624

Source: EnvironicsAnalytics, Spotlight. 2019 estimates, and FXM Associates

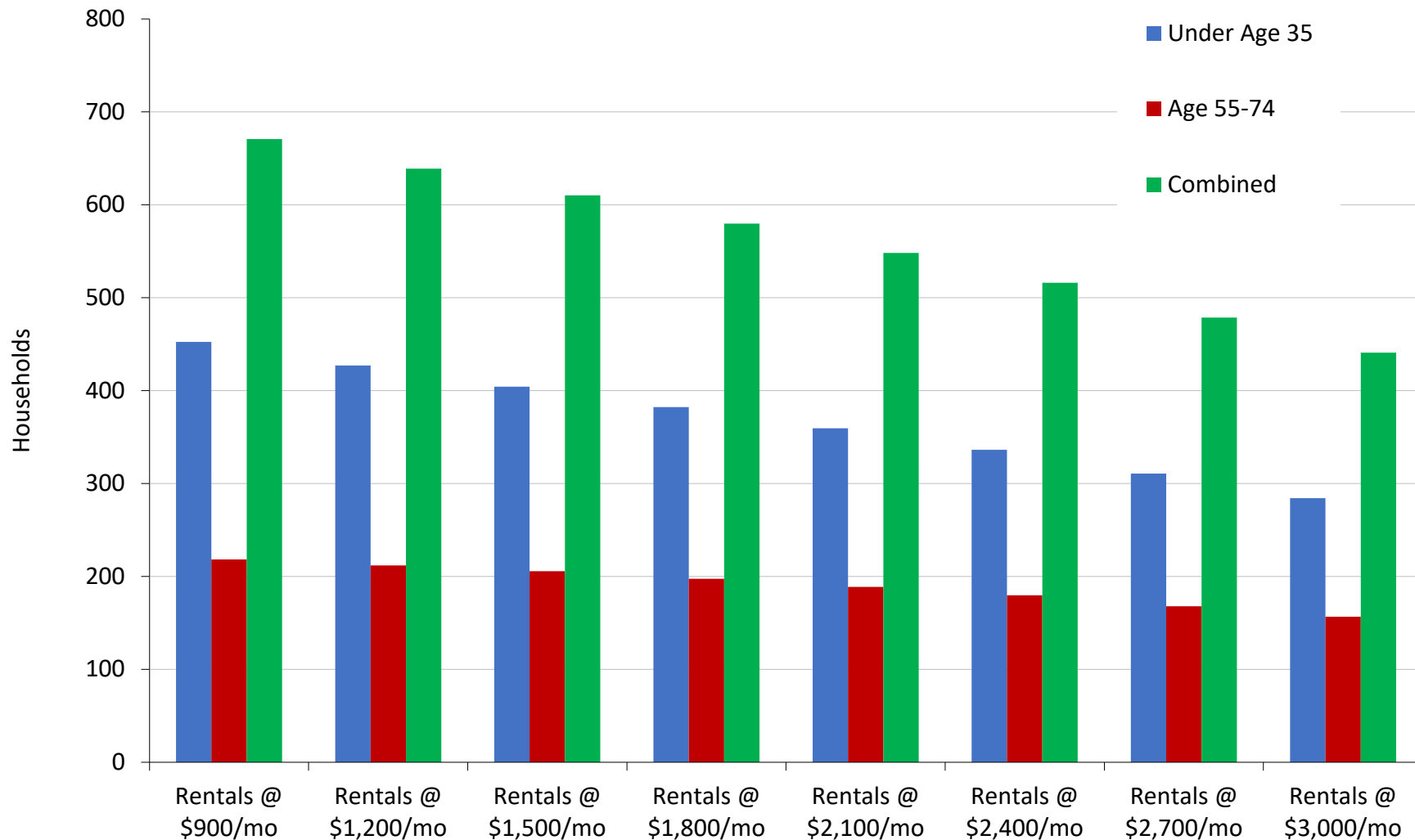
FXM's *Housing Demand Model* accounts for mobility (propensity to move), tenure (propensity to own or rent), and affordability



