



Scituate Economic Development Study

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

Prepared by:
Metropolitan Area Planning Council
60 Temple Place, 6th Floor
Boston, Massachusetts 02111
Tel (617) 451-2770
www.mapc.org

Additional research and analysis by
Community Opportunities Group, Inc.



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Thank you for the assistance and leadership of the following individuals:

Town of Scituate

Patricia A. Vinchesi, Town Administrator

Laura Harbottle, Town Planner

Economic Development Commission

Chris McConaughey, Chairman

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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.)

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

Commercial Space Trends

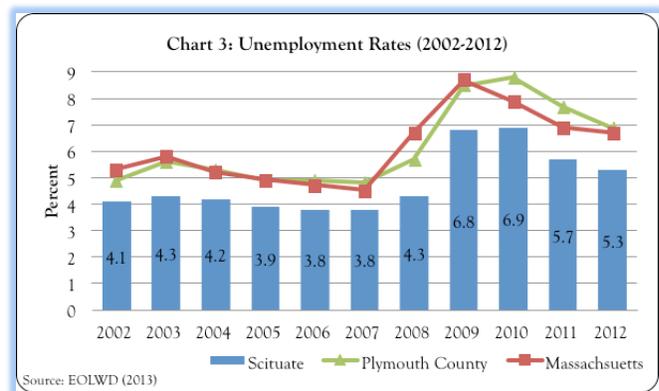
Currently, Scituate has more than 913,000 square feet of commercial space. Retail and professional office space account for almost half of total space, whereas restaurants account for 65,000 total square feet, and hotels 23,000 square feet, both quite low for a town its size. There is a moderate supply 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	13,19	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.

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

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%)

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.

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.

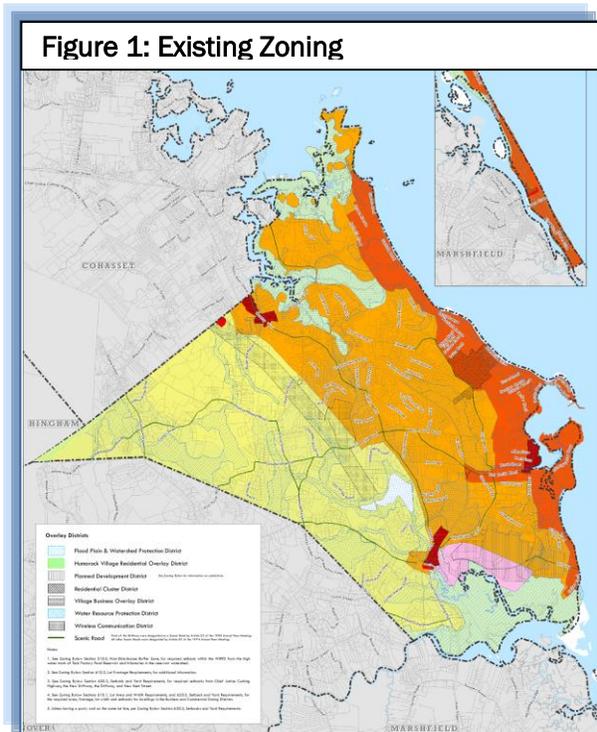
Village Business Overlay District

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.

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

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.

Scituate Economic
Development Study

Town of Scituate Inventory of Public Lands

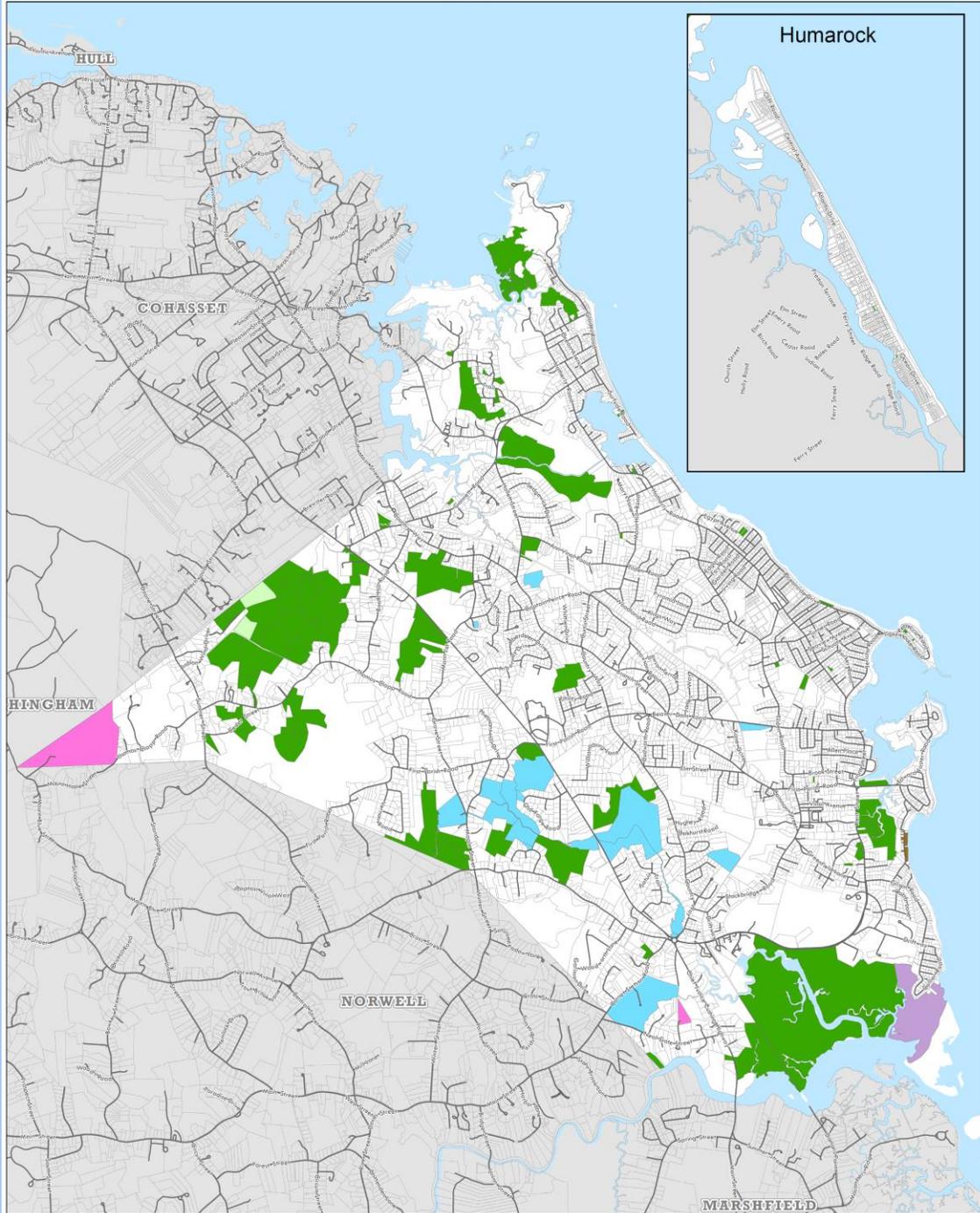
Property Type by Parcel

- Town of Scituate Conservation
- Town of Scituate Water Department
- State
- Private Land
- FEMA
- North and South River Watershed
- Roads

Data Sources:
MAPC, Town of Scituate, MassGIS, MassDOT

Produced by MAPC
60 Temple Place, Boston, MA 02111
(617) 451-2770

March, 2014



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

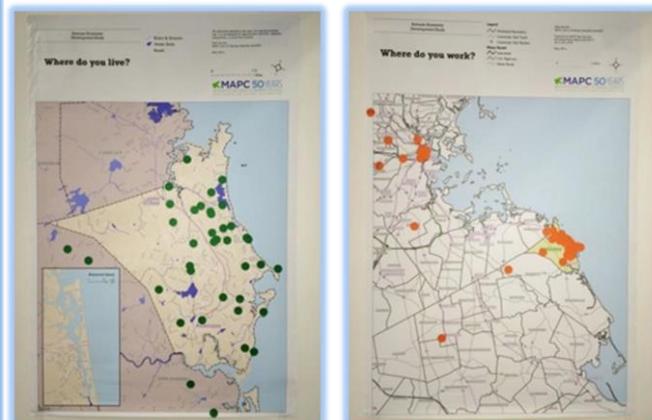
The Scituate Economic Development Commission (EDC) and the Metropolitan Area Planning Council (MAPC) held an Open House public meeting on Tuesday, May 20, 2014 to engage the community and receive input for this study. Numerous residents and business owners attended the meeting, where they accomplished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

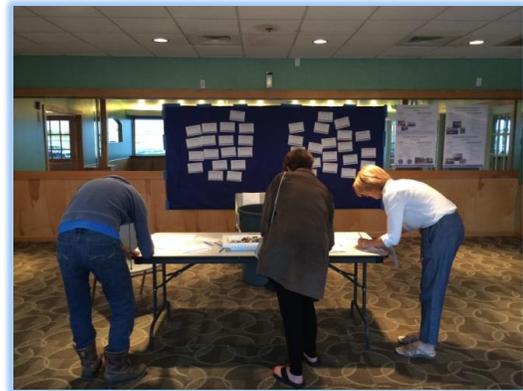
Opportunities

- 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:

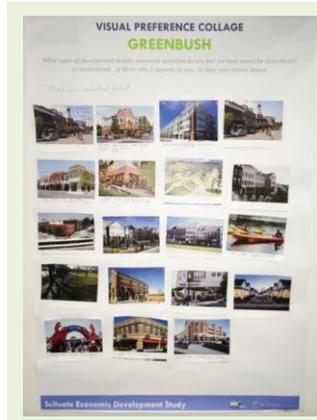
- Continue to focus new development - commercial, multifamily residential, mixed-use - in existing village centers where market opportunities are strongest.
- Develop a comprehensive marketing strategy for the town.
- Explore development of additional recreation facilities to attract more visitors and 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

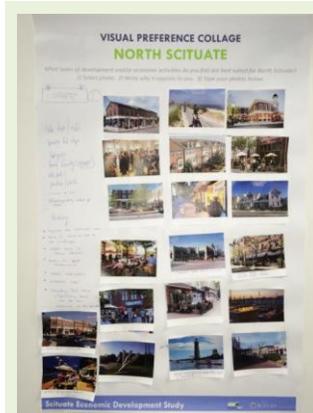
Participants created design preference collages for each of the economic opportunity areas identified through the market analysis and existing conditions research, including Scituate Harbor, Greenbush, North Scituate, and Humarock, as well as Route 3A. Participants perused hundreds of images depicting 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 referrals.

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.**

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 permanent return of weekend MBTA service to and from Boston to provide convenient access for residents but also tourists.**

As of December 2014, a one year pilot program similar to that of the CapeFLYER in summer of 2013, will commence to study 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

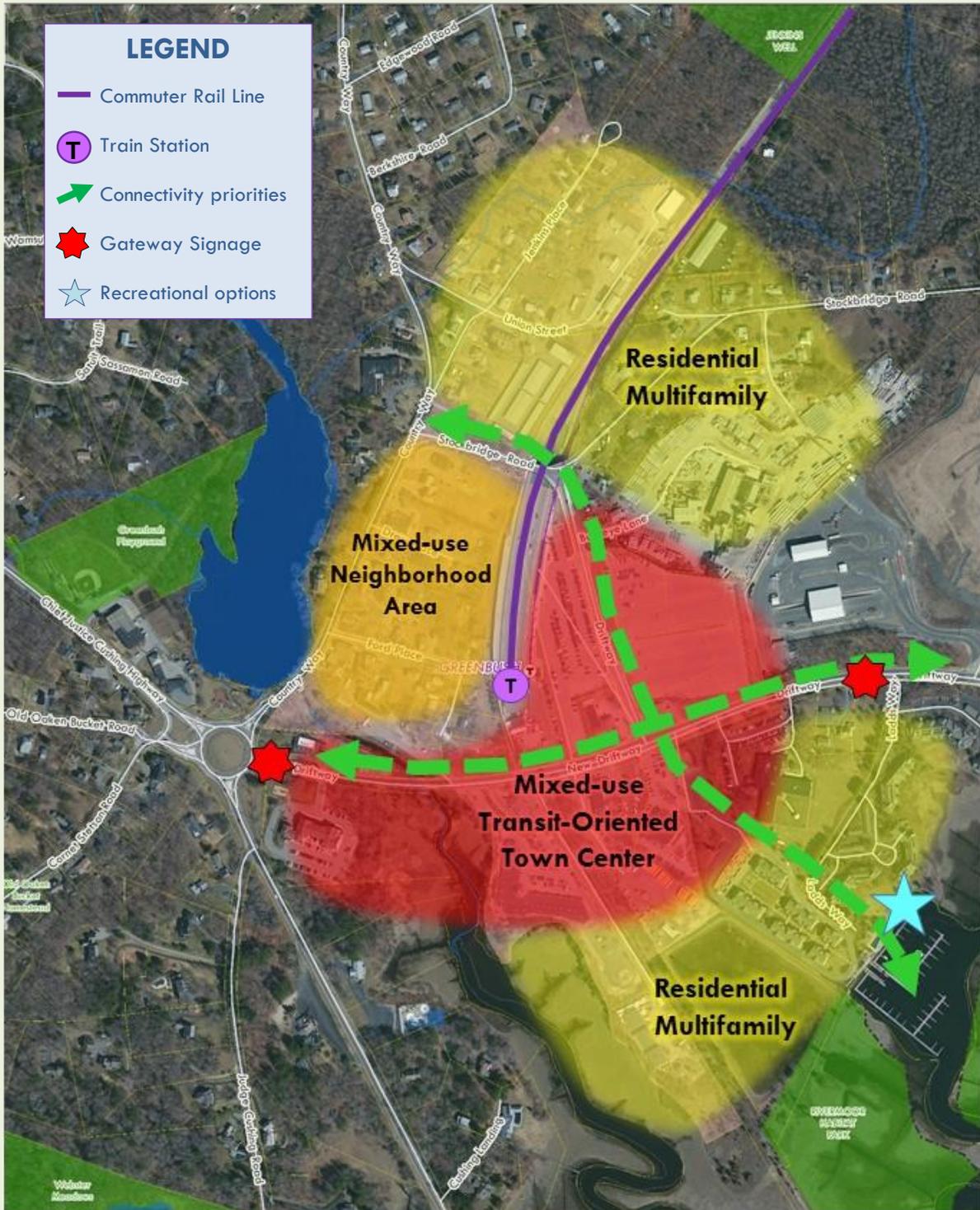
As highlighted in the existing conditions and market study, Greenbush holds the greatest potential to attract new development and economic growth given the presence of the MBTA commuter rail, the considerable land available for redevelopment, and because it serves as the gateway to the Town. The concept 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

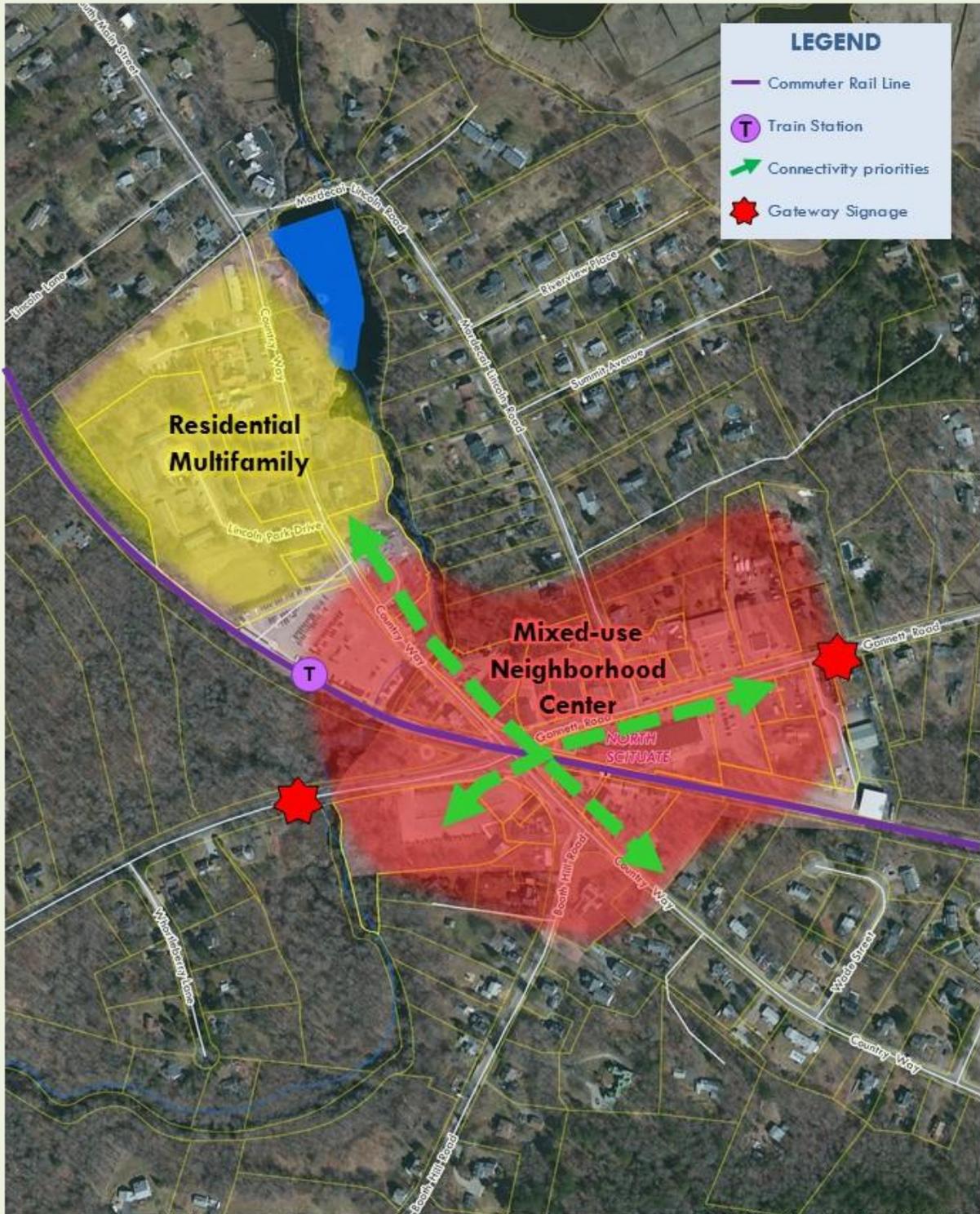
The goal for North Scituate is to create an active, neighborhood village through the redevelopment of underutilized and vacant parcels, streetscape and connectivity improvements, and business outreach to attract more local retail and restaurant options that appeal both to residents and commuters who 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

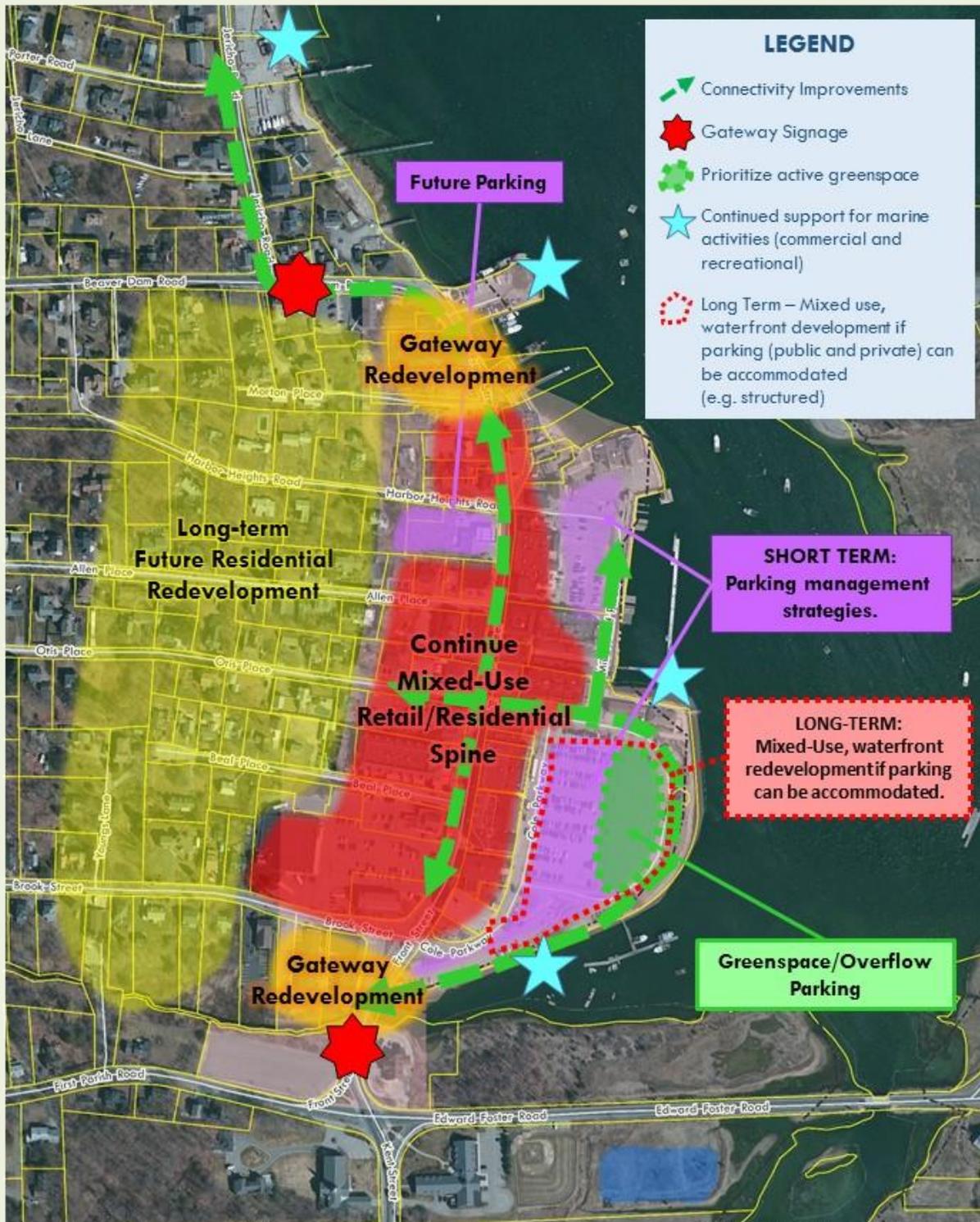
Scituate Harbor is a local and regional destination. Thus, strategies for the Harbor Village area build on current initiatives and investments that have made the area a destination for residents, locals, boaters and tourists alike. The concept plan for the Harbor Area (see opposite page) visually represents 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 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 publicize/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 Mossing 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 Mossing 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 Lighthouse 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 additional multipurpose trails and bike facilities. (See Strategy 2.D)**
- **Develop and publish a map – available online and in print at Town Hall – 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 (including the North Scituate Farmer’s Market) 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.

- **Create 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_dpced/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 Community Building (formerly Pier 44).

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: Continue exploring potential to update the building and grounds to make them more attractive for educational, recreational, as well as non-recreational, non-educational temporary uses within limitations of MBTA mitigation agreement (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; Town Administrator; 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	Short-term	Staff time.
		Create a “Scituate Business Guide” to help small businesses and prospective developers to navigate the municipal process.	EDC; Planning	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	Ongoing	Staff time
		Review permitting procedures and identify mechanisms to streamline the process in a way that does not compromise quality development.	EDC; Planning; Town Administrator	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; Town Administrator Scituate Chamber; Harbor Merchants	Short-term	TBD
		Identify funding to implement wayfinding strategy.	EDC; Town Administrator 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; EDC	

Goal	Strategy	Action (How)	Who	When	Resources
		Identify funding to further 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	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	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	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; Town Administrator; Board of Selectmen; Capital Planning Committee; DPW	Short-term	Volunteers
	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 permanent 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 during large events and on busy summer weekends to accommodate increased tourism.	EDC	Mid-term	TBD
		Identify funding mechanisms and continue to publicize/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; Town Administrator; Superintendent Golf Course	Mid-term	Staff time
		Issue an RFP for a developer to construct a development type identified by the working group.	EDC; Board of Selectmen; 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 Historical Society; EDC	Long-term	TBD
		Prioritize and identify funding for Harbor Walk extensions to Scituate Lighthouse 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 additional multi-purpose trails and bike facilities. (See Strategy 2.D)	Conservation Commission; Planning; Public Works	Ongoing	Staff time; Grant funding; CPC funding (trails); Chapter 90 funds.
		Develop and publish a map – available online and in print at Town Hall– 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 Historical Society; Recreation Department	Mid-term	Grant funding; Chamber funds; Staff time
		Explore opportunities to further expand beach access to non-residents.	Town Administrator; Recreation Department; 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); Town Administrator; Harbormaster	Short- to Mid-term	TBD
		Study feasibility and benefits of hosting larger regional sports tournaments, particularly during the shoulder seasons (fall and spring).	EDC; Board of Selectmen; Recreation Department	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; Board of Selectmen; Scituate Cultural Commission; Scituate Arts Association	Short-term	Staff and volunteer time.
	Market Scituate Harbor and North Scituate, including North Scituate Farmer's Market, to artists and crafters interested in displaying their work.	EDC; Scituate Arts Association; Scituate Chamber of Commerce; Harbor Merchants Association; Scituate Cultural Commission	Short-term	EDC funds Staff time	
	Create 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.	EDC; Planning; Scituate 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; Town Administrator; Harbormaster; Scituate Harbor Merchants; Scituate Chamber	Short-term	Grant funding
		Work with NOAA to identify potential areas for research expansion	EDC; Board of Selectmen; Town Administrator; Harbormaster	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; Board of Selectmen; Scituate Chamber; NOAA; Maritime Stakeholders	Mid-term	TBD
		Identify locations for research and educational facilities in the harbor or other water-adjacent areas.	EDC; Town Administrator	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	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	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; Town Administrator; Board of Selectmen	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; Board of Selectmen	Short-term	Staff time
		Bring to Town Meeting for adoption.	EDC; Board of Selectmen	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, Town Administrator; Recreation Department	Short-term	Staff time
		Identify mechanisms to provide beach parking passes effectively.	Town Administrator; Recreation	Mid-term	Staff Time
		Market local eating and retail establishments at beach areas.	Town Administrator; Board of Selectmen; EDC; Scituate Chamber	Mid-term	Revenue from beach parking; Chamber
	6.D. Maximize opportunities to increase municipal revenues from Town-owned Community Building (formerly Pier 44).	FIRST STEP: Continue exploring potential to update the building and grounds to make them attractive educational, recreational, as well as non-recreational, non-educational temporary uses within limitations of MBTA mitigation agreement (e.g. wedding receptions) to increase town revenues.	Town Administrator	Short-term	Staff time

Goal	Strategy	Action (How)	Who	When	Resources
		Explore using Community Building parking lot for off-site Scituate Harbor employees or boaters (for a fee) both to increase town revenue and alleviate parking constraints during busy summer months.	Town Administrator; 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.	Town Administrator; Board of Selectmen; EDC	Mid- to Long-term	N/A

Appendix A:
Market Study



Appendix A: Scituate Economic Development Study: Market Analysis

March 2014

Funding provided by the Town of
Scituate and the District Local
Technical Assistance Program

Prepared by:

Community Opportunities Group
129 Kingston Street
Boston, MA 02111

Additional analysis by:

Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111

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SCITUATE MARKET ANALYSIS

INTRODUCTION

This market study was prepared as part of the *Scituate Economic Development Study* being undertaken by the Metropolitan Area Planning Council (MAPC). The larger study looks to create a town-wide vision for economic development and will identify opportunities for and impediments to development. In order to achieve the vision, the study will include policy recommendations, development alternatives and land use and zoning recommendations.

Community Opportunities Group, Inc. (COG), with analysis and input by MAPC and the Town of Scituate, has prepared this market analysis under a contract with MAPC. The market analysis focuses on five geographic areas within Scituate: Greenbush, North Scituate, Route 3A, Scituate Harbor and Humarock. This analysis will be used by MAPC to inform a future development scenario and help determine the level of housing, retail, and other commercial uses that could be supported within the town. It will also help the town to better understand its market potential and develop alternative approaches to fostering the development of sites within town, including those near the commuter rail stations, the Harbor and along Route 3A.

CONTEXT

STUDY AREAS

SCITUATE HARBOR

The Scituate Harbor commercial district extends along Front Street from Beaver Dam Road to Edward Foster Road. The village includes the Town Marina and public way/parking lot known as Cole Parkway. The harbor accommodates maritime uses including small-scale commercial fishing and recreational boating. A continuous stretch of commercial and mixed-use buildings line both sides of Front Street along the length of the village district. Structures include a mix of historic one- and two-story commercial buildings, former homes converted to retail/office space, and newer structures with ground floor retail and two or more floors of residential condominiums above.

There is very little commercial vacancy in Scituate Harbor. The range of retail offerings is unusually rich for a town of Scituate's size, including a grocery store, drug store, hardware store, apparel, books, gifts, music, restaurants and taverns, and specialty foods. The village also has a number of service businesses, including banks, real estate offices, medical practitioners, a laundry, fitness studios, a movie theater, and a bowling alley. Nearly all establishments are independently owned; CVS and Dunkin Donuts are the only national retailers located in the harbor area.

The Scituate Harbor Merchants is a cooperative group of 96 business owners located primarily within the harbor area which was formed in 2005. This merchant's group coordinates to provide holiday decorations, seasonal planters, lighting, banners, and other décor for the district. It also hosts events to promote area businesses. Among those events is "First Fridays" which occurs the first Friday of every month where businesses have extended hours, host musicians and artists, and offer other entertainment and cultural enrichment to the area for residents and patrons. The Scituate Harbor Merchant's Association and Chamber of Commerce both provide promotional maps and brochures for area businesses and tourism.

Scituate Harbor attracts both residents and visitors alike. The volume of visitors is higher in the summer when recreational uses of the harbor are more prevalent. However, events like First Fridays are well attended throughout the year, and special events like Heritage Days and the St. Patrick's Day parade help bolster patronage. Nevertheless, some businesses are seasonal and must shutter their doors for the winter months, while others struggle to stay afloat during non-peak periods.

Previous studies including the Harbor Village Center Design Charrette conducted by The Cecil Group (2002), the Master Plan (2004), and the Waterways Management Plan (2009) which included some economic development components. These identified the waterfront as an area with historical importance and a potential stimulus for economic activity today. Maritime uses such as fishing and lobstering are long-established, while the waterfront as a destination is a newer phenomenon. These prior studies noted that the harbor area serves as the town center in many ways. The Scituate Harbor Community Building at 44 Jericho Rd., acquired by the Town in May, 2010, has space for some civic activities, but is underutilized in terms of the property's full potential and is some distance from the Harbor village. However, a harborwalk extension along the water from the Town Pier could significantly reduce that distance and potentially catalyze additional activity in the Harbor. In 1997, the former Quincy Oil property at the south end of Scituate was acquired as open space.

The Harbor Charrette noted that Cole Parkway does not contain sufficient parking during the summer and has excessive pavement for the rest of the year. The Charrette report recommended that dual use of the lot for parking and civic events be explored; this idea deserves more investigation. There is a strong community perception that there will never be enough parking, and parking at Cole Parkway is too far from businesses, although this has not been supported by parking studies. The redesign of this parking area could improve its function as a public open space for events with a strong connection to the waterfront. Updated landscaping could make it more pleasant to use, and it may be possible to provide some additional parking spaces.

A Public Access Plan by the Urban Harbors Institute (2000) and the Waterways Management Plan both focused on the need to increase public access to the waterfront and to maintain a balance of

marine and land-based uses. The Town has obtained many new pedestrian connections from Front St. to the Harbor as property has been redeveloped over the last ten years. The Harborwalk is a great example of how pedestrians can be encouraged to enjoy the waterfront. This has potential to be a signature attraction for the Harbor if waterfront routes connecting the Quincy Oil property and Cole Parkway to the south, and Town Pier and the Scituate Harbor Community Building to the north can be incorporated. The Lucky Finn, a small schooner, is available to take visitors around and outside the harbor for short excursions. These types of opportunities can greatly enhance the experience of visiting the Harbor and should be expanded.

GREENBUSH

The Greenbush area is located just off the confluence of Route 3A, the Driftway and Country Way, three major roads. It contains a mix of residential and commercial uses extending along the Driftway and Country Way. The MBTA commuter rail track and station effectively divide Greenbush into two linked, but separate areas centered on each of these roads. At this time, neither is a clearly defined center. On the west side of the tracks, there are also the smaller streets of Ford Place, Drew Place and Old Country Way. The Widow's Walk Golf Course and other civic, recreation, and conservation uses are located within the Commercial zoning district but on a distant edge of the Greenbush Village area. While not usually thought of as part of Greenbush village, there are several civic and recreational uses extending north and south along Route 3A such as the Knights of Columbus Hall, the Water Division building and Greenbush Little League Field. The area is also characterized by significant amounts of ecologically sensitive land due to the presence of the Reservoir, First Herring Brook, salt marshes and estuaries.

Greenbush contains numerous restaurants and retail stores, medical offices, and other commercial buildings in addition to a few older industrial uses. There is a mix of newer and long-term businesses, and some properties which are economically obsolete or distressed, and ripe for retenanting or redevelopment. There are some unique cultural attractions, such as the Stockbridge Grist Mill, a number of historic homes and two historic cemeteries. While the area is large, efforts have been made to increase and enhance walkability. But the size of the roads, topography and distance between businesses makes walkability challenging and continued effort will be necessary. In 2010, the Town used MBTA Mitigation funds and a TOD grant to install new lighting and brick sidewalks on Country Way, Old Country Way and Ford Place. The Planning Board worked with the developers of the Riverway Condominiums to provide public access to the water and to the Clapp Cemetery. The MBTA constructed a walkway from the Driftway to the rear of Drew Place to link properties in the area.

The Greenbush area includes the Greenbush MBTA Commuter Rail station which has a substantial commuter parking facility (1,000 parking spaces). The most recent ridership numbers,

which were released in 2010, showed an average of 575 inbound weekday boardings in 2009.¹ The Greenbush station has the highest ridership of all stations on the Greenbush line; weekday inbound boardings at this station represent 19 percent of all inbound boardings on the line.

The area was sewerred in 2011.

NORTH SCITUATE

North Scituate is a small commercial area located at the intersection of Gannet Road and Country Way and extending along these two streets. The area has a collection of small single- and two-story commercial buildings, many within one-quarter mile of the North Scituate MBTA Commuter Rail Station. The commercial district is anchored by a number of long-term businesses, with some newer businesses having recently come to the area. There are several restaurants, professional offices, a number of hairdressers, retail stores with recreational goods, and a post office,. The commercial composition of the area is characterized by small independent businesses.

The Town made some improvements to the streetscape with the installation of new lamp posts and reconstruction of sidewalks using MBTA mitigation funds. The area is hindered by a lack of sewer service, and may need additional improvements for traffic circulation, pedestrian safety and streetscape beautification.

The commercial area abuts several residential neighborhoods with predominantly single-family homes. These homes are increasingly sought after because they are within a convenient walk to the commuter rail station. As such, commuters are frequenting the businesses in North Scituate while en route. The North Scituate station attracts the second highest number of riders on the Greenbush line and has an average of 532 weekday inbound station boardings, representing 17.6 percent of all weekday inbound boardings for the line.²

North Scituate is close to the Gulph River and its adjacent salt marshes. In addition, soils are poor quality for private septic systems. Sewer is a basic requirement for most redevelopment that is likely to occur.

A sewer main connected to the plant was laid in the MBTA ROW when the new tracks to North Scituate were installed. The Town should seriously consider requesting DEP to give North Scituate a higher priority for sewer connection.

ROUTE 3A

¹ Massachusetts Bay Transit Authority, *Ridership and Service Statistics, 13th Ed.* (2010), 73-74.

² Massachusetts Bay Transit Authority, *Ridership and Service Statistics, 13th Ed.* (2010), 73-74.

Route 3A runs through town along a north-south axis and is a principal arterial road in Scituate. It almost certainly has the highest traffic counts of any street. At the same time, it is a thoroughfare primarily characterized by its scenic wooded lands. Home to large swaths of protected open space and wetlands, it has few areas appropriate for economic development. The wooded areas are interrupted by only a few civic/institutional and commercial uses, and some residential developments. As Route 3A traverses south, it crosses through the Greenbush area, and there is a some nonresidential development approaching Marshfield. Existing commercial development along Route 3A is located at the northern border adjacent to significant commercial development in Cohasset, with isolated commercial nodes on the southern portion between Greenbush and Marshfield. Commercial uses on Route 3A include a tennis club, gas station, medical office building, dentist, chiropractor, and marina. Institutional uses include a VFW Hall, Knights of Columbus Hall, Police Station, Fire Station, Water Treatment Plant and Water Department offices.

HUMAROCK

Humarock is a small, ocean-front, primarily residential community located on an environmentally sensitive barrier beach. Although Humarock was once connected to the remainder of Scituate, it is now physically isolated from the rest of town, the result of the Portland Gale in 1898, a storm that shifted the mouth of the North River to the north and created what is today a peninsula. The village and its beaches are approximately a 10-15 minute drive from the rest of town, and are accessible only through Marshfield by two bridges– the Captain Stanley Bridge at Marshfield Avenue and another at Julian Street – that span the South River.

Although Humarock has historically been a seasonal community and destination, many cottages have been converted for year-round use and today there are several hundred full-time residents. New development is underway at the Village at South River, a 14-unit waterfront townhouse development currently in its second phase of construction on Central Avenue.

Humarock has a small commercial area centered at the intersection of Central and Marshfield avenues just over the Captain Stanley Bridge from Marshfield. The small village includes a post office, several independent businesses in one- and two-story structures, a marina, and a Town owned lot for beach permit parking. Although reliant on the busier summer season, most businesses operate year-round including a gift shop, specialty pet food store, a café/convenience store, hair salon, and realtor. The local fish market/lobster pound operates seasonally, although their food truck is used for special events, such as the New Year’s Day Polar Plunge, in the off-season. Another small commercial district just across the bridge in Marshfield offers a convenience store, wine and beer store, small inn, restaurant and other retail amenities. In many ways, the two areas combined form the commercial center for Humarock residents and visitors, and further ties this area of Scituate to Marshfield geographically and economically.

MARKET AREA

REGIONAL CONTEXT

Scituate is located in Plymouth County, in the South Shore region of Massachusetts. Located on the coast, Scituate is bounded by Cohasset and Hingham to the north, Norwell to the west, and Marshfield to the south. The Atlantic Ocean forms the Town's eastern border.

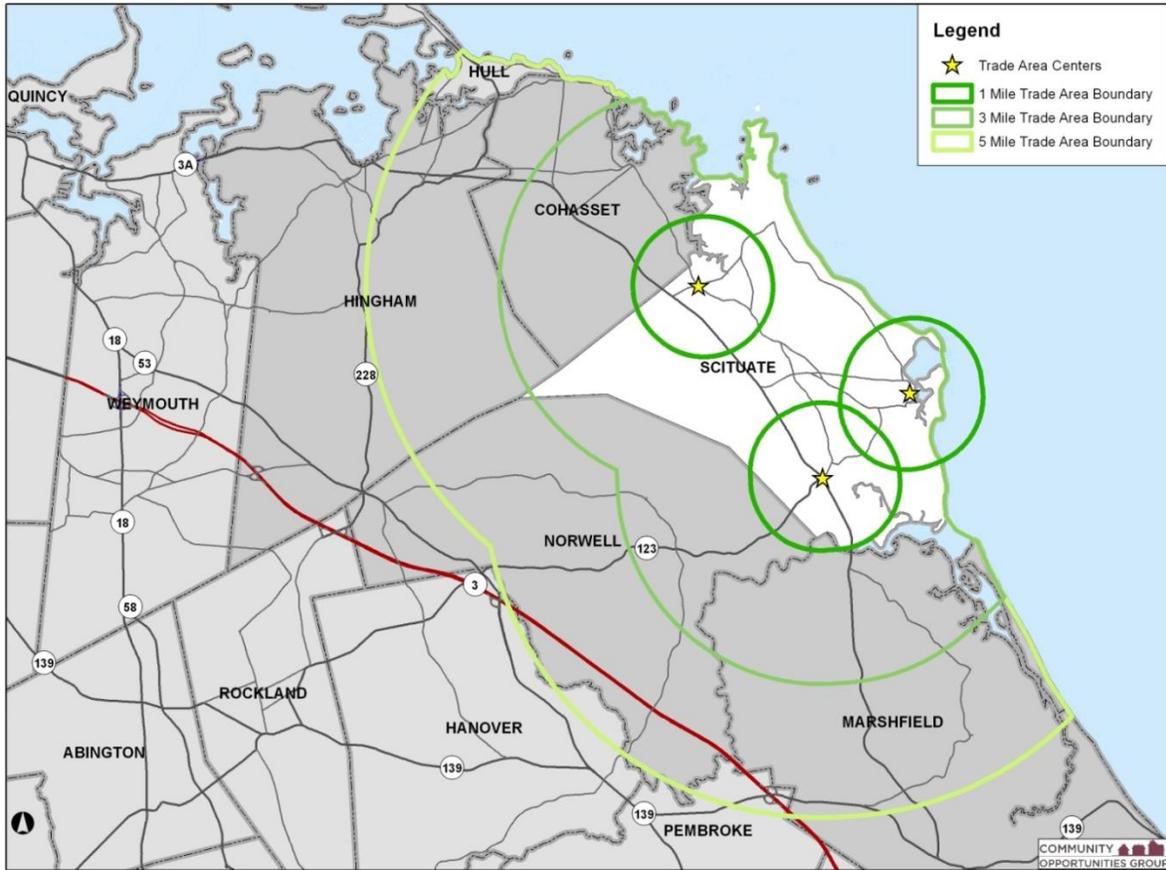
State numbered Route 3A crosses the length of the town north/south; Route 123 travels east/west and intersects with Route 3A in the southern portion of the town near Greenbush Station. The closest major highway corridor is Route 3 to the west, approximately 8 miles from Scituate Town Hall.

MARKET AREA DEFINITION

A market area is defined as the area from which a town is most likely to draw commercial activity, and within which residents will most likely seek to meet their needs for goods and services. The extent of the market area depends on factors such as population density, highway access, and the quality of destinations. Scituate is located within a region with relatively dense development (particularly to the north along Route 3A). Scituate's distance from major highway corridors, such as Route 3, limits its potential for regionally-oriented retail or commercial development. The market area for most commercial uses in Scituate is limited to the distance residents need to travel to meet every-day needs. Scituate Harbor, on the other hand, has potential to draw visitors from longer distances to access the ocean and the maritime offerings.