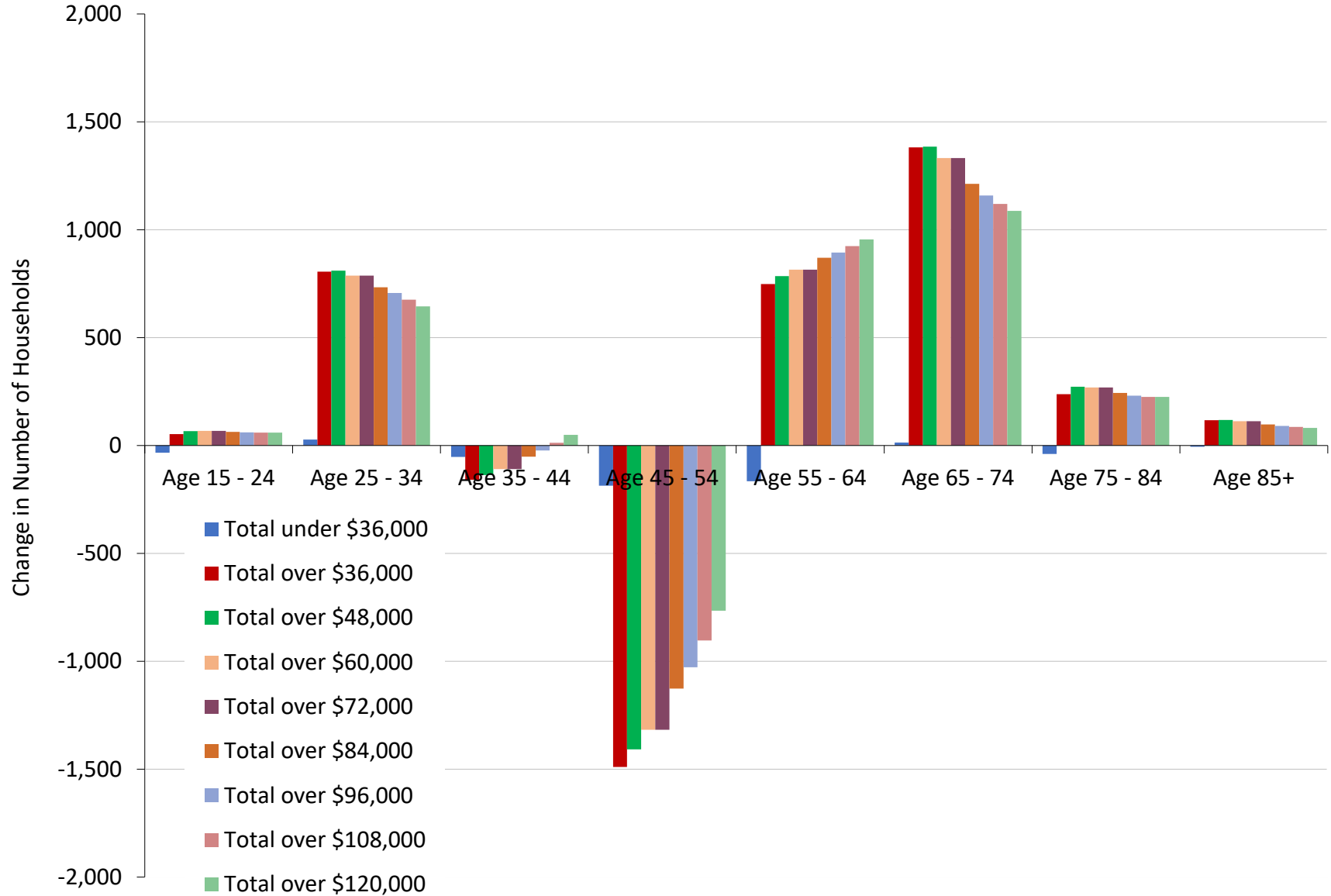
Average Annual Demand for Rentals by Affordable Rent and Age Group, Scituate Market Area 2019-2024