Trade areas were identified for each of the three villages in Scituate (Scituate Harbor, Greenbush, and North Scituate) reflecting the strongest potential customer base for Scituate commercial areas (Map 1). A one mile radius encompasses the immediate neighborhood, and the area from which customers can comfortably walk from their homes into the villages or quickly reach by car. Scituate Harbor and Greenbush are located just over one mile apart, so their neighborhood trade areas overlap. A three mile radii for the areas combined encompasses most of Scituate and portions of Marshfield, Norwell, and Cohasset. North Scituate and Greenbush are located approximately four miles apart, and the northern and southern ends of the town are more likely to focus around one village or the other, while residents in the middle of town may gravitate in either direction. The three mile trade area extends approximately midway to Route 3, where several larger concentrations of retail are located. The trade areas' five mile radius include much of Hingham and Cohasset to the north, and extends further into Norwell and Marshfield, as well as just crossing Route 3 in Pembroke. Residents within this trade area have a range of options within their surrounding region to meet most of their shopping needs.

Map 1: Scituate Trade Areas



Humarock is included within the 5-mile trade area established for the three village areas discussed above. However, because the ocean-front community is separated from the remainder of Scituate and linked geographically and economically to Marshfield, a secondary trade area was analyzed for Humarock at one-, three-, and five-mile radii.

SOCIOECONOMIC INDICATORS

DEMOGRAPHIC TRENDS

POPULATION GROWTH

Scituate is 17.2 square miles in area and with a population density of 1,055 persons per square mile, it is more densely populated than all neighboring towns.³ Scituate has experienced low to moderate population growth over the past two decades; projections indicate this trend continuing. Surrounding communities including Marshfield, Pembroke, and Hingham have experienced higher rates of growth over the same time period. Based on the MetroFuture projections, which take into consideration regional policy goals, MAPC projects the highest growth to take place in Hingham, while Cohasset and Pembroke are expected to experience significantly more growth than Scituate.

Geography	Population Density*	1990	2000	2010	2030	% Change 2010-2030
Cohasset	763	7,075	7,261	7,542	8,277	9.7%
Hanover	889	11,912	13,164	13,879	14,178	2.2%
Hingham	986	19,821	19,882	22,157	26,593	20.0%
Marshfield	883	21,531	24,324	25,132	26,422	5.1%
Norwell	503	9,279	9,765	10,506	10,420	-0.8%
Pembroke	817	14,544	16,927	17,837	19,576	9.7%
Scituate	1,055	16,786	17,863	18,133	18,785	3.6%

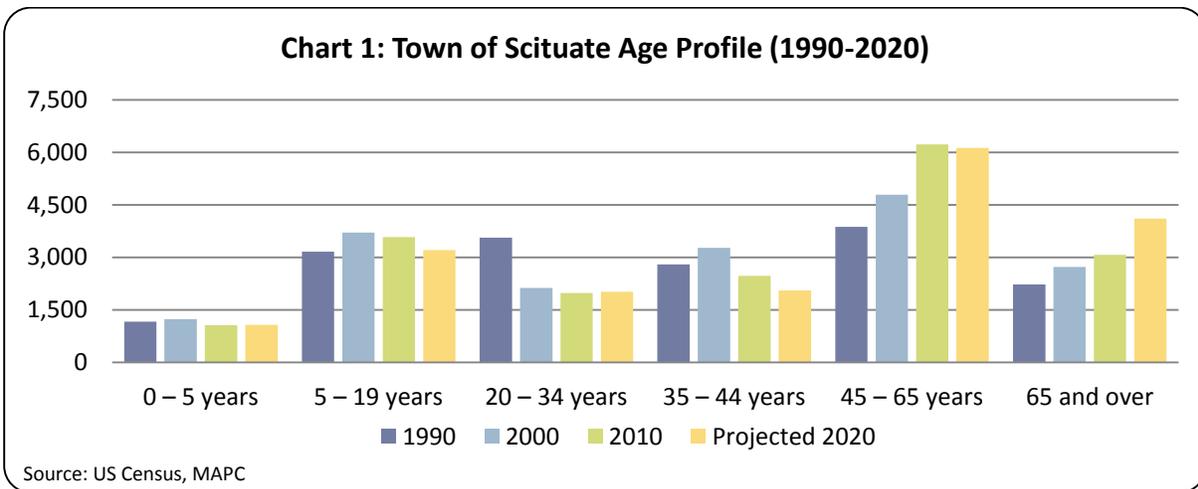
** Persons per Square Mile (2010)*
Source: MAPC 2011, Metrofuture 2035 Update

	Cohasset	Hingham	Marshfield	Norwell	Scituate	State
Total households	2,706	8,046	9,322	3,468	6,957	2,522,409
Families	75%	72%	73%	82%	71%	64%
Families with children	41%	35%	35%	41%	34%	29%
Nonfamily households	25%	28%	27%	19%	29%	36%
Single Person	24%	25%	22%	15%	25%	29%
65 years and over	12%	17%	9%	8%	13%	11%
Households with person <18	41%	36%	37%	42%	35%	32%
Households with person >65	31%	36%	25%	26%	33%	25%
Average household size	2.74	2.69	2.68	2.95	2.58	2.49
Average family size	3.29	3.27	3.2	3.33	3.12	3.1

³ Metropolitan Area Planning Council, Metrofuture 2035 Update (March, 2011).

While the majority of Scituate’s households are families, which make up 71 percent of all households, Scituate has the smallest average household size among neighboring communities, and a larger share of non-family households. One quarter of Scituate’s households are persons living alone. A relatively small proportion of households have children, while one third of households have members over the age of 65. Only Hingham has more households with seniors.

The number of school age children is declining, as is the number of adults between the ages of 35 and 64, which is the age at which people are most likely to be parents of children under 18 years old. The number of older adults and seniors has grown significantly over the past two decades. Seniors are projected to continue being the fastest growing population group, and young adults (ages 20-34) and young children (under age 5) are expected to maintain or increase in number, while a decrease in school-aged children and older adults is anticipated. According to the ACS, the median age in Scituate is 44.7 years, which is 1.6 - 3.2 years older than the median age in neighboring towns. (See Appendix 1 for details.)



INCOME AND SOCIAL CHARACTERISTICS

Over all, median household incomes in Scituate are lower than in neighboring communities. This is attributable to the relatively high proportion of non-family households in Scituate. Among neighboring towns, median family incomes are highest in Hingham and Cohasset, while Scituate is approximately on par with Norwell and Marshfield. Non-family incomes are higher in Scituate than they are in all other neighboring communities except Hingham. Overall, median incomes in the area are quite high and have been rising steadily in most of the surrounding geographic areas.

Geography	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

Changes in income have not been uniform within the region. Cohasset and Marshfield have seen only a slight rise or decline in the incomes of their residents since 2000, while Hingham, Norwell and Scituate saw slight decreases in their median household incomes. The scenario in Hingham, Norwell and Scituate is typical of many communities across the state and the country as incomes and wages have not kept pace with inflation during the recession.

Geography	1999	2009	% Change
Cohasset	\$108,556	\$112,917	3.9%
Hingham	\$107,001	\$105,870	-1.1%
Marshfield	\$85,641	\$89,436	4.2%
Norwell	\$112,732	\$108,526	-3.9%
Scituate	\$91,285	\$88,883	-2.7%

Source: ACS 2009; SOCDs 2013

There are also variations in educational attainment within the region. Scituate’s residents are more educated than residents on average in Plymouth County or Massachusetts. Ninety-eight percent of Scituate residents have completed high school and 56 percent have completed a bachelor’s degree or higher. Educational attainment in Scituate is comparable but somewhat lower than in Cohasset and Hingham, where a higher proportion of residents have graduate or professional degrees.

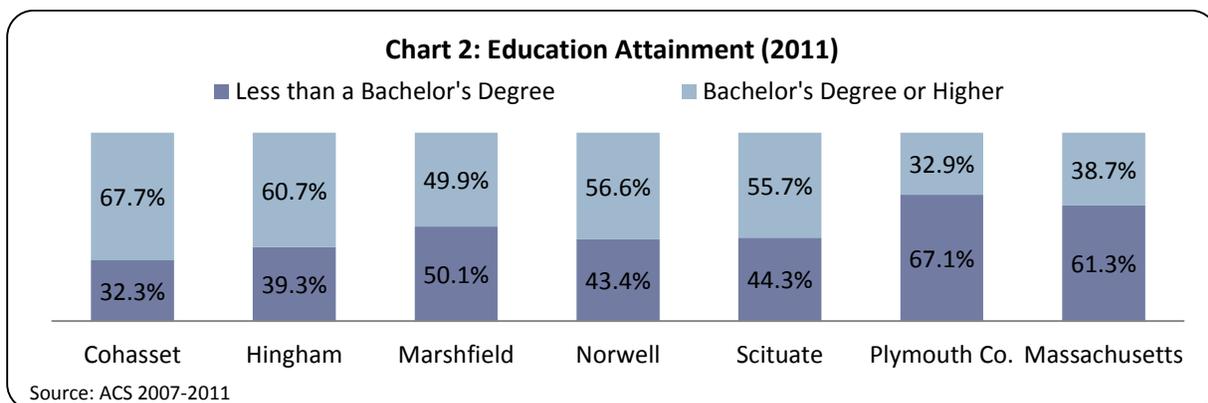


Table 5: Ethnicity and Language Spoken at Home (2011)

Ethnicity	Scituate	Plymouth County	Massachusetts
White	95.0%	84.7%	76.9%
African American	1.6%	7.9%	6.1%
Asian	0.0%	1.3%	5.3%
Hispanic	0.2%	3.2%	9.3%
Foreign born	4.3%	8.0%	14.7%
Language other than English spoken at home	5.6%	11.3%	21.4%

Source: ACS 2007-2011, DP-02; US Census 2010

Scituate’s population is less racially or ethnically diverse than the population of the County or Massachusetts. While in all three geographies at least three-quarters of the population is white, all but five percent of Scituate’s population is white. The vast majority of Scituate

residents were born in the United States and speak English at home. Just 4.3% of the population is foreign born and 5.6% speak a language other than English at home.

ECONOMIC TRENDS

Scituate has a relatively small economy when measured in local employment. Although Scituate has the third largest population compared with its four adjacent towns, there are fewer jobs in Scituate than in any neighboring community, with the exception of Cohasset which has a much smaller population.

Table 6: 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: MA Executive Office of Labor and Workforce Development (EOLWD).

In Scituate, there are 0.35 jobs per member of the labor force. While the ratio of jobs to workers is higher in Scituate than in Marshfield, it is lower than in other neighboring communities.

Table 7: Mean Travel Time to Work (2000)

Geography	Minutes
Cohasset	34.7
Hingham	31.9
Marshfield	36.4
Norwell	34.3
Scituate	37.4
Plymouth County	32.3
Massachusetts	27

Source: US Census 2000, QT-P23

From a geographic perspective, Scituate is relatively isolated from the Boston metropolitan area due to its distance from major highways. Journey-to-work data was not collected after the 2000 census and it is unclear how or if the mean commute times were affected by the commencement of commuter rail service from Greenbush and North Scituate into South Station. However, in 2000, mean commute times to work for Scituate residents were more than ten minutes longer than they were for Massachusetts residents as a whole, and four minutes longer than average for the country. Marshfield had

Table 8: Journey to Work (2000)

Where Residents Work	Number	Where Workers Live:	Number
Scituate	2,061	Scituate	2,061
Boston	1,751	Marshfield	284
Quincy	520	Brockton	150
Hingham	459	Rockland	97
Weymouth	368	Hull	96
Cohasset	365	Quincy	94
Norwell	340	Plymouth	93
Braintree	286	Weymouth	80
Rockland	254	Pembroke	70
Brockton	180	Hingham	65
Other	2,339	Other	855

Source: US Census 2000

similarly long commute times, while Hingham had the shortest at 31.9 minutes, which was still above the state average.

In 2000, 23 percent of Scituate residents who were active in the labor force both lived and worked in Scituate. Of the 6,862 members of the labor force who commuted outside of Scituate for work, 25 percent commuted to jobs in Boston. The majority of the remaining 75 percent commuted to communities

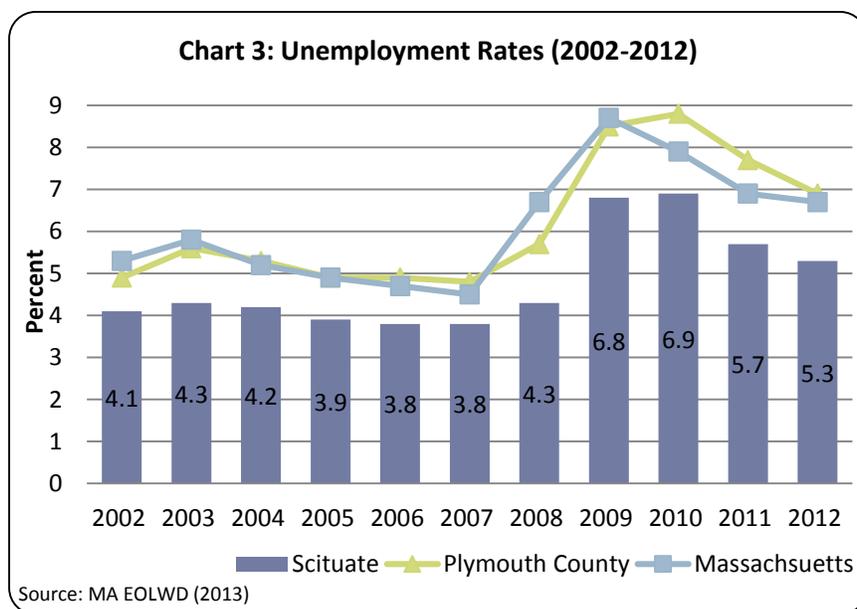
Table 9: Labor Force Participation Rates (2012)

Geography	Labor Force	Employed	Unemployed	Rate
Cohasset	3,808	3,626	182	4.8
Hingham	11,196	10,664	532	4.8
Marshfield	14,009	13,186	823	5.9
Norwell	5,444	5,202	242	4.4
Scituate	9,592	9,080	512	5.3
Plymouth County	264,300	246,026	18,274	6.9
Massachusetts	3,475,750	3,242,200	233,550	6.7

Source: MA EOWLD, 2013

within approximately 15 miles of Scituate, predominantly on the South Shore of Boston. More current data for these statistics is not available.

The most recent seasonally adjusted annual data shows that Scituate has the second highest unemployment rate in the area. The unemployment rate is lower than the rates for the County and Massachusetts. In real numbers, the unemployment rate of 5.3% meant that an average of 512 people were unemployed during 2012. This rate is higher than it had been from 2000-2008. Unemployment was highest during 2009 and 2010, and has been steadily declining through 2012.



Although not seasonally adjusted, the average unemployment rate between January, 2013 and July, 2013 was 5.7 percent.⁴

Unemployment rates have traditionally been lower in Scituate than in Plymouth County and Massachusetts. During the latter half of the recession, unemployment has been more pronounced in Plymouth County than Massachusetts, but prior to the recession, unemployment in the county was generally on par with the state levels.

About half of the town’s work force is employed in management, business, science, and arts occupations; sales and office occupations comprise another twenty-seven percent, while the proportion of “blue collar” occupations such as construction, maintenance, manufacturing and transportation is relatively low, at thirteen percent.

Industry	Scituate				Plymouth County	
	Establish-ments	# of Empl.	% Empl.	Avg. Weekly Wage	% Empl.	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, Rental & Leasing	9	14	0%	\$1,278	1%	\$864
Professional & Technical Services	62	143	4%	\$1,382	5%	\$1,282
Administrative & Waste Services	33	123	4%	\$759	5%	\$862
Education, Health Care & Social	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

Note: Employment and Wage data are derived from reports filed by all employers subject to unemployment compensation laws. This may exclude some small businesses. Industry employment and payroll information is produced both quarterly and annually.
Source: MA EOLWD.

Scituate has a higher proportion of jobs in education, health care, and social services; arts, entertainment and recreation; and accommodations and food service than is generally found in Plymouth County. A concentration of jobs in the latter two industry sectors is consistent with communities whose economies are partially dependent upon tourism, though interestingly retail

⁴ MA Executive Office of Labor and Workforce Development, 2013.

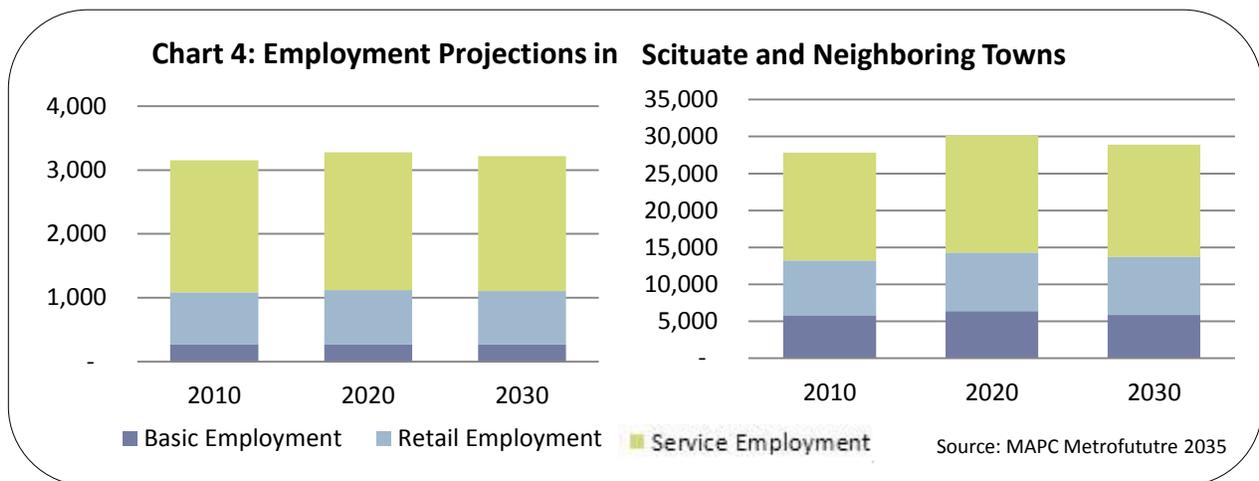
makes up a smaller segment of the local economy than generally found in Plymouth County. An active harbor contributes to a larger share of transportation and warehousing.⁵ Scituate offers relatively few jobs in construction, manufacturing, or wholesale trade compared with Plymouth County. Wages are generally lower in Scituate than they are in Plymouth County, though a number of industries offer higher wages in Scituate than in the county, denoting a level of specialization of Scituate businesses and employees. Average annual wages are also lower in Scituate than they are in the county, and significantly lower than they are in the state. In 2007, total average wages in Scituate were just 65 percent of the total average wages in Massachusetts; in 2011, that figure was 64 percent.

	Scituate	Plymouth County	Massachusetts
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: MA EOWLD, 2013

Employment in Scituate is expected to grow by 2.8 percent 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 while retail and service jobs are projected to increase moderately during the next decade and then decline between 2020 and 2030.⁶ Within the neighboring towns, the highest growth rates for employment are projected in Marshfield (general employment) and Hingham (retail).



⁵ 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 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.

⁶ Metropolitan Area Planning Council, Metrofuture 2035 Update (March, 2011).

COMMERCIAL SPACE IN SCITUATE

Scituate has more than 900,000 square feet of existing commercial space, as shown in Table 13. Retail and professional offices comprise the largest share, each with over 200,000 square feet. Restaurants contribute 65,000 square feet, while accommodations occupy only 23,000 square feet. Human services include daycare and nursing home facilities, with 94,000 square feet. Scituate has a modest amount of industrial and warehousing space, about 50,000 square feet of each. Office (68,000 square feet), and recreation (which includes facilities health clubs, golf facilities, etc.) contributed the greatest amount toward recent commercial development.

Use	Square Footage	Average Age	Square Feet Constructed Since 2000	Number of Parcels
Industrial	121,909	1958	3,750	13
Manufacturing	53,268			
Warehousing	52,303			
Commercial	360,640	1933	2,920	47
Retail Store	216,984			
Restaurant	65,094			
Accommodations	23,409			
Office	267,705	1965	68,224	60
Medical	22,401			
Professional	218,988			
Bank	26,316			
Human Services	93,663	1967	0	4
Recreational	70,068	1950	49,810	9
TOTAL:	913,984	1954	124,704	133

Source: Scituate Assessor's Database

DEVELOPMENT PIPELINE

Most recent growth in the region has occurred in Hingham, Weymouth and Braintree. Within the Southeast (South Shore) corridor of the MAPC region, there have been two million square feet of commercial space completed within the past five years, as well as 1,000 new residential units. Nearly one million square feet has been constructed in Hingham, where the bulk of new commercial development has occurred; 430,000 square feet has been developed in Weymouth, and 395,000 square feet in Braintree. Marshfield and Scituate both contributed a number of smaller projects in addition to the space previously described. As of 2011, an additional 800,000 square feet was under construction within the larger Southeast corridor region; of that, 475,000 square feet is located in Hingham, and 260,000 square feet in Quincy. As the table below shows, nearly 3,700 new residential units were under construction at the time the inventory was developed, with 2,500 units of these in Hingham.