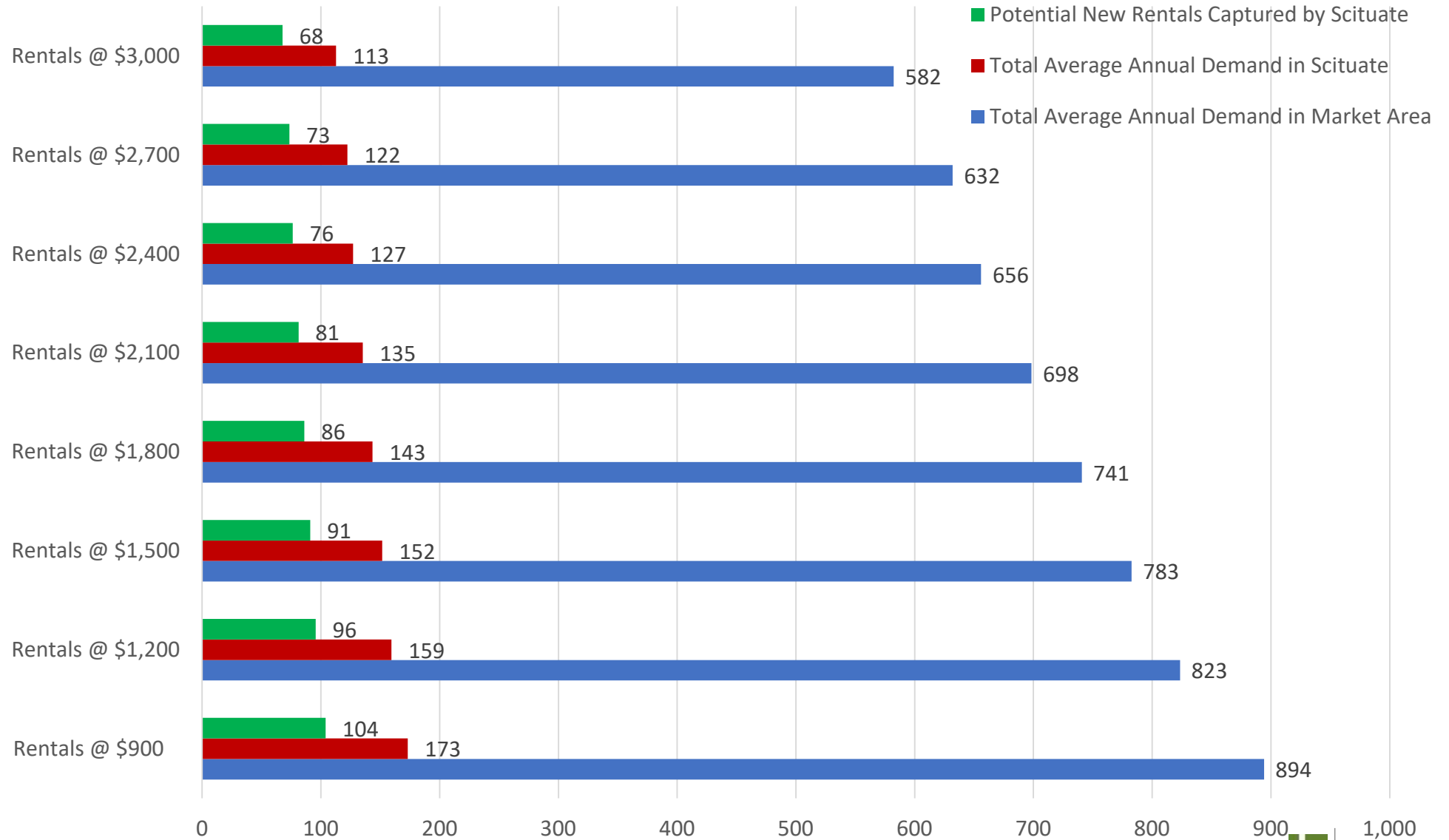
Average Annual Demand by Affordable Rent 2019-2024 Householders Under Age 35 and Ages 55-74 Scituate Market Area



Change in Number of Households by Age and Income 2019-2024 Scituate Market Area

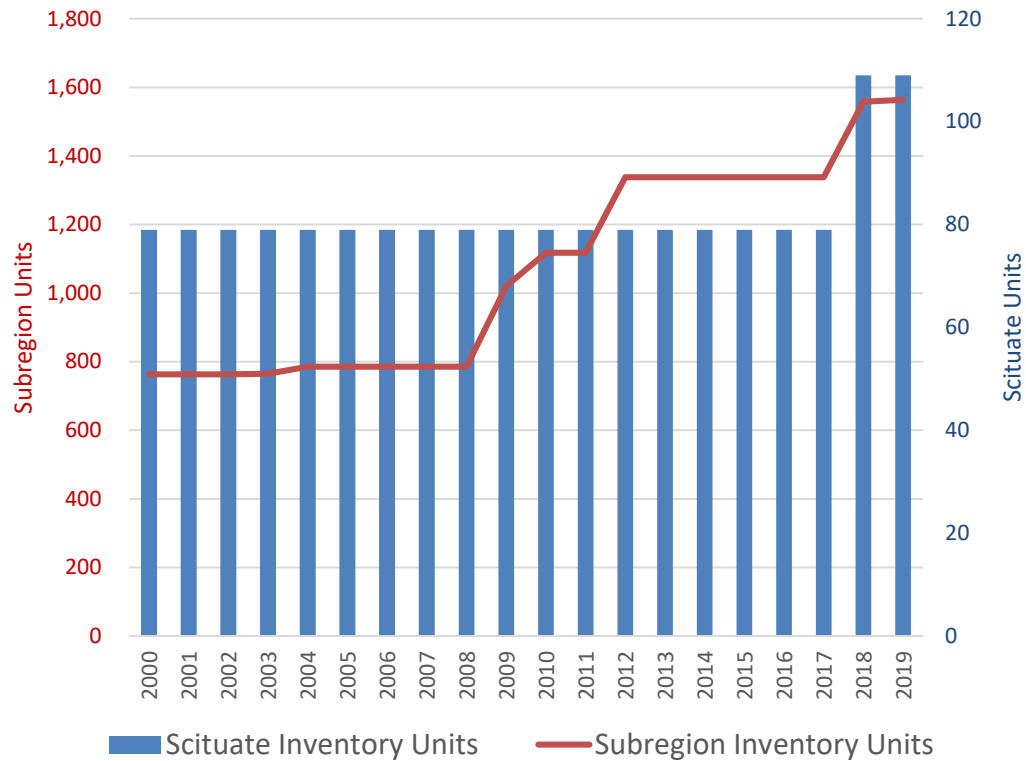


Average Annual Demand for Rentals: Market Area, Scituate, Estimated Potential New Rentals Capture