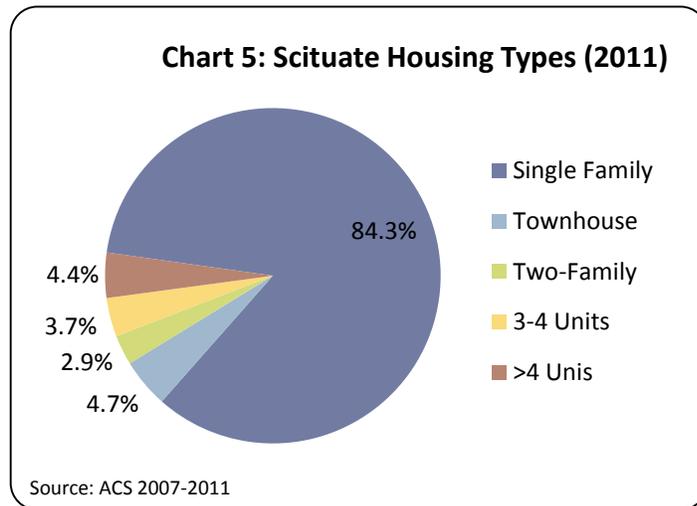
Within the Southeast region, there is currently five million square feet of commercial space proposed in the development pipeline, including two million square feet in Weymouth, nearly two million square feet in Quincy, and close to 900,000 square feet in Marshfield. Over 6,600 new residential units are in the pipeline, mostly associated with large-scale development projects in Weymouth and Quincy. In total, approximately nine million square feet of commercial space has been recently constructed, is under construction, or is planned for the region.

Table 14: Market Area Major Development Project Pipeline		
	Residential Dwelling Units	Commercial Square Feet
Completed	907	2,040,034
Braintree		395,000
Duxbury	49	45,304
Hingham	3	920,000
Marshfield	233	130,000
Norwell	50	
Quincy	280	
Scituate	206	120,030
Weymouth	86	429,700
Under Construction	3,680	819,481
Braintree	326	
Cohasset	268	
Duxbury	85	9,300
Hingham	2,512	475,000
Marshfield	308	34,000
Milton	42	2,000
Norwell	9	
Quincy		260,000
Scituate	84	39,181
Weymouth	46	
Planned	6,647	4,923,353
Cohasset	6	65,000
Duxbury	262	25,503
Hingham	143	49,000
Hull	66	
Marshfield	110	893,000
Milton	138	7,850
Norwell	135	
Quincy	1,200	1,850,000
Scituate	432	
Weymouth	4,155	2,033,000
Projected	1,310	1,770,000
Braintree	250	170,000
Quincy	1,000	1,500,000
Weymouth	60	100,000

Source: MAPC 2011

HOUSING TRENDS

The housing stock in Scituate is similar to neighboring communities. Eighty-four percent of residential structures are single-family homes and 4.7 percent are attached single-family homes. The remaining 11 percent are a mix of multi-family units; of which roughly one-third are located in buildings with more than four units. Among surrounding towns, Hingham has a substantially larger share of their housing stock dedicated to multi-family housing (totaling 30 percent of



Hingham's housing units), while Marshfield is comparable to Scituate, with 83 percent single-family homes. (See Appendix 1 for details.) According to the 2007-2011 American Community Survey 5-Year Estimates, 9.6% of housing units (775 units) in Scituate were for seasonal, recreational, or occasional use. This represented a decrease of 41 seasonal units from the previous census that was conducted in 2000.

Eighty-three percent of residential units in Scituate are owner-occupied. Homeownership rates are slightly lower in Scituate than in neighboring communities (with the exception of Hingham); however, home ownership rates are higher than for Plymouth County and the state as a whole. The average household size for owner-occupied units in Scituate is smaller compared with the region and county, but larger than the state. Renter households are also comparatively small, with only Hingham containing a smaller average household size.

	Cohasset	Hingham	Marshfield	Norwell	Scituate	County	State
Total Units	2,910	8,640	10,672	3,571	8,087	199,302	2,799,357
Occupied Units	2,706	8,046	9,322	3,468	6,957	178,996	2,522,409
Owner-Occupied	85%	78%	85%	90%	83%	78%	64%
Renter-Occupied	15%	22%	16%	10%	17%	23%	36%
Avg. Household Size (Owner)	2.85	2.92	2.82	3.00	2.71	2.81	2.67
Avg. Household Size (Rental)	2.10	1.85	1.95	2.44	1.96	2.26	2.16

Source: ACS 2007-2011, DP-04

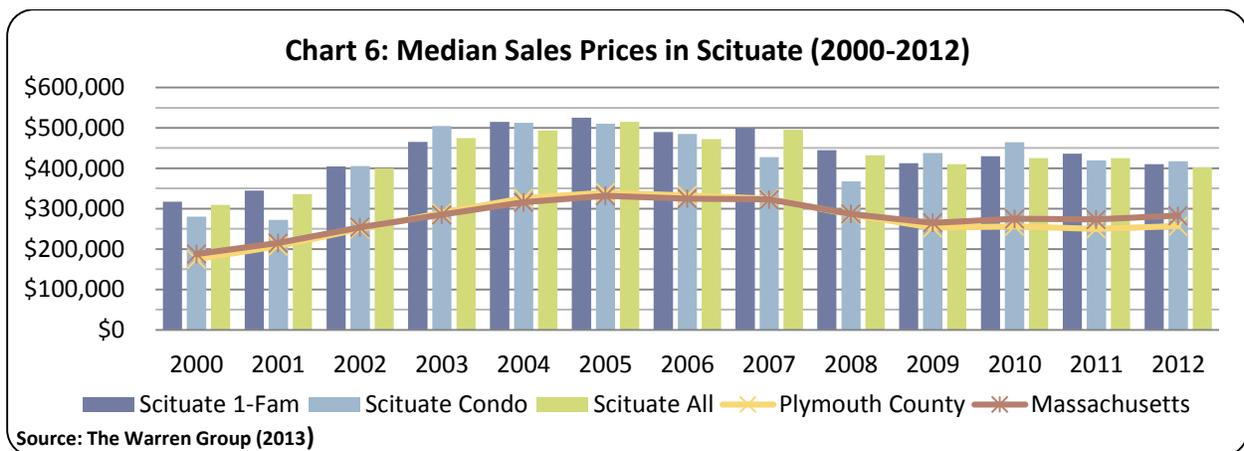
There is a wide disparity in home values in the region. Scituate’s median home value in 2011 was \$492,100. Housing values were highest in Cohasset, at \$726,600 and lowest in Marshfield, at \$415,500. Housing in Scituate and all neighboring communities is valued well above the median values for both Plymouth County and Massachusetts.

Geography	Value
Cohasset	\$726,600
Hingham	\$634,800
Marshfield	\$415,500
Norwell	\$596,600
Scituate	\$492,100
Plymouth Co.	\$350,700
Massachusetts	\$343,500
Source: ACS 2007-2011, DP-04	

Although the housing market in Scituate declined between 2006 and 2009, median sales prices have been steadily increasing between 2008 and 2012 and are currently on par with the sales prices of 2002. However, Scituate’s median sales prices for both condominiums and single family homes were consistently more than \$100,000 higher than Plymouth County and Massachusetts sales prices. While the condominium market has experienced more volatility in sales prices during the past decade, median sales prices of condominiums have exceeded median sales prices for single

family homes every year since 2008.⁷ It is rather unusual for condominium sales prices to exceed that of single family homes and suggests that the waterfront condominiums in Scituate Harbor, where most condominiums in Scituate are located, are more desirable and valuable than single family homes located further inland.

Median sales prices in the area follow similar patterns to median home values. Sales prices among the five communities were highest in Cohasset and Hingham, and lowest in Scituate and Marshfield. During the recession, median sales prices dropped the most dramatically in Marshfield and Norwell (by 15.7 percent and 16.4 percent, respectively) between 2008 and 2012. Scituate fared slightly better and saw only a 7.6 percent decline in sales prices. Only Hingham saw an increase in median sales prices during the same time period, at 0.3 percent.



⁷ The Warren Group, Town Stats, 2013.

Seventeen percent of households in Scituate are renters.⁸ The rental market in Scituate is impacted by the presence of seasonal rentals which affect rent prices and limit the number of available year-round rentals. Apartment complexes are relatively rare in the region and the diversity of rental housing available is somewhat limited. The ACS shows median gross rents are lower in Scituate

Geography	Rent
Cohasset	\$991
Hingham	\$1,673
Marshfield	\$1,212
Norwell	\$1,366
Scituate	\$948
Plymouth County	\$1,088
Massachusetts	\$1,037
Source: ACS 2007-2011, DP-04	

than in neighboring communities. Current market rents in Scituate for non-seasonal housing are approximately \$1,200 for a one bedroom unit, and \$1,600 for a two bedroom unit.⁹ Nearby apartment complexes in Hingham and Cohasset offer rental units starting at approximately \$1,700 for a one bedroom apartment and \$2,200 for a two bedroom apartment; in apartment complexes in Marshfield the rates are lower at \$1,250 for a one bedroom and \$1,450 for a two bedroom unit.¹⁰

Seasonal rentals in Scituate are almost entirely composed of single family homes, the bulk of which are within extremely close proximity to the waterfront, and many of which are located in Humarock. Rental rates average approximately \$1,650 per week during peak season for two bedroom homes; \$2,850 during peak season for three bedroom homes; and \$3,800 per week during peak season for homes with four bedrooms or more.¹¹ Some seasonal rentals are offered for rent during the off season, typically at a weekly or monthly rate that tends to be significantly lower than the peak rate. These units may offer relatively affordable, if temporary, rental housing options.

MARKET SEGMENTS

RETAIL

Due to the town’s distance from major highways, the generally small size of available parcels and the extent of retail offerings in the region, Scituate is not likely to attract major national retail stores or big-box outlets. While the town’s geographic location may not be a boon to national retailers, it is an advantage for local retailers due to the concentration of population in an area that is relatively shielded from competition from national retailers. As a result, Scituate supports an unusually diverse mix of retail offerings and can likely support more.

Currently, all of the retail needs of residents in Scituate cannot be met within Scituate. For example, men’s clothing and shoes generally must be purchased outside of Scituate. When goods

⁸ ACS 2007-2011, DP-04

⁹ Rental Market Survey by Community Opportunities Group, 2013

¹⁰ Rates listed are for Avalon Shipyard, Avalon Cohasset, and The Village at Marshfield, 2013

¹¹ Rental Market Survey by Community Opportunities Group, 2013

or services must be purchased outside a given trade area, this is referred to as *leakage*, because estimated purchases by area residents exceed estimated sales. A *surplus* occurs where estimated sales exceed estimated expenditures by residents, indicating that customers come from elsewhere to make purchases in the trade area. A retail gap analysis (see Appendix) has revealed that Scituate experiences surpluses and leakages in the following categories:

- Scituate Harbor is strongest in the Convenience category, with surplus sales in supermarket, liquor store, and pharmacy stores. The village also generates surplus sales in specialty retail and eating establishments, particularly apparel, sporting goods, books, and gifts, as well as full service restaurants.
- Scituate Harbor is underserved by limited service restaurants (particularly those that offer breakfast or lunch), specialty foods, and home furnishings.
- Greenbush is underserved in most retail categories, while expenditures on convenience goods (groceries, health and personal care, and most types of specialty retail) are high.
- Near the train stations in North Scituate and Greenbush, the retail categories which have the strongest sales relative to consumer spending are liquor stores and limited service restaurants.
- Humarock is underserved in all retail categories.

The data obtained from the gap analysis does not lead directly to conclusions about commercial opportunities, rather it informs which retail sectors hold the greatest potential for growth. Leakage for certain types of stores, such as general merchandise department stores, is the result of a trend toward highway-oriented “big box” stores. Residents currently travel beyond five miles from Scituate’s villages for most general merchandise shopping. In these cases it might not make sense to try to fill those gaps where locally-oriented shops would be at a competitive disadvantage. On the other hand, a surplus in some categories may indicate where villages provide advantageous locations for certain types of stores (such as restaurants and convenience retail), or a niche that can be built upon and made more attractive – such as tourism-oriented businesses.

By order of magnitude, the amount of new retail space that might be absorbed in the short to mid-term future (10 to 15 years) is roughly 80,000 square feet, in addition to existing spaces that might be renovated or reconfigured. This estimate is based on the development potential in each of the commercial centers based on retail gaps identified, and assumes residential growth along with increased tourism in Scituate and the region will support retail activity. (See Table 3.1 in the Appendix for more on estimated development.) Most of the additional retail space would likely be located in the Greenbush area through new development and redevelopment, with some potential for further development along Route 3A near North Scituate. A limited amount of new commercial space could be gained in the North Scituate and Scituate Harbor areas through

redevelopment of existing properties with more intensive buildout, which might provide for a mix of local retail, service, and professional office tenants.

There may be some potential for national or regional chain retailers to be added in the future, particularly in the Greenbush area. However, that development would be contingent upon a like increase in residential development and population in that area. Typical rents for first floor retail are approximately \$20-\$24 per square foot. Smaller floor plans (under 25,000 square feet) would be likely more appropriate for Scituate's market area. Encouraging retail uses that stay open later will enable more residents to shop locally who commute outside of Scituate for work. A critical mass of commercial activity during evening hours is necessary to support later hours.

More restaurants can help to drive economic growth in the villages, in particular at Scituate Harbor, where destination dining establishments could result in spillover retail. The types of specialty retail stores in Scituate are indicative of the town, and the Harbor Area in particular, being a destination for tourism and leisure activities. Other retail opportunities include maritime-related businesses that cater to both tourism and a working waterfront. A concentration of sporting goods and building materials in the harbor generates surplus sales in the area, as do convenience offerings such as liquor stores and pharmacies. Some common categories of retail that appear to be underserved include limited service restaurants, specialty foods, and home furnishings.

TOURISM

Scituate's oceanfront location offers opportunities for further development of the tourism sector. While Scituate Harbor continues to serve as a working waterfront, there are very few tourism or recreational businesses in Scituate *that capitalize on the waterfront*. Boat tours and fishing excursions are offered by three companies, but there are likely further opportunities to expand upon the offerings of boat tours, clamming or fishing/boating excursions, and kayak, boat, and bicycle rentals.

The Waterways Commission, Department of Public Works, and Planning Department have been developing plans for a Harbor Walk and other improvements that will support marine-related tourism, and commercial and recreational activity. The Town's Waterways Management Plan seeks to optimize the balance of Scituate's unique waterfront resources between land- and marine-based uses. Economic development planning should be coordinated with waterways planning to address mutual goals.

Scituate's beaches are a natural asset which sets it apart from some neighboring towns. The town currently provides very little beach access to residents from neighboring towns, which limits the potential to attract tourist dollars into Scituate. There is concern by some that opening the beaches

to accommodate visitors will overwhelm their capacity and will not contribute to the town economically. This may represent a lost opportunity for the business community in Scituate, and was mentioned specifically as an impediment in Humarock. A mechanism to expand beach access in connection with local businesses could help to spur tourism. For example, a beach guest pass program could be used as a customer incentive by local businesses such as hotels or restaurants or other tourism-related businesses.

While increased tourism would benefit Scituate, and Harbor Area businesses in particular, several critical issues will need to be addressed to support seasonal tourism. There is very limited parking in Scituate Harbor during peak season. An increase in restaurants or shops would likely exacerbate this issue. A parking management plan, possibly utilizing the Greenbush MBTA station as satellite parking with shuttle service during peak seasons and special events, may help mitigate this issue. Capacity to attract water-bound visitors to Scituate Harbor could be enhanced by providing dinghy parking and publicly offered boat slips for temporary use. Additionally, strategies to further increase access to the beach permit parking lot in Humarock could be considered to enhance tourism and business activity particularly in summer months.

Tourism could also benefit from lengthening the season, strengthening Scituate as a year-round destination. While water-based recreation will largely remain seasonal, quality restaurants and shops and continued marketing efforts will help attract shoppers and diners from the region to the Harbor Area. Although Scituate is not the only waterfront community in the area, Scituate Harbor is uniquely situated and offers a more robust commercial area in walking distance to the harbor than can be found in neighboring towns.

Outside of Scituate Harbor, the town offers a number of outdoor attractions that can foster tourism. Scituate is home to three golf courses, a large amount of conservation land, and a number of rivers and saltmarshes. The *Scituate Master Plan* (2004) recommended encouraging recreation as a tourist attraction (golf, walking, biking, aquatics), and recreation based businesses (outfitters, kayak and bicycle rental, ocean excursions, etc.) connected to a bike/trailway network similar to that located on the Driftway.

MARITIME

Scituate Harbor remains a working waterfront. As of 2009, there were 60-65 commercial fishing vessels in Scituate, the bulk of which are lobster boats on moorings. Fifteen ground fish vessels tie up at the Town Pier¹². The impact of the fishing industry on Scituate's economy is limited, however it gives Scituate Harbor its unique character as a genuine working harbor in addition to supporting a number of resident families. In recent times, economic and regulatory conditions

¹² Scituate Waterways Commission, *Town of Scituate Waterways Management Plan*, 2011

have taken a toll on the fishing industry and it is unlikely that those conditions will change in the near future. The town has invested in infrastructure to support commercial fishing, including the rehabilitation of a commercial fishing pier. Finding ways to expand upon the fishing opportunities that are available is important to supporting that part of Scituate's economy and the public investments that have been made to serve it.

The Town needs to be creative in finding ways in which fishing could boost the local economy. Restaurants could partner with fishermen to expand their menus by offering locally-sourced fish. Over the past several years there have been efforts to re-establish shellfishing in the North and South Rivers, which has been limited in the past by poor water quality. Similar efforts could be made to use local shellfish in Scituate restaurants. Further opportunities to support the commercial fishing industry may be found with commercial aquaculture, boat repair, and fish processing.

There are approximately 606 moorings in the harbor and 238 slips; the waiting list for a mooring is about 3-7 years. There are also 11 private marinas in Scituate. Scituate Harbor is attractive to transient boaters, with its facilities and the retail offerings within walking distance of the harbor. Over the summer the harbor is full to capacity and boaters contribute substantially to the seasonal trade in the Harbor village. More signage for way-finding, and more merchandise targeted to boaters could help connect the Harbor village with the water-bound market. The Town acquired Young's Boatyard in 2004, now the Scituate Maritime Center and Marine Park. The Marine Park includes a boatyard with facilities for boat repair and maintenance. This primarily serves recreational boats. Provision of additional space and services for transient boats, improvements to the public launching ramps, and a dinghy dock would help increase capacity for recreational boating.

The Town's waterfront is potentially an immense draw for daytrippers and other visitors. Its attraction can be further increased by expanding private boat rentals like the newly established Freedom Boats, and more special charter tourist boats like the Lucky Finn. Previous studies conducted by the Town have determined that potential ferry service from Scituate to Boston is not feasible.

To balance the seasonal character of recreational boating, one way to increase year-round activity on the waterfront could be to expand on scientific marine research and educational activities. 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. NOAA conducts scientific research, monitoring, exploration, education programs, and outreach. Other agencies or businesses conducting coastal research may find synergy by locating near this organization in Scituate.

HOTEL/B&B

Accommodations within Scituate are limited to the Inn at Scituate Harbor, the Oceanside Inn Bed and Breakfast, and the Cliffside Bed and Breakfast. The Inn at Scituate Harbor has 29 guest rooms and caters to guests seeking accommodations in Scituate for weddings, funerals, and fishing charters, as well as to corporate clients during the week. The Cliffside Bed and Breakfast offers three guest rooms and the Oceanside Inn offers four guest rooms. The nearest national chain hotels to Scituate are located in Rockland: the Quality Inn, Comfort Inn, and Best Western, which provide a total of 300 rooms. Smaller independent hotels, inns, and bed and breakfasts provide approximately 175-200 additional rooms. There are as estimated 475-500 hotel and guest rooms in Scituate, Cohasset, Hingham, Marshfield, Norwell, and Rockland.

Scituate's waterfront location and golf courses are popular tourist and wedding destinations. However, both sectors are potentially hampered by a lack of accommodations that cater to guests interested in staying for only one night, that have a variety of price points, or that are appropriate for families. Scituate can likely support additional hotel space (up to 25,000 square feet¹³) either as boutique hotel or national chain options, to serve currently unmet needs for lodging. The Town's program to provide guest passes to the beach should give hotels an additional regional draw and make them competitive with private rental homes.

Humarock could also benefit from additional accommodations. There are no hotels or inns on the peninsula, and the only option for short stays is the Bridgeway Inn's four guest rooms across the river in Marshfield. Another small inn or bed and breakfast establishment (up to 5,000 square feet) in Humarock's commercial district could be feasible.

INDUSTRIAL/OFFICE

Scituate has many service businesses, medical providers, and other small office users. Anecdotally, vacancy rates for existing space are consistently low. Upper floor office spaces rent for approximately \$15-\$20 per square foot. All of the village areas could probably support a limited amount of additional small-scale office space (10,000 square feet combined¹⁴) for local professional service-related uses as well as start-up companies and satellite offices. Due to a lack of highway access, Scituate is unlikely to attract office users seeking large spaces. The Greenbush area has the greatest potential to support continued/additional office uses due to the availability of land and access to major roadways. The land available for light industrial uses was greatly diminished with acquisitions by the MBTA in the late 1990's. A portion of the Greenbush area, such as the end of Union St., could be designated as a Commercial zoning district. With zoning

¹³ See Table A3-1 in Appendix 3 for more detail.

¹⁴ See Table A3-1 in Appendix 3 for more detail.

changes, there may also be some limited potential on Route 3A and additional potential on the waterfront for maritime related industrial uses such as fish processing and boat repair.

MIXED USE

All of the village areas have potential for more intensive development with ground floor retail/professional offices and upper floor residences. Commercial space should be appropriately arranged and priced to support the types of retail or professional office tenants best suited for the location. Design should foster visibility and accessibility of first floor uses. Small, independent shops and professional offices provide the most likely market for commercial space in mixed use buildings. Rental housing would likely be more compatible with proximity to other uses than condominiums.

Mixed-use structures can be challenging to finance, and are not always conducive to successful commercial occupancy. If ground floor retail is a priority in specific locations, it may be necessary for the residential space to “subsidize” the commercial rents in order to provide an amenity that benefits the residents and the district. Adjacent residential and commercial space are a good alternative for larger sites that allow the commercial space to be concentrated where it has the greatest visibility and contributes to an active pedestrian environment.

RESIDENTIAL

According to the ACS, as of 2011, ninety-five percent of housing in Scituate was valued at \$300,000 or more and eighty-four percent of the housing stock was comprised of single family homes. A comparison of the existing housing inventory to potential demand suggests that there is a significantly unmet need for all types of multifamily housing alternatives to serve the town’s current residents. (See Appendix 3.) According to the findings of the 2007 Housing Needs Assessment by Karen Sunnarborg (used as the Town’s Housing Production Plan) the Town needs a wider range of affordable housing options including first-time homeownership opportunities, particularly for younger households entering the job market and forming their own families as well as seniors looking to downsize from their existing single-family homes¹⁵.

According to the 2005 Housing Needs Analysis by Community Opportunities Group, many single family homes are occupied by households who wish to downsize, prefer to live in more compact neighborhoods, have maintenance or support services, or a single floor living area. This study found that about 20 percent of residents surveyed were considering leaving Scituate because there are too few local options that meet one or more of the following reasons:

- *Housing costs are too expensive*

¹⁵ Karen Sunnarborg, Town of Scituate Housing Needs Assessment, prepared for the Planning Board, July, 2007.

- *They cannot afford to maintain their homes.*
- *They want to downsize.*
- *They want to move into a retirement community.*¹⁶

Scituate’s 2008 Housing Production Plan found significant gaps in rental housing, as well as housing that is accessible to the disabled, and opportunities for first-time homeownership. As Scituate experiences a pronounced shortage of year-round rentals and entry level homes, strong demand for more multi-family residential is anticipated (both for ownership and rental), as well as smaller single family homes. With the advent of the commuter rail and an increasingly aging population, housing demand in for both multi-family and smaller single-family residential products is expected to grow significantly.

Population and household projections suggest that the demand for multi-family housing alternatives will increase, as elderly residents comprise the fastest growing segment of the population. MAPC projects that the number of *households* in Scituate will grow by 12 percent between 2010 and 2035 (gaining approximately 700 households), comparable to the projected growth rate of 13 percent for the entire MAPC region¹⁷. By contrast, the projected *population* growth rate is only 4 percent for Scituate, which implies that household size will continue to shrink.

The housing market offers potential in the following areas:

- Existing overlay districts near North Scituate and Greenbush commuter rail stations allow for higher density housing to be constructed. Priority should be given for the construction of year-round rental housing. Adjustments to the Zoning Bylaw may be needed to clarify the option for of multi-family residential development without retail or office space.
- Luxury condominiums in Scituate Harbor have had a positive impact on condominium sales. The construction of additional mixed-use buildings to increase the number of residents living in the Harbor area will have a positive impact on Harbor area businesses. The same is true for each of the transit-centered commercial areas, and in the Humarock Village Residential Overlay district.

The provision of zoning to facilitate the construction of smaller, entry level, attached and detached single-family homes will serve the needs of those looking for starter homes and empty nesters looking to downsize.

¹⁶ Community Opportunities Group, Inc., Town of Scituate Housing Needs Analysis, prepared for the Scituate Housing Partnership, 2005.

¹⁷ MAPC, *MetroFuture Projections 3025 Update*, 2011

DEVELOPMENT CONSIDERATIONS

There is limited availability of land in Scituate that is suitable for development. Much of the remaining land has significant natural resource constraints. Nevertheless, there are underutilized parcels in each of the commercial areas which could accommodate new investment and redevelopment, given the adequacy of infrastructure, environmental conditions, and market conditions to create feasible development opportunities. In addition to characteristics specific to each of the commercial areas, the following considerations will generally influence the market potential for commercial and residential development.

SEWER

The Town is town has recently completed Phase 3 of six planned phases to extend sewers to priority areas based on environmental conditions. The Harbor Village and Greenbush areas have sewer currently, but extension to North Scituate is planned for Phase 5, after the Front Street area, which is next in line. As the Town is currently in the process of a water improvement project, the next phase of the sewer project is anticipated to begin in 3-5 years, although there is discussion about accelerating or re-ordering the plan for sewer improvements.

The most important part of North Scituate to sewer will be the Business District. Sewer services in the Greenbush area extends north from the rotary along Route 3A for a limited distance, but there is not presently a plan to extend service along Route 3A to the south of the rotary.

ZONING

North Scituate and Greenbush have seen relatively little new development as a result of the overlay districts. Although the density bonuses are attractive to prospective developers, and several applications were received, the depressed market has discouraged new construction. As mixed use buildings, particularly those that involve the redevelopment of existing buildings, offer unique challenges for financing, more flexibility in requirements may be critical to the development of a feasible pro forma. Currently, the base zoning requires one parking space per bedroom for multifamily units. While the overlay district reduces these parking requirements, they are still somewhat high. Commercial parking requirements requiring one space per every 300 square feet of gross area generally for business activities are also high, although many existing buildings are grandfathered through specific language in the Zoning Bylaw. In addition, the highest density bonuses that could be granted in Scituate Harbor require the construction of underground parking. Underground parking is attractive for many reasons; however, the provision of underground parking in a flood prone area may be inadvisable.

Further exploration into the location and sizes of existing commercial zones, the allowed uses, and dimensional requirements should be undertaken.

Humarock has seen new development as a result of the Humarock Village Residential Overlay District, which allows for higher residential densities in the Village Center, and was adopted at Town Meeting in 2008. The Village at South River, a 14-unit waterfront luxury townhouse development is currently in Phase II of construction on the former Nautical Mile restaurant property just north of Marshfield Avenue.

FEMA

The Federal Emergency Management Agency (FEMA) has proposed revisions to the Flood Insurance Rate Maps (FIRMs.). Currently under appeal by the Town, these maps capture significantly larger areas as flood hazard zones for which flood insurance is required. In addition, the revisions raise required minimum first floor heights – meaning that many structures (including those recently constructed) no longer meet minimum base flood elevation requirements.

The new FEMA maps and requirements will have a significant impact on the cost of building residential and commercial structures in Scituate. For example, the entire Scituate Harbor commercial area has been impacted by the map revisions and mandates to carry costly flood insurance is expected to have a significant impact on a business community that is largely comprised of independent businesses, many of which operate in owner-occupied commercial space.

MBTA

The extension of the Greenbush commuter rail line has had less than the expected increase in ridership and so far, little impact on the local economy. The low ridership numbers are largely attributed to the fact that the line opened in October 2007, just as the national (and global) financial crisis set in. As unemployment rates surged in the first five years after the commuter rail line went into service, potential commuters and pleasure-trippers stayed home. As the economy recovers and the commuter rail's influence on the real estate market takes hold, ridership may yet approach the levels which had been projected prior to the recession.

As new development generates increased ridership, it will be more feasible for the MBTA to increase weekday frequency and reinstitute weekend train service. Although commuter rail service has the most direct impact on the residential market and there is less correlation between transit stations and retail volume, as train stations spur residential growth, there is an indirect economic benefit as there are more residents to support local businesses.

SUBAREA FINDINGS

SCITUATE HARBOR

OPPORTUNITIES

Ongoing infrastructure improvements in Scituate Harbor have enhanced the image and capacity of the village to support both land- and water-based tourism, as well as marine-related commercial uses. While several properties along Front Street have been redeveloped, several underutilized properties remain which have potential to be redeveloped with a larger building-to-lot coverage (FAR), and a mix of residential and commercial uses. The town-owned Scituate Harbor Community Building is also underutilized and could provide an excellent opportunity for a variety of activities, particularly if a more direct connection to Front Street could be established with an extension of the harbor walkway to the Town Pier.

Recreational boating plays a major role in Scituate Harbor, with a total of about 1200 boats moored or on slips. There is potential to establish more marine-related businesses, especially sight-seeing boat tours, charter boats, and kayak sales/rentals. Opportunities for some activities, such as recreational fishing, may be maximized, but the Town should seek to leverage opportunities for other visitor-oriented activities on the Harbor. Retail that caters to marine activity would be in demand during the summer season, but might not be sustainable unless it is combined with merchandise that generates year-round sales. Marine research, education, and additional boat repair could provide a year-round supplement to the fishing industry.

Scituate Harbor's waterfront resources, along with its unique character and diverse mix of independent businesses help to establish the village as a tourism destination. Continued expansion of programming, completion of the Harbor Walk and other recommended pedestrian improvements, redesign and beautification of Cole Parkway and establishing the Harbor area as a Cultural Center will contribute toward extending the season beyond the summer months. The addition of quality restaurants will also attract more year-round visitors. All kinds of restaurants would be fitting, in particular a diner or similar daytime breakfast or lunch spot, evening café, bakery, lunch, ethnic, and high end.

CONSTRAINTS

The Harbor area's traditional base of seasonal, weather-dependent tourism is a limiting condition for businesses who struggle to maintain viability throughout the year. The focus on tourism also limits the opportunity for residents to shop locally, as store hours and merchandise do not cater to their needs.

Parking is another issue that affects businesses in the Harbor area, especially toward the north end of the Front Street commercial district where the lack of street parking and limited off-street parking leave few spaces available to serve businesses year-round. Around Cole Parkway and toward southern end of the Harbor village, parking capacity becomes an issue during the peak summer months or special events. Parking management may be beneficial in order to make full use of the available parking.

Despite the dense, walkable scale of the Scituate Harbor commercial district, additional improvements are needed to make the pedestrian environment more inviting. The speed of traffic on Front Street, lack of streetscape or pedestrian amenities, and the expansive pavement along the waterfront at Cole Parkway detract from the Harbor as a desirable shopping district. Way-finding and gateway signage is needed, especially to direct patrons to businesses located off of Front Street and in newer buildings where the ground floor is higher than street elevation.

Infrastructure and utilities are another concern for businesses in the Harbor. Due to its waterfront location, the district is particularly vulnerable to flooding and frequent electrical outages due to wind and storms. The pending changes to the FEMA flood zone maps are of particular concern to Harbor area businesses. Since many of the commercial spaces are owner-occupied, it would be prohibitive for small business owners to undertake improvements or pay expensive flood insurance premiums. This could have a significant negative impact on the future vitality of the commercial district. It may be advantageous to bury overhead utilities; this would certainly increase the overall attractiveness of the area. Other towns have done this in a limited area. Over the long term, it might be beneficial to shift commercial zoning uphill from Front Street as flooding becomes an increasing problem.

GREENBUSH

OPPORTUNITIES

Of all of Scituate's commercial areas, the Greenbush area has the greatest potential for growth and expansion, with both short term and longer-term redevelopment opportunities on both sides of the train station, including some sizeable sites. A portion of the MBTA property on the east side of New Driftway is substantially underutilized, offers a prime redevelopment site, and is proposed to be auctioned in the near future.

While there is significant room for growth, balance should be maintained between retail development and other uses. The presence of the train station makes the Greenbush area very attractive for residential development, which can help to support commercial vitality in the

village and other commercial areas nearby. There is also potential for limited office/light industrial uses on the periphery of the district.

The adaptive reuse of the landmark Jacob-Hatch medical office building defines the historic character of Greenbush Village, and serves as a model for development appropriate for a district that is both transit- and auto-oriented, in a community whose unique character is an important asset.

The proximity of the Greenbush area to both the Harbor and the heavily used access from Route 3A could provide opportunities for stronger way-finding, to support better pedestrian, bicycle, and transit connections. At some point in the future, if weekend rail service is reinstated, these improvements could help to balance the relative share of activity generated by year-round residents and seasonal tourists.

Retail or mixed use development should be concentrated in visible core areas, allowing for higher density residential development and possibly other commercial uses on the periphery. While Greenbush initially appears spread out over a large geographic area, it is possible to imagine it with two separate, complimentary sections. The New Driftway/Driftway intersection is a gateway both to the commuter rail station and Scituate Harbor. Traffic is higher than on Country Way, where the neighborhood has a more laid-back feel. Recently, property owners in a small area south of the Driftway submitted a petition to add their land to the existing Village Business Overlay District. This would allow mixed use with first floor retail proximate to that intersection. This could create potentially create a vibrant retail area with easy access to the train and Greenbush.

The existing part of Greenbush in the General Business zoning district is adjacent to a large residential area to the north on Country Way, and to the Reservoir on the west. The train track and station cut this area off from the main route to the harbor. This area is potentially quite scenic, and could serve for offices and residential space which can benefit from being on a side road.

CONSTRAINTS

Even with sewer, the portion of the Greenbush area near the Reservoir has significant environmental constraints. Proposed changes to the Zoning Bylaw, required as a condition of the Town's Water Withdrawal Permit, include restrictions on impervious surface. In addition, there is much underutilized land, which has made it too expansive to establish a compact village atmosphere. In the past, Greenbush was home to several light industrial uses such as contractors yards, welding shops, car repair. They were located on land taken by the MBTA for parking. These uses no longer have many sites they can call home. This problem is one the Town as a whole needs to address.

NORTH SCITUATE

OPPORTUNITIES

North Scituate Village has a smaller scale, walkable mixed use configuration, as well as a distinct character and anchor businesses. The district also has several older commercial buildings and underutilized properties that could be redeveloped if sewer were available to accommodate a more intensive mix of uses with residential and/or office space on upper floors.

The train station makes North Scituate highly desirable for residential development. There could be a strong market for multifamily housing within walking distance of the station. While there is no direct correlation between train station and commercial uses, increasing residential density would support business growth.

CONSTRAINTS

Without sewers, North Scituate is fully built out at its present extent. Providing sewer infrastructure would be necessary to facilitate new investment in the redevelopment, expansion, or upgrading of existing buildings. While the next phase of the sewer plan is expected to begin in 3-5 years (after completion of the ongoing water improvement project), there has been discussion about accelerating or reordering the sewer plans to provide a more timely extension to North Scituate.

In 2000, the Town completed an upgrade of the Wastewater Treatment Plant, resulting in an increase of .6 million gallons capacity. The total capacity of the plant is now 1.6 million gallons. A plan for sewerage environmentally sensitive areas and other locations in need of sewer was approved by DEP, which included six phases. The Town has completed Phases I – III, with Phase IV consisting of properties between Hatherly Rd. and Tilden Rd., and other areas near Scituate Harbor. North Scituate, Captain Peirce Rd. west of Country Way and Bulrush Farm Rd. are in Phase V. Phase VI covers the coastal areas of Minot and the Glades. According to the DPW Sewer Division, the plant's capacity is adequate for expansion of the system for Phases I through VI. To move North Scituate up in the sequence would require approval by DEP.

North Scituate's location is relatively far from highways or destinations that might attract patrons aside from residents of the immediate surrounding area. It is also situated somewhat at a distance from Scituate Harbor. Improved way-finding signage could help to direct visitors to the village from Route 3A.

ROUTE 3A

OPPORTUNITIES

Commercial development in very limited locations could complement the town's economic base. In particular, the area near existing commercial development along the northern end of Route 3A in Scituate could be expanded or improved. If possible, extending sewer service to this area would increase the potential for expanding commercial development.

Enhancing the relationship between Route 3A and the village areas at Greenbush and North Scituate through pedestrian infrastructure, signage, and/or sewer connections could help to increase the visibility of both the village commercial centers and outlying businesses. Strengthening the connection to the town's established commercial centers could also help outlying businesses benefit from programming and marketing efforts targeted to their geographic areas.

CONSTRAINTS

There is limited potential for commercial development along Route 3A, given substantial protected open space, environmental constraints, and the lack of sewer infrastructure. There are plans in the future to extend sewer service to the northern end of Route 3A as part of Phase 5 of the sewer extension plan. While the intersection with First Parish Road has been discussed as a potential development site if the Town Hall were to be relocated moved, the proximity of the high school might limit the types of businesses that could occupy this location. Increasing residential development along the Route 3A corridor may also tend to increase resistance to commercial development.

HUMAROCK

OPPORTUNITIES

Limited commercial development along Marshfield Avenue would enhance the village environment in Humarock by providing additional amenities for residents and seasonal visitors. Similar to Scituate Harbor, but on a much smaller scale, retail that caters to tourists would be in demand during the summer season, but might not be sustainable unless it is combined with merchandise that appeals to year-round residents of Humarock and neighboring Marshfield.

Specifically, an additional restaurant (limited or full-service) that appeals both to summer residents and tourists holds potential, perhaps in conjunction with a small inn that provides lodging options beyond home rentals. Food trucks – perhaps affiliated with existing Scituate

restaurants - could also provide additional, temporary, food options during peak periods when more dining options could be supported. There is potential to establish more marine-related recreational businesses, especially kayak and paddle board sales/rentals. Increasing access to Humarock beaches would also improve business conditions by bringing more potential customers to the community. Further lowering parking pass fees for Marshfield residents (to Humarock beaches only), and providing some passes to day tourists may be options. These additions, combined with Humarock's unique character and miles of beaches, could help to better establish it as a tourism destination without sacrificing the "hidden" charm many residents find appealing.

CONSTRAINTS

Additional commercial development in Humarock is extremely limited given its isolated nature, limited land area, and significant environmental constraints as a barrier beach area.

The market area for Humarock is limited. Humarock is an isolated peninsula accessed only by two small bridges that are miles from the closest major highway. It is a destination, the "end of the road" as one business owner stated, and relies heavily on seasonal residents and tourists. It does not benefit from pass through traffic which many year-round businesses rely on to survive.

Significantly, as a barrier beach, flood risk in Humarock is extremely high. Barrier beaches provide natural storm and flood protection by absorbing the force of storm waves, thus protecting inland resources. As a result, development costs are higher since new structures are required to be built above base flood zones. Expensive flood insurance also adds to owner and developer costs.