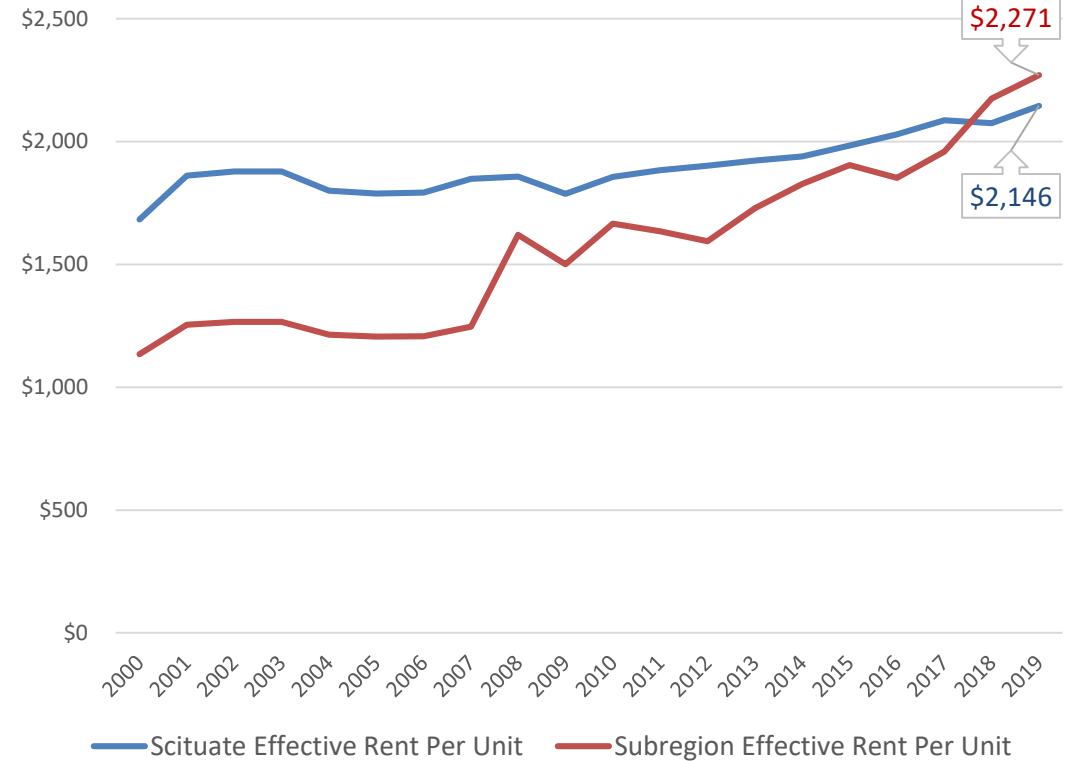


Little change in Scituate inventory (30 units since 2000); Subregion added 800 units (5.5% per year); rents increasing by 5.3% per year in the Subregion

MULTIFAMILY UNITS
Scituate & Subregion 2000-2019



MULTIFAMILY Average Rent Per Unit
Scituate & Subregion: 2000-2019

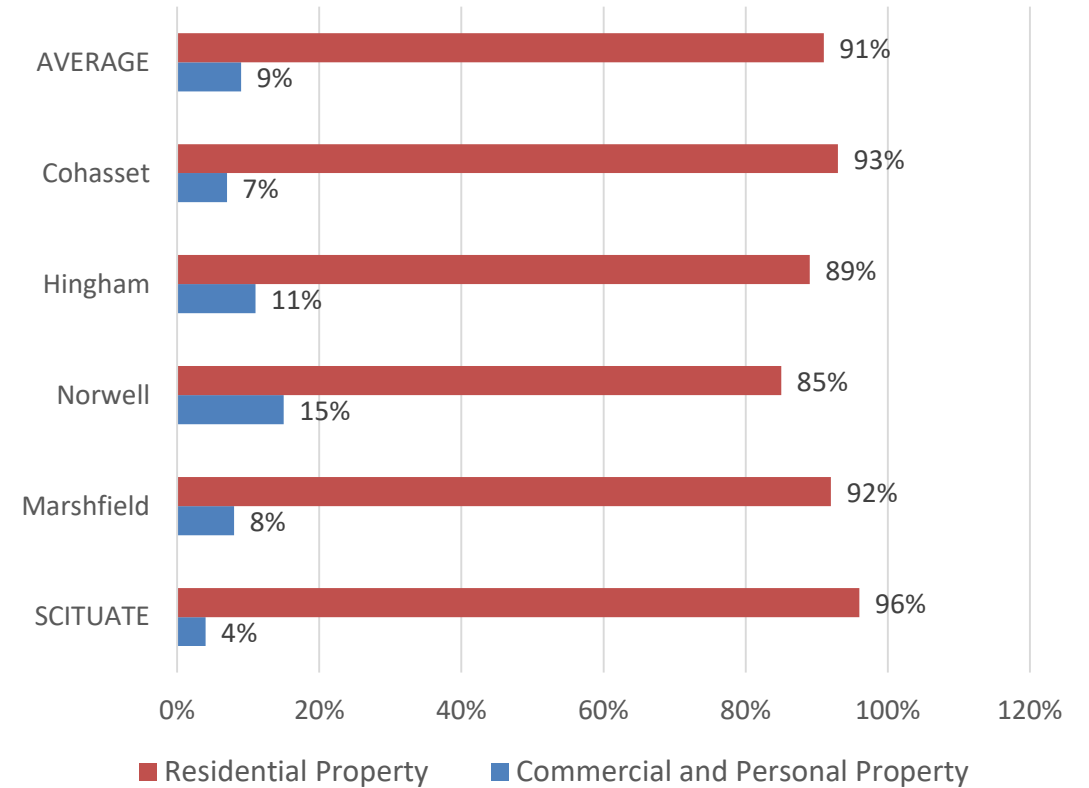


Scituate tax rates average, commercial valuation lowest

Tax Rates per \$1,000 Valuation FY 2019



Sector % of Assessed Value FY 2019



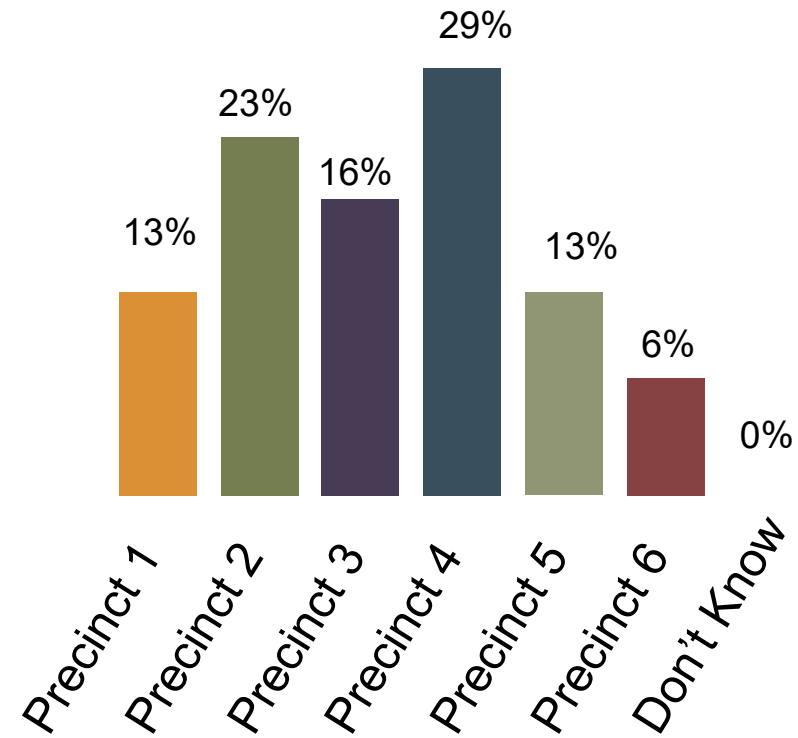
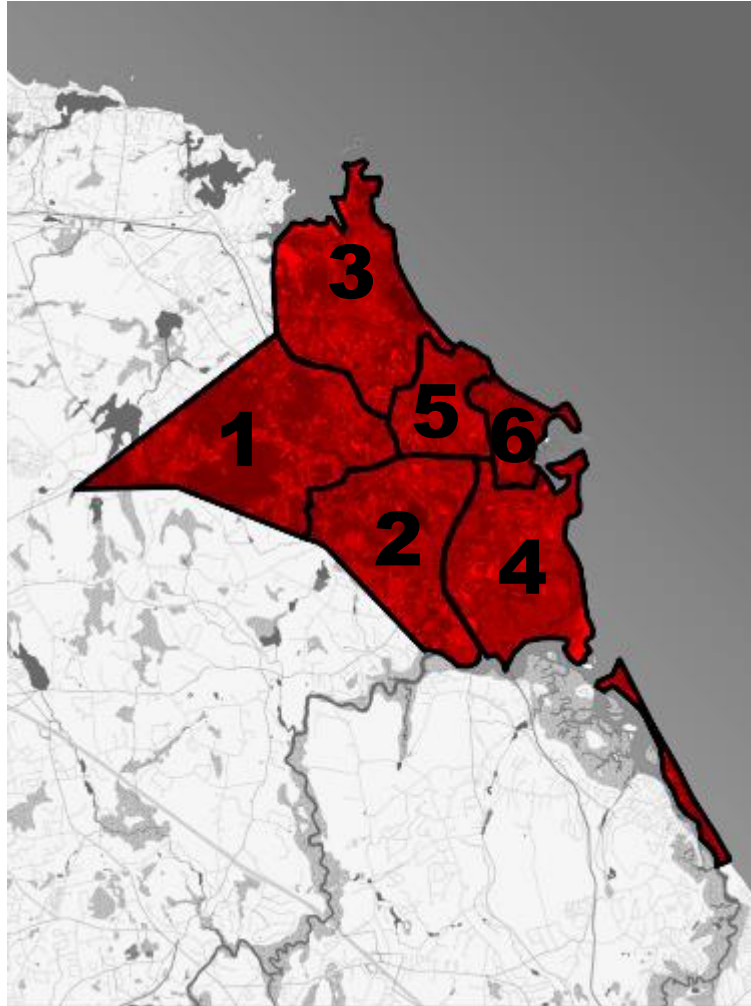
6. Interactive Session