APPENDIX

APPENDIX A1: DATA

Table A1- 1: Historic and Projected Population

Town	Population (Decennial Census)									MetroFuture Projections		
	1930	1940	1950	1960	1970	1980	1990	2000	2010	2020	2030	2035
Scituate	3,118	4,130	5,993	11,214	16,973	17,317	16,786	17,863	18,133	18,586	18,785	19,060
Cohasset	3,083	3,111	3,731	5,840	6,954	7,174	7,075	7,261	7,542	8,111	8,277	8,386
Hanover	2,808	2,875	3,389	5,923	10,107	11,358	11,912	13,164	13,879	13,975	14,178	14,406
Hingham	6,657	8,003	10,665	15,378	18,845	20,339	19,821	19,882	22,157	26,558	26,593	27,044
Marshfield	1,625	2,419	3,267	6,748	15,223	20,916	21,531	24,324	25,132	25,759	26,422	26,842
Norwell	1,519	1,871	2,515	5,207	7,796	9,182	9,279	9,765	10,506	10,352	10,420	10,522
Pembroke	1,492	1,718	2,579	4,919	11,193	13,487	14,544	16,927	17,837	18,922	19,576	19,962
Rockland	7,524	8,087	8,960	13,119	15,674	15,695	16,123	17,670	17,489	18,181	18,642	19,019

Table A1- 2: Household Composition (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Total households	2,706	8,046	9,322	3,468	6,957	178,996	2,522,409
Families	74.7%	72%	73%	81.5%	71%	70.5%	63.6%
Families with children	40.6%	35%	35%	40.9%	34%	32.8%	29.2%
Nonfamily households	25.3%	28%	27%	18.5%	29%	29.5%	36.4%
Householder living alone	23.9%	25%	22%	15.1%	25%	24.1%	29.0%
65 years and over	12.2%	17%	9%	8.4%	13%	10.1%	10.7%
Households with person <18	40.6%	36%	37%	42.0%	35%	36.2%	31.6%
Households with person >65	30.8%	36%	25%	26.2%	33%	26.4%	25.2%
Average household size	2.74	2.69	2.68	2.95	2.58	2.69	2.49
Average family size	3.29	3.27	3.2	3.33	3.12	3.22	3.1

Source: ACS 2007-2011, DP-02

Table A1- 3: Median Age (2011)

Cohasset	43.1
Hingham	43.1
Marshfield	41.5
Norwell	43
Scituate	44.7
Plymouth County	40.8
Massachusetts	38.9

Source: ACS 2007-2011, DP-05

Table A1- 4: Age Cohorts (2011)

	Number	Percent
Total population	18,115	100%
Male	8,478	46.8%
Female	9,637	53.2%
Under 5 years	1,057	5.8%
5 to 9 years	1,444	8.0%
10 to 14 years	1,433	7.9%
15 to 19 years	1,062	5.9%
20 to 24 years	623	3.4%
25 to 34 years	1,013	5.6%
35 to 44 years	2,539	14.0%
45 to 54 years	2,886	15.9%
55 to 59 years	1,504	8.3%
60 to 64 years	1,509	8.3%
65 to 74 years	1,558	8.6%
75 to 84 years	1,052	5.8%
85 years and over	435	2.4%
Median age (years)	44.7	(X)

Source: ACS 2007-2011, DP-05

Table A1- 5: Educational Attainment (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
No High School Diploma	1.2%	2.6%	2.0%	2.5%	2.0%	8.1%	11.1%
HS Graduate or GED	12.9%	16.5%	22.4%	17.7%	18.6%	30.5%	26.3%
Some college, no degree	11.1%	13.7%	16.6%	15.3%	17.4%	19.1%	16.2%
Associate's degree	7.0%	6.6%	9.2%	7.9%	6.3%	9.4%	7.6%
Bachelor's degree	36.8%	34.3%	33.5%	37.6%	34.2%	21.3%	22.1%
Graduate or professional degree	30.9%	26.4%	16.4%	19.0%	21.5%	11.5%	16.6%
HS Graduate or higher	98.7%	97.4%	98%	97.4%	98%	91.9%	88.9%
Bachelor's degree or higher	67.7%	60.7%	49.9%	56.6%	55.7%	32.9%	38.7%

Source: ACS 2007-2011, DP-02

Table A1- 6: Racial Composition (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Total population	7,483	14,834	17,136	10,430	5,201	492,934	6,512,227
Hispanic or Latino (of any race)	0.3%	0.2%	1.7%	1.7%	0.4%	3.2%	9.3%
White	99.6%	96.7%	97.3%	95.6%	97.9%	87.8%	83.4%
Black or African American	0.4%	1.2%	1.1%	0.6%	0.6%	9.1%	7.9%
American Indian and Alaska Native	0.0%	0.1%	0.1%	0.4%	0.1%	0.7%	0.6%
Asian	0.8%	2.0%	1.6%	2.6%	2.1%	1.7%	5.9%
Native Hawaiian/Pacific Islander	0.0%	0.0%	0.0%	0.2%	0.0%	0.1%	0.1%
Other Race	0.3%	0.6%	1.4%	1.3%	1.0%	2.6%	4.6%

Source: ACS 2007-2011, DP-05

Table A1- 7: Incomes by Household Type (2011)

Geography	Household Income		Family Income		Non-Family Income	
	Median	Mean	Median	Mean	Median	Mean
Cohasset	\$117,831	\$165,064	\$147,222	\$202,962	\$36,814	\$50,873
Hingham	\$99,318	\$151,577	\$132,744	\$182,834	\$46,052	\$67,856
Marshfield	\$93,743	\$112,646	\$110,756	\$129,666	\$44,966	\$63,626
Norwell	\$109,167	\$142,496	\$118,679	\$158,943	\$37,520	\$69,371
Scituate	\$89,485	\$121,077	\$111,893	\$142,036	\$45,086	\$64,636
Plymouth County	\$74,698	\$92,462	\$88,110	\$106,868	\$39,894	\$53,581
Massachusetts	\$65,981	\$88,577	\$83,371	\$106,335	\$38,514	\$54,309

Source: ACS 2007-2011, DP-03

Table A1- 8: Average Annual Employment in Scituate (2000-2013)

Year	Labor Force	Employed	Unemployed	Rate
2012	9,592	9,080	512	5.3
2011	9,523	8,981	542	5.7
2010	9,554	8,893	661	6.9
2009	9,488	8,840	648	6.8
2008	9,540	9,128	412	4.3
2007	9,531	9,168	363	3.8
2006	9,445	9,083	362	3.8
2005	9,549	9,176	373	3.9
2004	9,517	9,117	400	4.2
2003	9,537	9,127	410	4.3
2002	9,628	9,231	397	4.1
2001	9,596	9,318	278	2.9
2000	9,519	9,311	208	2.2

Source: MA Executive Office of Labor and Workforce Development

Table A1- 9: Labor Force Participation Rates (July 2013)*

Geography	Labor Force	Employed	Unemployed	Rate
Cohasset	3,910	3,697	213	5.4
Hingham	11,460	10,875	585	5.1
Marshfield	14,291	13,447	844	5.9
Norwell	5,622	5,305	317	5.6
Scituate	9,831	9,259	572	5.8
Plymouth County	270,683	251,083	19,600	7.2
Massachusetts	3,551,100	3,295,100	255,900	7.2

Source: MA Executive Office of Labor and Workforce Development

Note: Data is not seasonally adjusted.

Table A1- 10: Industries Employing Residents in the Region (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Civilian employed population 16 years & over	3,415	10,096	13,019	4,800	8,872	243,993	3,280,503
Agriculture, forestry, fishing and hunting, and mining	0.40%	0.40%	0.60%	0.30%	0.50%	0.50%	0.40%
Construction	4.80%	4.70%	10.10%	7.10%	6.20%	7.60%	5.60%
Manufacturing	5.70%	5.90%	4.60%	7.20%	5.50%	8.00%	9.70%
Wholesale trade	2.00%	2.90%	2.70%	2.70%	3.70%	3.20%	2.60%
Retail trade	9.60%	12.10%	10.30%	7.50%	11.90%	13.00%	10.90%
Transportation and warehousing, and utilities	2.80%	2.00%	5.30%	3.30%	2.10%	4.70%	3.70%
Information	3.70%	3.00%	3.80%	2.70%	2.30%	2.40%	2.60%
Finance and insurance, and real estate and rental and leasing	13.90%	16.70%	13.70%	15.60%	10.50%	9.30%	8.00%
Professional, scientific, and management, and administrative and waste management services	22.70%	17.30%	9.30%	16.60%	17.80%	9.80%	12.90%
Educational services, and health care and social assistance	26.60%	24.30%	24.10%	21.40%	25.60%	25.00%	27.10%
Arts, entertainment, and recreation, and accommodation and food services	3.60%	5.90%	8.00%	6.40%	6.20%	7.50%	8.00%
Other services, except public administration	1.10%	1.80%	3.20%	5.10%	4.20%	4.50%	4.50%
Public administration	3.10%	3.20%	4.40%	4.20%	3.50%	4.60%	4.10%

Source: ACS 2007-2011, DP-03

Table A1- 11: Class of Employee (2011)							
	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Civilian employed population 16 years and over	3,415	2,711	2,212	4,800	2,530	243,993	3,280,503
Private wage and salary workers	73.90%	79.90%	80.20%	77.60%	77.70%	79.50%	80.40%
Government workers	10.10%	9.40%	11.60%	12.70%	16.20%	14.10%	13.00%
Self-employed in own not incorporated business workers	16.00%	10.70%	8.30%	9.70%	6.20%	6.30%	6.40%
Unpaid family workers	0.00%	0.00%	0.00%	0.00%	0.00%	0.10%	0.10%

Source: ACS 2007-2011, DP-03

Description	2007				2011			
	# of Est.	Total Wages	Avg. Monthly Emp.	Avg. Weekly Wage	# of Est.	Total Wages	Avg. Monthly Emp.	Avg. Weekly Wages
Total, All Industries	428	\$119,978,737	3,307	\$698	465	\$130,541,910	3,364	\$746
Goods-Producing Domain	72	\$12,821,218	261	\$945	64	\$8,345,962	192	\$836
Construction	64	\$9,812,889	189	\$998	55	\$5,867,380	137	\$824
23 - Construction	64	\$9,812,889	189	\$998	55	\$5,867,380	137	\$824
Manufacturing	7	\$2,971,527	71	\$805	7	\$2,328,957	53	\$845
31-33 - Manufacturing	7	\$2,971,527	71	\$805	7	\$2,328,957	53	\$845
DUR - Durable Goods Manufacturing	5	\$2,769,888	53	\$1,005	5	\$2,113,877	38	\$1,070
Service-Providing Domain	356	\$107,157,519	3,046	\$677	401	\$122,195,948	3,172	\$741
Trade, Transportation and Utilities	83	\$18,807,933	503	\$719	90	\$18,447,465	482	\$736
42 - Wholesale Trade	29	\$6,558,845	58	\$2,175	31	\$5,391,539	58	\$1,788
44-45 - Retail Trade	43	\$8,347,780	352	\$456	45	\$7,858,044	327	\$462
48-49 - Transportation/Warehousing	10	\$3,777,633	89	\$816	14	\$5,197,882	97	\$1,031
Information	7	\$993,222	33	\$579	11	\$1,389,124	43	\$621
51 - Information	7	\$993,222	33	\$579	11	\$1,389,124	43	\$621
Financial Activities	23	\$5,909,641	116	\$980	22	\$6,906,724	119	\$1,116
52 - Finance and Insurance	13	\$4,533,238	97	\$899	13	\$5,976,205	105	\$1,095
53 - Real Estate and Rental and Leasing	10	\$1,376,403	18	\$1,471	9	\$930,519	14	\$1,278
Professional and Business Services	87	\$13,654,558	327	\$803	95	\$15,130,952	266	\$1,094
54 - Professional and Technical Services	52	\$8,580,949	164	\$1,006	62	\$10,276,980	143	\$1,382
56 - Administrative and Waste Services	35	\$5,073,609	163	\$599	33	\$4,853,972	123	\$759
Education and Health Services	38	\$43,094,649	1,050	\$789	44	\$53,683,824	1,116	\$925
62 - Health Care and Social Assistance	27	\$15,352,300	440	\$671	31	\$20,870,121	479	\$838
Leisure and Hospitality	44	\$12,692,264	678	\$360	46	\$13,649,396	776	\$338
71 - Arts, Entertainment, and Recreation	15	\$3,969,231	164	\$465	15	\$3,708,388	162	\$440
72 - Accommodation and Food Services	29	\$8,723,033	514	\$326	31	\$9,941,008	614	\$311
Other Services	67	\$4,268,782	173	\$475	86	\$4,920,230	210	\$451
81 - Other Services, Ex. Public Admin	67	\$4,268,782	173	\$475	86	\$4,920,230	210	\$451

Table A1- 13: Employment Projections

Municipality	Total Employment	Basic Employment	Retail Employment	Service Employment
2010				
Cohasset	2,470	200	823	1,447
Hingham	11,790	2,147	4,222	5,420
Marshfield	5,225	1,241	1,248	2,736
Norwell	8,344	2,249	1,096	4,998
Scituate	3,152	274	808	2,070
2020				
Cohasset	2,519	204	829	1,485
Hingham	12,796	2,230	4,595	5,971
Marshfield	5,937	1,636	1,344	2,957
Norwell	8,893	2,296	1,185	5,413
Scituate	3,276	274	844	2,158
2030				
Cohasset	2,485	207	815	1,463
Hingham	12,328	2,053	4,551	5,724
Marshfield	5,586	1,488	1,312	2,786
Norwell	8,508	2,133	1,168	5,207
Scituate	3,220	265	841	2,114

Source: MAPC Metrofuture 2035

Table A1- 14: Existing Housing Types

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Total housing units	2,910	8,640	10,672	3,571	8,087	199,302	2,799,357
1-unit, detached	85.8%	69.9%	83.0%	93.3%	84.3%	70.5%	52.4%
1-unit, attached	2.5%	2.7%	4.1%	0.0%	4.7%	3.8%	4.9%
2 units	3.9%	2.5%	1.1%	0.8%	2.9%	5.8%	10.6%
3 or 4 units	4.3%	1.9%	1.5%	1.7%	3.7%	6.3%	10.9%
5 to 9 units	2.4%	5.9%	2.7%	1.2%	2.1%	3.6%	6.1%
10 to 19 units	0.4%	2.2%	5.6%	0.8%	0.6%	3.0%	4.3%
20 or more units	0.6%	14.6%	0.6%	0.7%	1.7%	4.4%	10.0%
Mobile home	0.0%	0.4%	1.5%	1.5%	0.0%	2.5%	0.9%
Boat, RV, van, etc.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Source: ACS 2007-2011, DP-04

Table A1- 15: Year Structure Built (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Total housing units	2,910	8,640	10,672	3,571	8,087	199,302	2,799,357
Built 2005 or later	2.3%	7.9%	1.8%	1.3%	2.3%	3.2%	2.6%
Built 2000 to 2004	4.2%	10.4%	3.2%	8.8%	3.6%	5.7%	4.1%
Built 1990 to 1999	9.1%	4.5%	11.7%	6.7%	7.4%	9.0%	7.3%
Built 1980 to 1989	8.7%	10.4%	10.1%	11.6%	11.2%	12.1%	10.8%
Built 1970 to 1979	11.9%	12.0%	20.8%	21.6%	9.8%	16.0%	11.7%
Built 1960 to 1969	13.0%	10.9%	16.0%	20.8%	15.0%	12.3%	10.4%
Built 1950 to 1959	13.3%	9.4%	15.2%	15.2%	17.2%	11.5%	11.5%
Built 1940 to 1949	3.6%	6.7%	5.4%	4.1%	5.7%	5.1%	6.1%
Built 1939 or earlier	33.8%	27.7%	15.9%	10.1%	27.7%	25.1%	35.4%

Source: ACS 2007-2011, DP-04

Table A1- 16: Median Housing Values (2011)

	Cohasset	Hingham	Marshfield	Norwell	Scituate	Plymouth Co.	Massachusetts
Owner-occupied units	2,307	6,311	7,877	3,124	5,758	138,788	1,604,473
Less than \$50,000	0.6%	0.4%	0.7%	0.2%	0.7%	1.7%	1.6%
\$50,000 to \$99,999	0.5%	1.0%	1.2%	0.9%	0.7%	1.5%	1.4%
\$100,000 to \$149,999	0.0%	0.3%	1.4%	0.3%	0.0%	2.3%	3.8%
\$150,000 to \$199,999	1.0%	1.4%	2.0%	0.4%	1.1%	5.2%	8.1%
\$200,000 to \$299,999	3.3%	6.8%	11.7%	3.6%	2.7%	24.7%	24.3%
\$300,000 to \$499,999	18.8%	19.0%	54.6%	30.8%	47.0%	43.9%	39.1%
\$500,000 to \$999,999	53.1%	55.0%	26.5%	52.5%	42.7%	17.8%	18.2%
\$1,000,000 or more	22.8%	16.0%	1.9%	11.4%	5.1%	2.8%	3.6%
Median (dollars)	726,600	634,800	415,500	596,600	492,100	350,700	343,500

Source: ACS 2007-2011, DP-04

APPENDIX A2: RETAIL GAP ANALYSIS

The Gap Analysis provides a comparison of *demand* within a geographic area, defined as the estimated spending potential of area residents for various types of goods and services, and *supply*, identified as sales of those goods and services. The size of the difference between the estimated demand and actual sales is the “retail gap” (represented as demand minus supply). Where estimated purchases by area residents exceed estimated sales, the retail sector is described as having “leakage”; that is, residents on balance leave the trade area to make purchases. A “surplus” occurs where estimated sales exceed estimated expenditures by residents, indicating that customers come from elsewhere to make purchases in the trade area.

Trade areas were identified for each of the villages in Scituate (Scituate Harbor, Greenbush, North Scituate, and for Humarock) reflecting the strongest potential customer base for Scituate commercial areas (Maps 1 and 2). A one mile radius encompasses the immediate neighborhood, and the area from which customers can comfortably walk from their homes into the villages. Scituate Harbor and Greenbush are located just over one mile apart, so their neighborhood trade areas overlap. The 3 mile radii encompass most of the town of Scituate and portions of Mansfield, Norwell, and Cohasset. North Scituate and Greenbush are located approximately four miles apart, so that the northern and southern ends of the town are more likely to focus around one village or the other, while residents in the middle of town may gravitate in either direction. The three mile trade area extends approximately midway to Route 3, where several larger concentrations of retail are located. The five mile radius trade areas include much of Hingham and Cohasset to the north, as well as extending further into Norwell and Marshfield, just crossing Route 3 in Pembroke. Residents within this trade area have a range of options within their surrounding region to meet most of their shopping needs.

Table A2-1 interprets the surplus or leakage in broad groupings of retail categories that relate specifically to downtown commercial activity. “Convenience goods” include grocery and specialty food stores, drug stores, and florists. The “Entertainment” category includes restaurants, eateries, and drinking establishments. “Shopping goods” include furniture, apparel, gifts, hobbies, used merchandise (which may include vintage or antique stores), as well as other types of purchases. A full list of retail sectors in greater detail follows on the following tables.

Scituate Harbor is strongest in the Convenience category, with surplus sales in supermarket, liquor store, and pharmacy stores. The village also generates surplus sales in specialty retail and eating establishments, particularly apparel, sporting goods, books, and gifts, as well as full service restaurants. These types of specialty retail stores are indicative of the Harbor being a destination for tourism and leisure activities. A concentration of sporting goods and building materials generates surplus sales within the three mile and five mile trade areas, as do convenience offerings such as liquor stores and pharmacies. Some common categories of retail that appear to be underserved include take-out restaurants, specialty foods, and home furnishings.

The other villages, in particular Greenbush, are underserved in most retail categories. Residents within the one, three, and five mile trade area spend significantly more on convenience goods

such as groceries, health and personal care, and most types of specialty retail. Near the train stations, the retail categories which have strongest sales relative to consumer spending are liquor stores, take-out restaurants. A notable exception is stores that sell building materials, which are strong in the wider trade areas surrounding all of Scituate's villages.

The smaller the geographic area the greater the imbalance between demand and supply is likely to be. In Scituate, for example, the villages have no household appliance stores, thus there is one hundred percent leakage in this category; meanwhile sporting goods stores in Scituate Harbor contribute approximately four times the volume of sales as estimated demand within the one mile trade area. (See Appendix 2.) Over a broader geographical area, such extreme differences between retail demand and supply diminish.

The data obtained from the Gap Analysis does not lead directly to conclusions about commercial opportunities. Leakage for certain types of stores – such as general merchandise department stores, is the result of a trend toward highway-oriented “big box” stores. Residents currently travel beyond five miles from Scituate's villages for most general merchandise shopping. In these cases it might not make sense to try to fill those gaps where locally-oriented shops would be obsolete.

A surplus may indicate saturation of stores in a category that can be supported in the trade area. On the other hand, a surplus in some categories may indicate where villages provide advantageous locations for certain types of stores (such as restaurants and convenience retail), or a niche that can be built upon and made more attractive – such as tourism-related specialty retail.