Survey
Mapping
Role Playing

Survey

Which precinct do you live in?

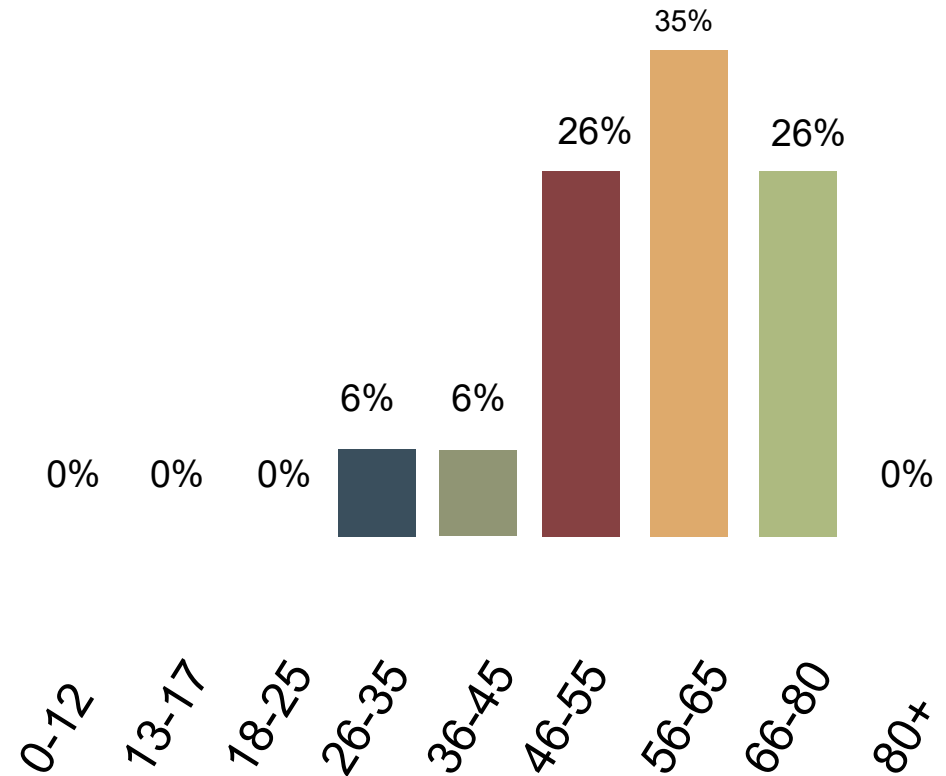
- 1. Precinct 1
- 2. Precinct 2
- 3. Precinct 3
- 4. Precinct 4
- 5. Precinct 5
- 6. Precinct 6
- 7. Don't know



Survey

What is your age group?