Table A2-1: Gap Analysis Summary, Scituate Harbor, Greenbush, and North Scituate Areas

	1 Mile Radius	3 mile radius	5 mile radius
Convenience Goods, Food	<p>Harbor: Surplus in food and beverage, pharmacies, and florist</p> <p>North Scituate: Surplus in beer and wine, convenience food, and pharmacy</p> <p>Greenbush: Surplus in beer and wine; leakage in all other categories.</p> <p>Humarock: Leakage in all categories</p>	<p>Harbor: Surplus in beer and wine, and pharmacy</p> <p>North Scituate: Surplus in beer and wine, and pharmacy</p> <p>Greenbush: surplus in beer and wine; leakage in all other categories.</p> <p>Humarock: Leakage in all categories</p>	<p>Harbor: Surplus in beer and wine and pharmacy</p> <p>North Scituate: Surplus in beer and wine, and pharmacy</p> <p>Greenbush: Surplus in food and beverage, and pharmacy</p> <p>Humarock: Leakage in all categories.</p>
Entertainment (Restaurants, bars)	<p>Harbor: Surplus in full service restaurants; leakage in other categories.</p> <p>North Scituate: Surplus in limited service restaurants; leakage in all other categories</p> <p>Greenbush: Surplus in limited service restaurants; leakage in all other categories</p> <p>Humarock: Leakage in all categories.</p>	<p>Harbor, North Scituate, Greenbush, and Humarock: Leakage in all categories of food service and drinking places.</p>	<p>Harbor, North Scituate and Greenbush: Leakage in all categories of food service and drinking places.</p> <p>Humarock: Surplus in drinking places; leakage in all other categories of food service.</p>
Shopping Goods	<p>Harbor: Surplus in hardware, sporting goods, books, and gift stores</p> <p>North Scituate: Surplus in hardware; leakage in all other categories</p> <p>Greenbush: Surplus in garden centers, women’s clothing, and sporting goods.</p> <p>Humarock: Leakage in all categories.</p>	<p>Harbor: Surplus in building materials, women’s clothing, and sporting goods</p> <p>North Scituate: Surplus in building materials and sporting goods</p> <p>Greenbush: Surplus in building materials, power equipment, and sporting goods.</p> <p>Humarock: Leakage in all categories.</p>	<p>Harbor: Surplus in building materials; leakage in all other categories.</p> <p>North Scituate: Surplus in building materials; leakage in all other categories.</p> <p>Greenbush: Surplus in building materials and sporting goods.</p> <p>Humarock: Surplus in lawn, garden equipment and supply stores; leakage in all other categories.</p>
Auto-related and non-store retailers	<p>Harbor: Leakage in auto-related retail; surplus non-store retail</p> <p>North Scituate, Greenbush and Humarock: Leakage in all categories.</p>	<p>Harbor, North Scituate, Greenbush, and Humarock: Leakage in all categories of auto-related and non-store retail.</p>	<p>Harbor, North Scituate and Greenbush : Leakage in all categories of auto-related and non-store retail.</p> <p>Humarock: Surplus in direct selling establishment; leakage in all other categories.</p>

Table A2-2: Retail Gap Analysis (Scituate Harbor)

	0-1 Mile	0-3 Miles	0-5 Miles
Estimated Population in 2011	3,712	14,451	28,705
Estimated Households in 2011	1,656	5,741	10,907
Estimated Median Household Income in 2011	\$81,594	\$87,707	\$95,432
Total Estimated Spending Potential	\$81,507,248	\$294,570,203	\$582,625,153
Total Estimated Actual Store Sales	\$63,670,239	\$116,580,135	\$208,815,798
Total Retail Trade and Food & Drink Gap/Surplus	\$17,837,009	\$177,990,068	\$373,809,355
Motor Vehicle and Parts	\$14,450,391	\$51,408,490	\$97,821,328
Furniture & Home Furnishings	\$1,538,319	\$5,938,366	\$10,785,467
Furniture Stores	\$1,048,452	\$3,730,595	\$6,562,936
Home Furnishings	\$489,866	\$2,207,771	\$4,222,530
Electronics and Appliance Stores	\$1,644,199	\$5,613,746	\$11,174,532
Appliances, TVs, Electronics	\$1,222,666	\$4,267,269	\$8,395,194
Computer and Software	\$370,518	\$1,163,721	\$2,417,540
Photographic Equipment	\$51,015	\$182,756	\$361,798
Building Material, Garden Equipment	\$5,116,318	\$1,891,621	\$19,425,088
Hardware Stores	(\$379,943)	\$1,030,878	(\$290,843)
Food & Beverage	(\$12,582,014)	\$9,028,703	\$18,137,642
Supermarkets	(\$8,293,357)	\$11,508,057	\$20,930,429
Convenience	\$391,354	\$487,272	\$1,089,855
Specialty Food	\$541,977	\$1,987,660	\$3,879,680
Beer & Wine	(\$5,221,988)	(\$4,954,286)	(\$7,762,321)
Health & Personal Care Stores	(\$7,431,985)	\$791,540	(\$2,058,934)
Pharmacy	(\$8,336,034)	(\$2,191,098)	(\$7,957,229)
Cosmetics	\$293,557	\$797,421	\$1,682,418
Optical	\$233,926	\$858,534	\$1,735,272
Other Health/Personal Care	\$376,567	\$1,326,683	\$2,480,605
Clothing & Accessories Stores	\$1,290,517	\$10,532,821	\$23,197,067
Clothing	\$559,692	\$6,953,065	\$16,312,628
Shoes	\$395,174	\$1,476,358	\$2,358,117
Jewelry, luggage, leather goods	\$335,650	\$2,103,398	\$4,526,322
Sporting, Hobby, Book, & Music	(\$1,693,409)	\$1,979,555	\$6,123,030
Sporting goods, hobby, instruments	(\$1,354,747)	\$1,234,983	\$3,867,735
Books and periodicals	(\$408,061)	\$501,956	\$1,783,981
Music	\$69,399	\$242,616	\$471,314
General Merchandise	\$9,685,520	\$34,317,054	\$69,147,569
Miscellaneous Retail	\$698,438	\$5,350,235	\$11,574,804
Florists	(\$64,209)	\$199,898	\$150,054
Office Supplies, Stationery, Gifts	\$312,063	\$2,201,923	\$4,791,361
Used Merchandise	\$141,807	\$702,001	\$1,472,314
Other Miscellaneous Store Retailers	\$308,778	\$2,246,413	\$5,161,075
Food Services & Drinking Places	(\$1,043,216)	\$12,473,762	\$29,526,762
Full Service Restaurants	(\$1,840,080)	\$5,383,128	\$15,212,258
Limited Service Restaurants	\$1,578,255	\$5,478,773	\$10,161,785
Drinking Establishments	\$379,614	\$1,089,787	\$2,104,115

Table A2-3: Retail Gap Analysis (Greenbush)			
	0-1 Mile	0-3 Miles	0-5 Miles
Estimated Population in 2011	2,476	16,807	34,747
Estimated Households in 2011	1,059	6,484	13,247
Estimated Median Household Income in 2011	\$83,625	\$91,141	\$93,996
Total Estimated Spending Potential	\$54,390,753	\$343,861,559	\$711,730,847
Total Estimated Actual Store Sales	\$19,327,096	\$115,473,994	\$290,764,165
Total Retail Trade and Food & Drink Gap/Surplus	\$35,063,657	\$228,387,565	\$420,966,682
Motor Vehicle and Parts	\$9,035,597	\$61,743,079	\$121,140,186
Furniture & Home Furnishings	\$1,185,272	\$7,385,518	\$14,309,414
Furniture Stores	\$708,582	\$4,405,060	\$8,404,898
Home Furnishings	\$476,690	\$2,980,457	\$5,904,517
Electronics and Appliance Stores	\$1,020,302	\$6,592,462	\$12,103,388
Appliances, TVs, Electronics	\$797,910	\$4,996,117	\$8,909,623
Computer and Software	\$188,785	\$1,382,862	\$2,752,027
Photographic Equipment	\$33,607	\$213,484	\$441,738
Building Material, Garden Equipment	\$3,739,991	\$5,094,174	\$16,395,567
Hardware Stores	\$290,944	(\$292,716)	\$874,960
Food & Beverage	\$2,169,453	\$14,817,863	(\$14,244,436)
Supermarkets	\$2,413,967	\$16,224,783	(\$10,471,929)
Convenience	\$263,130	\$1,136,264	(\$89,962)
Specialty Food	\$442,163	\$2,251,058	\$5,102,991
Beer & Wine	(\$949,807)	(\$4,794,242)	(\$8,785,536)
Health & Personal Care Stores	\$611,789	\$4,981,308	\$5,141,114
Pharmacy	\$14,519	\$1,458,150	(\$1,321,435)
Cosmetics	\$191,398	\$987,731	\$2,097,627
Optical	\$158,888	\$1,012,443	\$1,706,108
Other Health/Personal Care	\$246,984	\$1,522,984	\$2,658,815
Clothing & Accessories Stores	\$1,876,596	\$13,756,936	\$29,568,562
Clothing	\$1,213,482	\$9,476,915	\$20,826,894
Shoes	\$273,664	\$1,731,254	\$3,183,574
Jewelry, luggage, leather goods	\$389,450	\$2,548,767	\$5,558,095
Sporting, Hobby, Book, & Music	\$406,541	\$3,046,663	\$5,929,544
Sporting goods, hobby, instruments	\$267,954	\$2,037,853	\$3,110,150
Books and periodicals	\$93,963	\$728,559	\$2,246,100
Music	\$44,624	\$280,252	\$573,295
General Merchandise	\$6,530,402	\$39,741,173	\$75,877,742
Miscellaneous Retail	\$912,160	\$6,406,643	\$13,072,083
Florists	\$46,274	\$112,445	\$257,662
Office Supplies, Stationery, Gifts	\$428,198	\$2,674,177	\$4,310,095
Used Merchandise	\$132,244	\$865,880	\$1,854,644
Other Miscellaneous Store Retailers	\$305,444	\$2,754,141	\$6,649,682
Food Services & Drinking Places	\$1,041,667	\$17,860,140	\$39,619,273
Full Service Restaurants	\$1,528,786	\$7,658,468	\$20,328,416
Limited Service Restaurants	(\$808,840)	\$7,707,950	\$14,123,153
Drinking Establishments	\$248,481	\$1,585,636	\$2,247,593

Table A2-4: Retail Gap Analysis (North Scituate)			
	0-1 Mile	0-3 Miles	0-5 Miles
Estimated Population in 2011	2,588	18,496	38,268
Estimated Households in 2011	930	6,742	14,249
Estimated Median Household Income in 2011	\$80,253	\$78,028	\$73,664
Total Estimated Spending Potential	\$51,543,738	\$370,268,422	\$773,416,577
Total Estimated Actual Store Sales	\$30,065,709	\$181,902,253	\$372,688,092
Total Retail Trade and Food & Drink Gap/Surplus	(\$1,046,932)	\$1,694,997	\$413,065
Motor Vehicle and Parts	\$5,780,384	\$56,999,880	\$107,781,437
Furniture & Home Furnishings	\$280,839	\$4,982,486	\$12,521,167
Furniture Stores	\$266,307	\$3,367,581	\$8,627,633
Home Furnishings	\$14,531	\$1,614,904	\$3,893,534
Electronics and Appliance Stores	\$949,846	\$6,927,400	\$13,399,711
Appliances, TVs, Electronics	\$687,280	\$5,140,231	\$10,713,604
Computer and Software	\$230,642	\$1,556,868	\$2,680,789
Photographic Equipment	\$31,924	\$230,301	\$5,319
Building Material, Garden Equipment	\$3,653,819	(\$2,573,259)	\$23,788,377
Hardware Stores	(\$305,523)	(\$470,862)	\$411,676
Food & Beverage	(\$1,046,932)	\$1,694,997	\$413,065
Supermarkets	\$333,272	\$3,825,701	\$9,071,563
Convenience	(\$308,706)	(\$185,461)	\$203,605
Specialty Food	\$299,457	\$1,979,632	\$527,076
Beer & Wine	(\$1,370,955)	(\$3,924,875)	(\$9,389,179)
Health & Personal Care Stores	(\$4,803,023)	(\$9,828,904)	(\$8,275,524)
Pharmacy	(\$5,274,381)	(\$13,339,989)	(\$14,651,122)
Cosmetics	\$116,955	\$953,307	\$2,213,253
Optical	\$156,047	\$1,106,792	\$2,286,780
Other Health/Personal Care	\$198,356	\$1,450,986	\$1,875,565
Clothing & Accessories Stores	\$1,447,016	\$14,291,317	\$25,788,287
Clothing	\$993,726	\$10,417,597	\$17,606,069
Shoes	\$33,462	\$963,216	\$2,434,057
Jewelry, luggage, leather goods	\$419,830	\$2,910,503	\$5,748,161
Sporting, Hobby, Book, & Music	\$708,526	\$4,103,286	\$6,262,597
Sporting goods, hobby, instruments	\$441,757	\$2,174,468	\$3,504,156
Books and periodicals	\$225,632	\$1,629,324	\$2,126,138
Music	\$41,137	\$299,495	\$632,304
General Merchandise	\$6,469,639	\$43,567,698	\$85,792,831
Miscellaneous Retail	\$1,135,153	\$7,721,194	\$14,807,547
Florists	\$31,829	\$50,729	\$140,888
Office Supplies, Stationery, Gifts	\$484,311	\$3,188,087	\$5,789,380
Used Merchandise	\$108,348	\$913,301	\$1,912,180
Other Miscellaneous Store Retailers	\$510,666	\$3,569,077	\$6,965,100
Food Services & Drinking Places	\$677,591	\$13,655,564	\$27,072,779
Full Service Restaurants	\$1,511,898	\$7,616,852	\$13,073,758
Limited Service Restaurants	(\$1,044,726)	\$3,011,706	\$8,249,013
Drinking Establishments	(\$129,731)	\$1,042,930	\$2,741,820

Table A2-5: Retail Gap Analysis (Humarock)			
	0-1 Mile	0-3 Miles	0-5 Miles
Estimated Population in 2011	1,709	11,957	35,663
Estimated Households in 2011	700	4,573	13,593
Estimated Median Household Income in 2011	\$70,486	\$62,434	\$69,344
Total Estimated Spending Potential	\$32,113,247	\$190,036,137	\$583,164,711
Total Estimated Actual Store Sales	\$751,034	\$11,636,583	\$159,563,342
Total Retail Trade and Food & Drink Gap/Surplus	\$31,362,213	\$178,399,555	\$423,601,370
Motor Vehicle & Parts Dealers	\$8,077,464	\$46,956,278	\$116,964,786
Automobile Dealers	\$4,615,594	\$27,306,211	\$75,997,108
Other Motor Vehicle Dealers	\$339,766	\$1,968,938	\$5,876,187
Auto Parts, Accessories & Tire Stores	\$416,618	\$2,435,359	\$5,424,067
Gasoline Stations	\$2,705,486	\$15,245,770	\$29,667,424
Furniture & Home Furnishings Stores	\$771,397	\$4,504,638	\$9,369,988
Furniture Stores	\$365,642	\$2,167,894	\$5,613,770
Home Furnishings Stores	\$405,754	\$2,336,745	\$3,756,217
Electronics & Appliance Stores	\$827,804	\$5,650,867	\$17,490,045
Bldg Materials, Garden Equip. & Supply Stores	\$945,112	\$5,863,259	\$6,867,293
Bldg Material & Supplies Dealers	\$817,074	\$5,142,434	\$7,868,287
Lawn & Garden Equip & Supply Stores	\$128,037	\$720,825	(\$1,000,994)
Food & Beverage Stores	\$5,418,575	\$30,170,337	\$70,736,388
Grocery Stores	\$4,699,863	\$26,992,855	\$69,507,075
Specialty Food Stores	\$83,523	\$516,668	\$808,556
Beer, Wine & Liquor Stores	\$635,189	\$2,660,813	\$420,757
Health & Personal Care Stores	\$3,093,655	\$17,729,140	\$51,504,051
Clothing & Clothing Accessories Stores	\$2,191,701	\$12,519,113	\$32,873,670
Clothing Stores	\$1,610,197	\$9,280,803	\$23,915,769
Shoe Stores	\$293,057	\$1,651,485	\$4,567,066
Jewelry, Luggage & Leather Goods Stores	\$288,447	\$1,586,825	\$4,390,835
Sporting Goods, Hobby, Book & Music Stores	\$828,808	\$4,612,773	\$11,082,992
Sporting Goods/Hobby/Musical Instr Stores	\$697,757	\$3,747,880	\$8,546,954
Book, Periodical & Music Stores	\$131,052	\$864,894	\$2,536,038
General Merchandise Stores	\$3,267,561	\$19,577,611	\$41,700,015
Department Stores Excluding Leased Depts.	\$1,811,581	\$10,933,283	\$24,972,970
Other General Merchandise Stores	\$1,455,980	\$8,644,327	\$16,727,045
Miscellaneous Store Retailers	\$724,364	\$4,247,795	\$7,123,842
Florists	\$64,959	\$339,692	\$726,268
Office Supplies, Stationery & Gift Stores	\$281,908	\$1,639,269	\$639,715
Used Merchandise Stores	\$126,151	\$717,015	\$1,933,385
Other Miscellaneous Store Retailers	\$251,347	\$1,551,819	\$3,824,473
Nonstore Retailers	\$1,941,695	\$8,579,177	\$23,901,428
Electronic Shopping & Mail-Order Houses	\$1,381,615	\$8,166,837	\$25,076,346
Vending Machine Operators	\$46,990	\$279,051	\$853,852
Direct Selling Establishments	\$513,091	\$133,288	(\$2,028,770)
Food Services & Drinking Places	\$3,274,077	\$17,988,566	\$33,986,870
Full-Service Restaurants	\$1,758,032	\$9,901,560	\$20,605,224
Limited-Service Eating Places	\$1,246,526	\$6,726,850	\$13,473,475
Special Food Services	\$174,073	\$941,499	\$381,488
Drinking Places - Alcoholic Beverages	\$95,446	\$418,657	(\$473,317)

APPENDIX A3: ESTIMATED DEVELOPMENT POTENTIAL

An estimate of potential demand for new commercial square footage by subarea was undertaken as part of the analysis. It is important to note that these are rough estimates of what could potentially be built over the next 10-15 years based on findings from the retail gap analysis, growth in tourism, additional professional office workers, and need for accommodations in the area.

Total estimated additional commercial development represents generally a 10 to 15 percent growth over existing commercial space. The potential is predicated on maintaining a balance between residential growth in the village areas with locally-oriented retail and services to serve area residents and visitors. Due to Scituate's location away from highways, combined with regional competition, there is little potential to expand the commercial base beyond what can be supported by the local market (residents, tourists, and commuters).

Table A3-1: Potential Commercial Development by Type and Size (Estimate)				
Greenbush (including commercial zones along the Driftway)				
	Number	Avg Square Footage/Each	Total Square Footage	Development Criteria
Full Service Restaurants	2	3,000	6,000	Full Service Restaurant Gap
Limited Service Restaurants	2	1,500	3,000	Limited Service Restaurant Gap / Residential Potential / Commuters
Local Retailers	4-6	500-1,500	4,000	Misc Retailers, Clothing, Shoes, Furniture, Electronics Gap / Residential Potential / Commuters
National/Regional Chain	1	25,000	25,000	General Merchandise, Specialty Food Gap
Hotel	1	25,000	25,000	Demonstrated need for more hotel space
Professional Office Space*	40	250	5,000	Growth in medical and professional office workers
SUBTOTAL			68,000	
North Scituate				
	Number	Avg Square Footage/Each	Total Square Footage	Development Criteria
Full Service Restaurants	1	3,000	3,000	Full Service Restaurant Gap
Limited Service Restaurants	1	1,500	1,500	Limited Service Restaurant Gap / Village Setting / Commuters
Local Retailers	1-2	500-1,500	2,000	Based on gap in Misc Retailers
Professional Office Space*	20	250	2,500	Growth in professional office workers (lawyers, accountants, second office, etc.)
SUBTOTAL			9,000	

Scituate Harbor				
	Number	Avg Square Footage/Each	Total Square Footage	Development Criteria
Full Service Restaurants	1	3,000	3,000	Full Service Restaurant Gap, Seasonal Residents/Tourist Spending
Limited Service Restaurants	2	1,500	3,000	Limited Service Restaurant Gap, Boating/Tourist Spending
Local Retailers	2-3	500-1,500	2,000	Clothing/Other Misc Retail/Furniture Gap, Boating/Tourist Spending
Professional Office Space*	15	250	2,500	Growth in professional office workers (lawyers, accountants, second office, etc.)
<i>SUBTOTAL</i>			<i>10,500</i>	
3A				
	Number	Avg Square Footage/Each	Total Square Footage	Development Criteria
National/Regional Chain Retail or Small Plaza	1	25,000	25,000	Potential for some regional retail adjacent to Cohasset retail cluster.
<i>SUBTOTAL</i>			<i>25,000</i>	
Humarock				
	Number	Avg Square Footage/Each	Total Square Footage	Development Criteria
Full or Limited Service Restaurant	1	1,500	1,500	Full Service Restaurant Gap, Seasonal Residents/Tourist Spending
Local Retailers	1	500-1,500	1,000	Misc Retailers, Clothing/Shoes Gap, Seasonal Resident/Tourist Spending
Small Inn/B&B	1	5,000	5,000	Demonstrated need for more hotel space
<i>SUBTOTAL</i>			<i>7,500</i>	
TOTAL ESTIMATED Development Potential				
<i>Subtotal: Retail and Food Service</i>			<i>80,000</i>	
<i>Subtotal: Accommodations</i>			<i>30,000</i>	
<i>Subtotal: Office</i>			<i>10,000</i>	
TOTAL			120,000	
*Professional office space based on an average 250 square feet per worker, and due to limited opportunity for office development, assumes between a 5%-10% increase in total space over 10-15 year timeframe. Source: MAPC				

APPENDIX A4: ESTIMATED HOUSING DEMAND

An estimate of potential demand for various types of housing is based upon the composition of households in Scituate and an approximation of the forms of housing that would likely meet the needs of households if a range of options were available. COG prepared a model of housing type preference for various categories of households, shown in Table A3-1. The preference model assumes that single family homes are preferred by the majority of middle-aged households and families with children, while other forms of housing including multifamily condos, townhouses, rental units, and senior or assisted housing are likely to suit the needs of older households. Multifamily housing alternatives would also be more likely to suit the needs of young adult and/or single parent households who do not have the financial resources to purchase a single family home.

Table A3-1: Estimated Housing Demand: Alternative Housing Types

Household Types	Est. 2011 Total Households	% of HH (2011)	Estimated Housing Type Preference ⁽¹⁾				
			Single-Family Homes	2-Family or Townhouse	Multi-family Condo	Multi-family Rental	Other ⁽²⁾
Individuals or Couples, Age 75+	899	13%	180 20%	135 15%	180 20%	135 15%	180 20%
Individuals or Couples, Age 65-74	1,057	15%	529 50%	106 10%	211 20%	106 10%	106 10%
Individuals/Couples, Age 35-64, No Children	2,390	34%	1,434 60%	359 15%	239 10%	359 15%	0 0%
Young Adults, up to Age 34	282	4%	71 25%	71 25%	71 25%	71 25%	0 0%
Married Households with Children	1,907	27%	1,526 80%	191 10%	0 0%	191 10%	0 0%
Single Parent Families	422	6%	169 40%	84 20%	84 20%	84 20%	0 0%
Total (% of total)	6,957	100%	3,909 56%	946 14%	785 11%	946 14%	286 4%

Source: ACS 2007-2011, Community Opportunities Group, Inc.

⁽¹⁾ Approximately half of the two-family/townhomes are assumed to be rental units.

⁽²⁾ May include manufactured home community, assisted living, nursing home, or other group living arrangement.

Based upon the actual number of households in Scituate within each category (ACS 2007-2011), the potential demand for each type of housing is projected. A comparison of the existing housing inventory to potential demand suggests that there is a significantly unmet need for all types of multifamily housing alternatives to serve the town’s current residents. Many single family homes may be occupied by households who would wish to downsize, to live in more compact neighborhoods, or to have maintenance or support services, but cannot find suitable options. The housing gap analysis is limited to households who currently reside in Scituate, and does not account for those who may have relocated to other communities to secure housing that meets their needs. Aging of the town’s households, as projected, will further increase the potential demand for multifamily housing options.