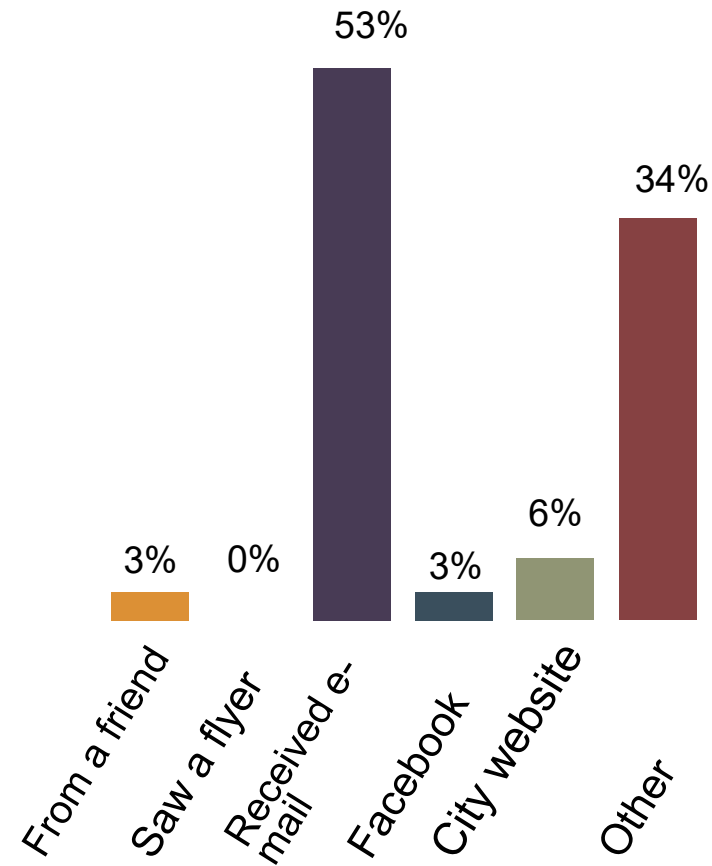
1. 0-12
2. 13-17
3. 18-25
4. 26-35
5. 36-45
6. 46-55
7. 56-65
8. 66-80
9. 80+



Survey

How did you hear about this forum?

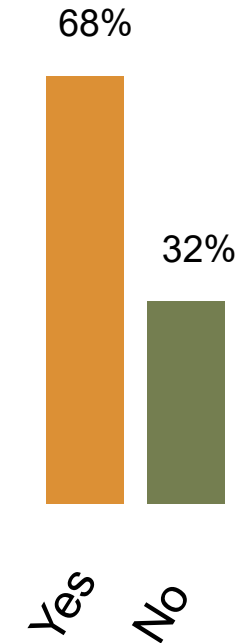
1. From a friend
2. Saw a flyer
3. Received e-mail
4. Facebook
5. City website
6. Other



Survey

Have you attended one of the previous forums?

- 1. Yes
- 2. No



Interactive Sessions

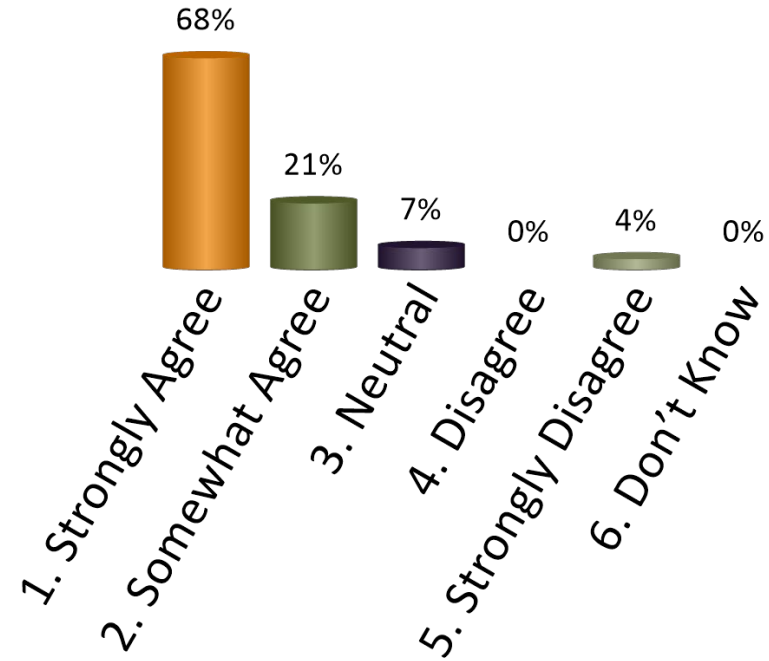
The goal of this activity is to build consensus toward a strategy for improving Scituate's resiliency by responding to hypothetical scenarios through the perspectives of various stakeholder and community groups



Survey

How strongly do you agree with the need to attract a younger working population (25-55 years) to contribute to the Town's tax base and its economic vibrancy in the future?

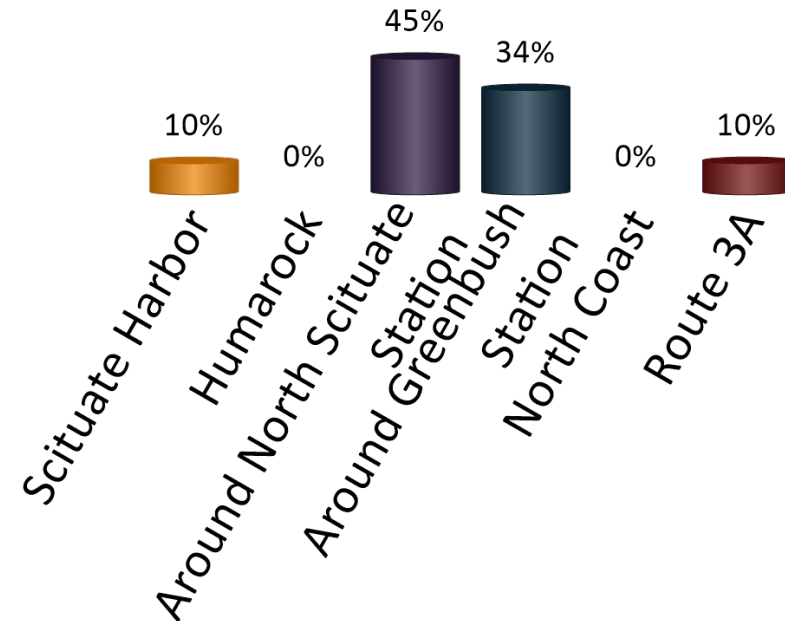
- 1. Strongly Agree
- 2. Somewhat Agree
- 3. Neutral
- 4. Disagree
- 5. Strongly Disagree
- 6. Don't Know



Survey – Commercial Development

Where do you think it is the highest priority area where Scituate should develop commercial and retail opportunities?

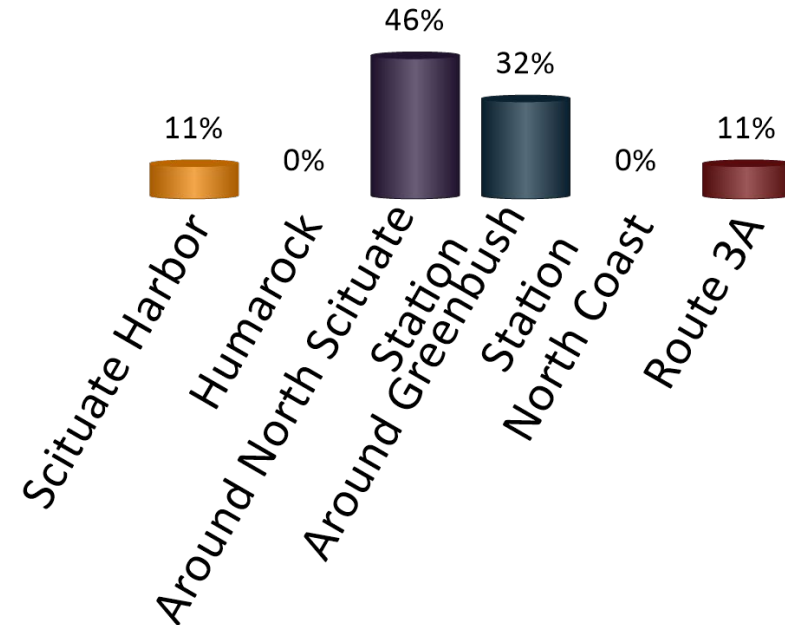
1. Scituate Harbor
2. Humarock
3. Around North Scituate Station
4. Around Greenbush Station
5. North Coast
6. Route 3A



Survey – Housing Development

Where do you think it is the highest priority area where Scituate should develop housing opportunities?

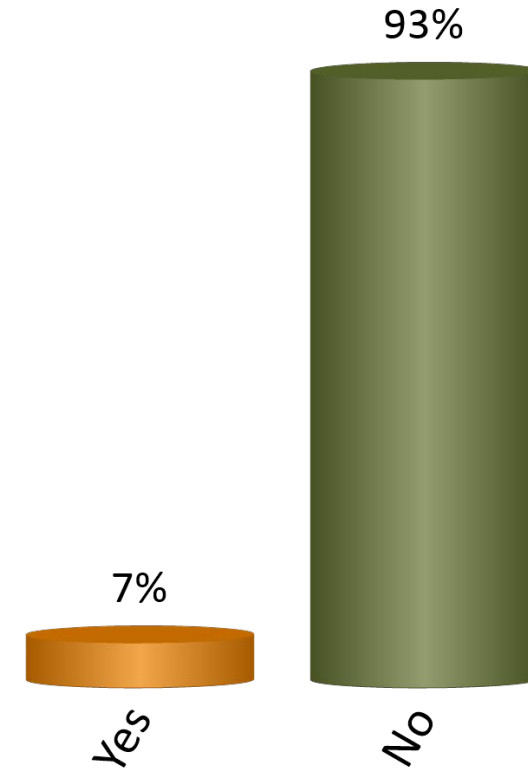
1. Scituate Harbor
2. Humarock
3. Around North Scituate Station
4. Around Greenbush Station
5. North Coast
6. Route 3A



Survey – Commercial and Housing Development

Did your perspective about the locations for housing and commercial development in Scituate change after the exercise?

1. Yes
2. No



7. Next Steps

September – December

Master Plan Committee Meetings

Research and Analysis

Begin Master Plan Draft

**January 28 – Community Forum #4
(Managing Change)**





Town of Scituate

Comprehensive Master Plan Update

Community Forum #3

December 10, 2019

A Changing Community Workshop