Chart A3-1: Existing Housing Types in Scituate

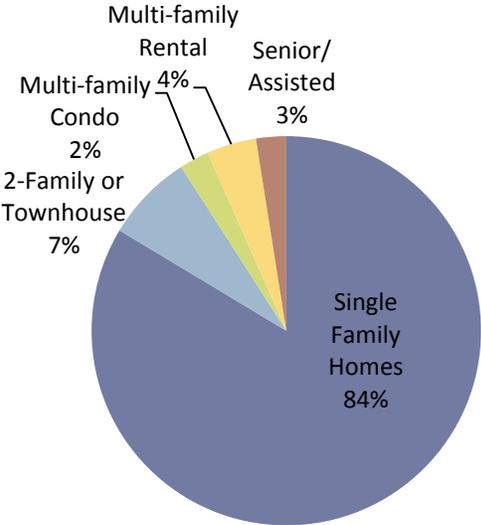
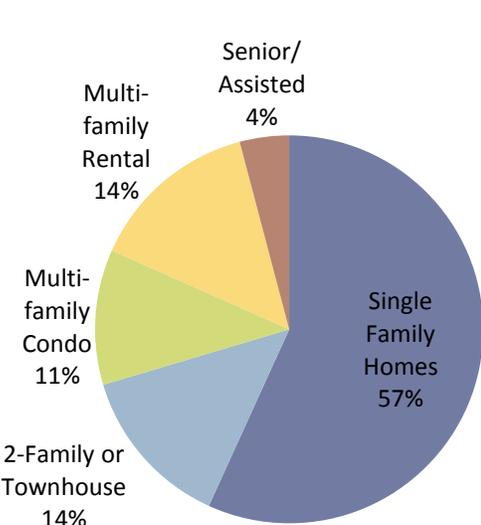


Chart A3-2: Potential Demand for Housing Types in Scituate



Appendix B:
Route 3A Corridor Constraints Maps

Route 3A Corridor Constraints (Northern Section)

DEVELOPMENT CONSTRAINTS

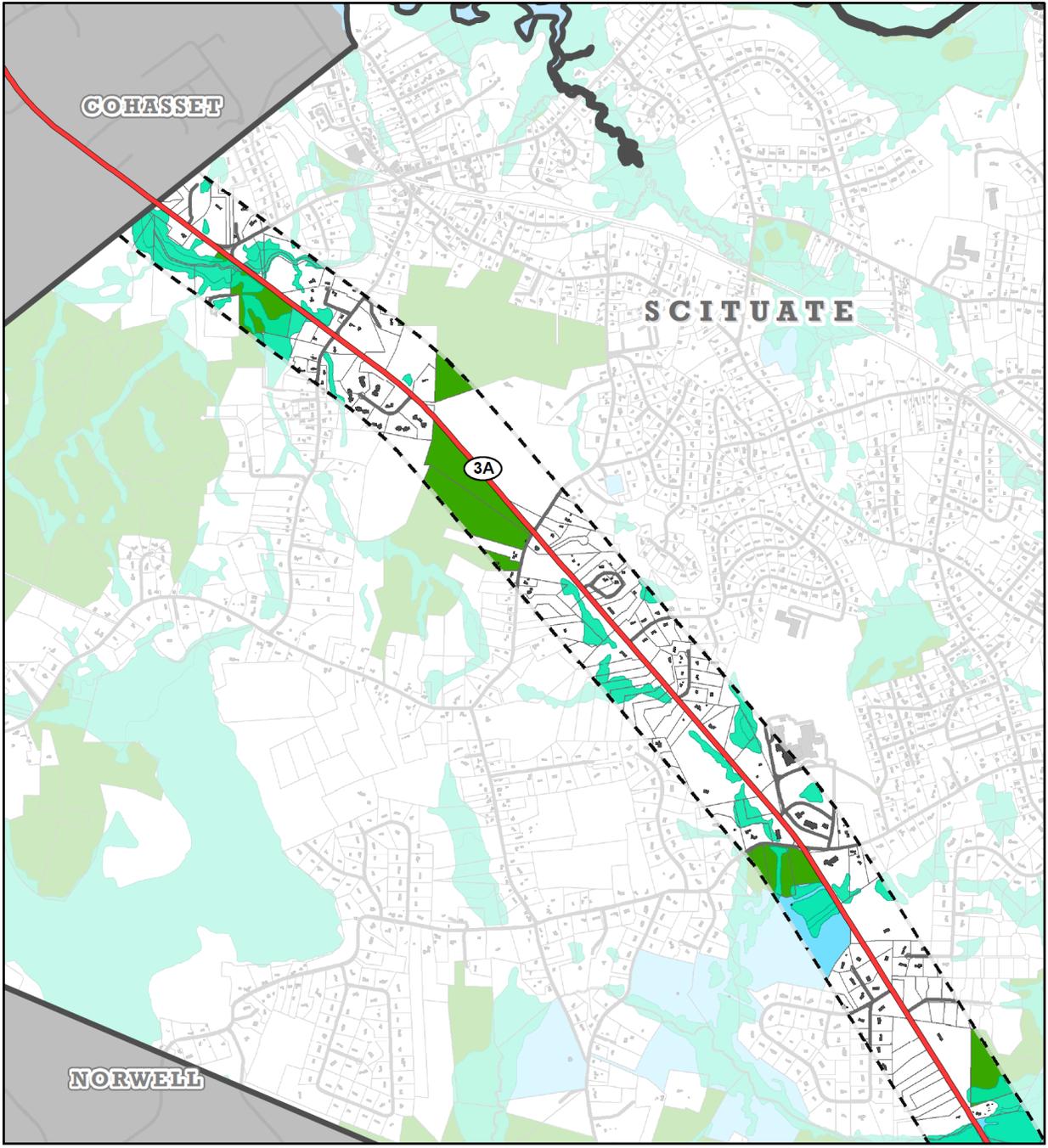
- Wetlands
- Buildings
- Open Space Type by Parcel
 - Town of Scituate Conservation
 - Town of Scituate Water Department
 - State
 - Private Land Trust
 - FEMA
 - North and South River Watershed

- Route 3A Focus Area
- Route 3A
- Roads
- Parcels

0 0.125 0.25 0.5 Miles



Data Sources: MAPC, Town of Scituate, MassGIS, MassDOT
Produced by MAPC, March, 2014



Route 3A Corridor Constraints (Southern Section)

DEVELOPMENT CONSTRAINTS

- Wetlands
- Buildings
- Open Space Type by Parcel
- Town of Scituate Conservation
- Town of Scituate Water Department
- State
- Private Land Trust
- FEMA
- North and South River Watershed

Data Sources: MAPC, Town of Scituate, MassGIS, MassDOT
Produced by MAPC, March, 2014

Route 3A Focus Area

Route 3A

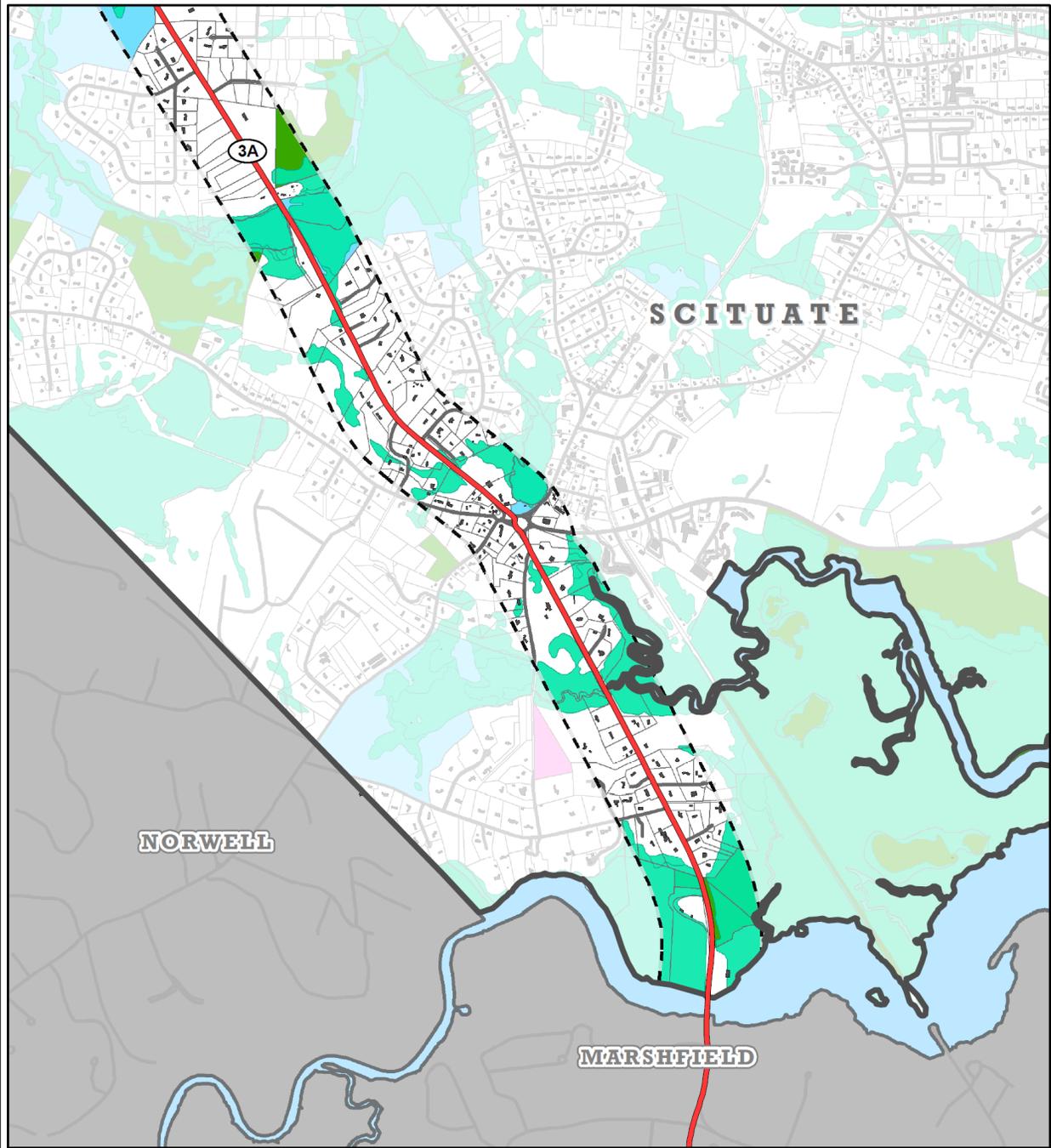
Roads

Parcels



0 0.125 0.25 0.5 Miles

MAPC 50 YEARS
METROPOLITAN AREA PLANNING COUNCIL
SMART GROWTH AND REGIONAL COLLABORATION



Appendix C:
Public Input Summary



Scituate Economic Development Study

Public Open House Summary Findings

Tuesday, May 20, 2014



Town of
SCITUATE MASSACHUSETTS



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 the Scituate Economic Development Study. Over 40 residents and business owners attended the meeting, where they accomplished the following:

- viewed a narrated presentation highlighting the findings from the Market Analysis and Existing Conditions report;
- stated what they felt were Scituate's greatest economic opportunities and constraints;
- prioritized preliminary draft 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 for a half hour or more - and remained to discuss the plan with other attendees, or to ask MAPC staff/EDC members questions about the process and next steps.

While a complete summary of the open house is provided below, 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 but vocal group of participants advocated for more development along Route 3A.

SCITUATE ECONOMIC DEVELOPMENT STUDY

Provide your input to help shape the Town of Scituate's strategy for economic development and growth over the next 10 to 15 years!

Tuesday, May 20, 2014

Scituate Harbor Community Building
44 Jericho Road (formerly Pier 44)
6:00 – 8:30pm

The Scituate Economic Development Commission (EDC), and the Metropolitan Area Planning Council (MAPC) are holding an Open House public meeting to gather community input about the Scituate Economic Development Study.

Drop in at your convenience to:

- View findings from the Market Analysis and Existing Conditions Report completed by MAPC on behalf of the EDC.
- Provide opinions that will help MAPC/EDC to prioritize economic development goals and strategies.
- Participate in mapping and visual preference exercises that will help to prioritize new growth opportunities and business-building enhancements to the existing business districts.
- Ask questions of staff

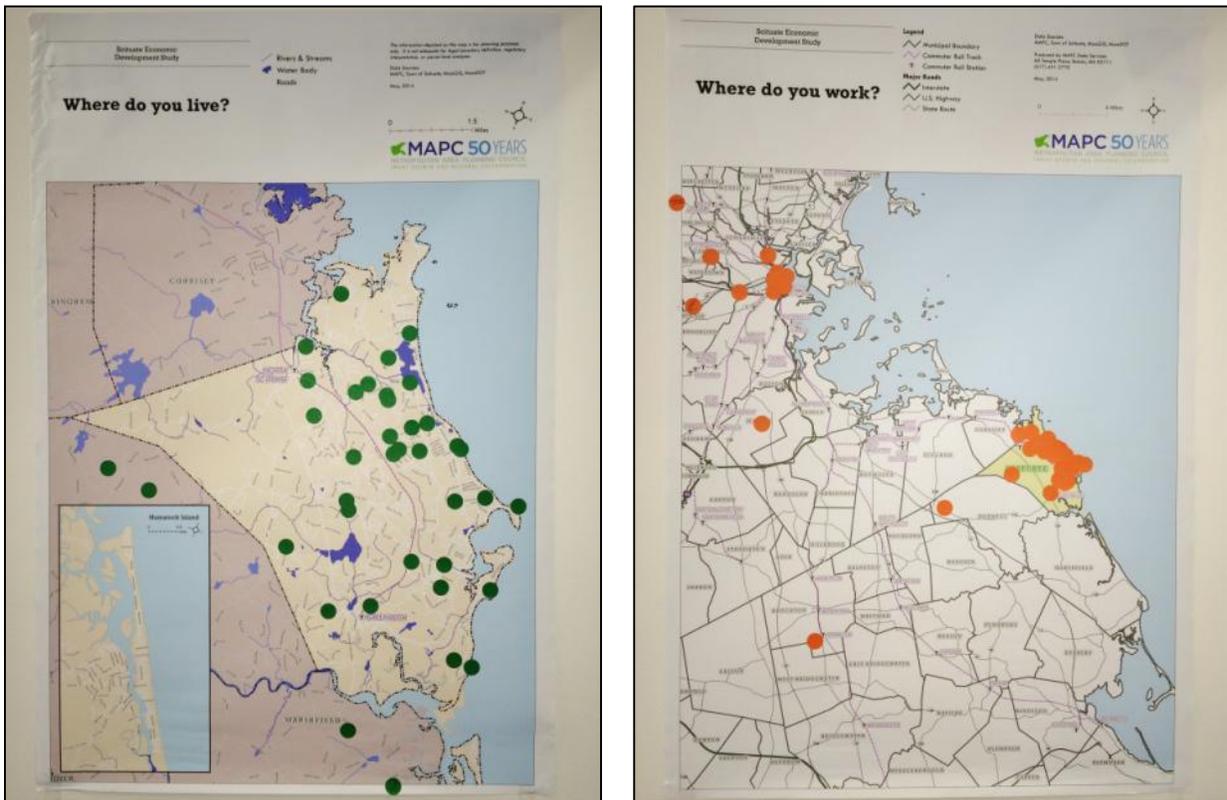
An overview presentation will kick off the event and will be replayed throughout the evening to accommodate schedules.

Open House Summary

Station 1: Where do you live and work?

The first stop for at the open house asked participants to locate where they live and work on maps. As shown in the figures below, the meeting attracted participants from all areas of Scituate, and many worked in town as well, particularly near in the harbor area. Boston was the next most common work location, and nearly a half dozen reported that they worked from home. Also identified was the mode of transit to work with the automobile reported to be the dominant mode, although several took the commuter rail or ferry from Hingham to Boston.

Figure A: Home and Work Locations of Participants



Overview Presentation

After identifying where they lived and worked, participants were able to view a pre-recorded presentation highlighting the findings from the market analysis and existing conditions reports. The presentation provided valuable information about town demographics and economic trends, as well as industry sectors (e.g. tourism, maritime uses) and locations most likely to support future economic growth.

MAPC staff and EDC members were present to answer questions before, during or following the presentation.

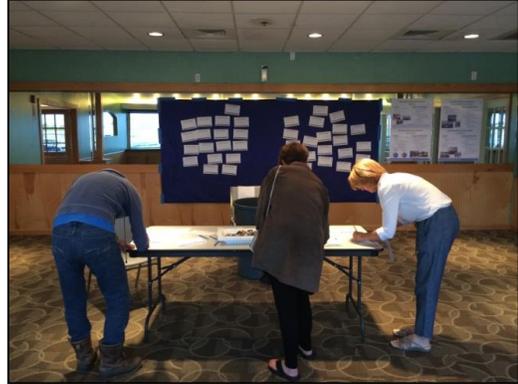
Opportunities and Constraints

Following the presentation, the first engagement station asked participants to provide what they felt to be Scituate's greatest economic opportunities and constraints. Each participant was provided two forms (one for opportunity, one for constraint), which they filled out and placed on a board. A summary of their thoughts is provided below:

Opportunities

- Great restaurant in North Scituate.
- Fill up retail space available on Front St. by slowing traffic + making it desirable for new tenants.
- Health food store on North 3A pull into No. Scituate Village.
- Tourism! Little is done by the town to encourage it. In the 1950's + 60s town hall had a much better focus on how to attract tourism dollars.

- 3A needs to be commercialized.
- We need more diversity in business!! North Scituate needs more parking, sidewalks, and places for young families to go to socialize. Bike path. Update Buildings.
- Development of retail in harbor.
- Location - tourism and short term visitors.
- Use existing land i.e. Rt. 3A + golf course to expand areas for commercial growth.
- Shopping area with restaurants & pavilions/parks for events etc.
- North Scituate business district - if sewerage is extended, could be great village with small rental condo units & business - close to railroad station.
- To develop Rte. 3A for commercial business.
- Tourism, businesses. Scituate as a destination.
- Its underserved population and public transportation amenities.
- Utilize the train - bring people to the business districts with a trolley.
- Recreational facility tied to a new hotel.
- Strategic plan for cell tower coverage/yielding. Non-tax revenue (on town-owned property).
- Promote / kick off a public relations program to catch the Scituate spirit (begins immediately to maximize business resources).
- Identify clearly the 255 acres that can be developed & decide on residential / commercial requirements.
- Promote Scituate as the greatest/safest town on the south shore for biking (as in bicycling).
- Bringing additional artists and crafts to harbor.
- Create a Mass Cultural District in Scituate harbor.
- Use the water to bring people in: clam shacks, weddings, B&B w/large towns like Newport.
- Bring people into our beaches, historic & recreational sites FROM THE TRAINS.
- Bikers & walks - PR /marketing from South Station & Boston hotels.
- We need electric shuttles from train stations to biz districts and connecting bike trails so people can bring their bikes on the train!
- Greenbush.
- Clubhouse/Hotel at Widows.
- Greenbush area housing and mixed use.



Constraints

- Access/distance from highway.
- Limited potential of customers.
- We don't "market" Scituate like Salem, Newburyport, or north shore of Boston. People in Boston area are not familiar with us.
- Traffic speed on Front St (the Harbor) too fast for future patrons to see what's available.
- It is NOT parking!!!! Stop thinking we need to accommodate CARS. We need PEOPLE WITHOUT CARS!! Walkers, bikers, electric shuttles from train stations!!!!

- What does Scituate want to be?? We don't know. Tourist Destination?
- Not enough housing for rental to increase workforce.
- The weekend stopping of the train.
- No public parking.
- No public transportation.
- Not transit friendly.
- Location/access to highway.
- Sewer constraints.
- Lack of sewerage in North Scituate Village.
- Town sewer.
- Not enough people that can "walk by", no sidewalks.
- Scituate is NOT easy to get to.
- North Scituate has no sewer connections.
- FEAR of change.
- Speeding traffic on Front St.
- North Scituate sewer.
- Lack of space.
- Some of us like the town as it is.
- We can't drink the water: it's brown (feels like a 3rd world country).
- Lack of grocery stores.
- For many of us, volunteers in particular, it appears that town employees do not feel responsible to those who pay their salaries.
- Serious safety concerns in the harbor with regard to speed and yielding to pedestrians on Front St. There have been accidents - not good for businesses or for the overall town.
- Many local people seem to resist change.
- The town is an end destination so doesn't have enough traffic.
- Location - away from highways, boarding the train.
- Sewer constraints.
- Permitting with town hall. Little help from town officials supporting new business and development.
- Expanding permitting to allow more restaurants/commercial opportunities.
- Expand Scituate Harbor Commercial zone.
- Sewer in N. Scituate.
- Lack of public funding.
- Vision: What is Scituate's vision of the future?
- Mission: how is vision translated into mission?
- Action plans- land, business, marketing/public relations.
- It is all about transforming Scituate into one cool place to live/visit/enjoy.
- Golf course land loses money for the Town.
- Location.
- We don't need more businesses, we need more people at our current businesses.



Draft Goals and Strategies: Priorities

The next engagement exercise allowed participants to prioritize draft goals and strategies for the town to encourage economic growth. At this station, several boards were displayed with the draft goals and strategies (See below tables) developed by MAPC and the EDC based on findings from the market analysis and existing conditions report. Prior to beginning the exercise, participants were given three sticker dots. They were then instructed to review all of the goals and strategies first, and then to place their dots next to what they felt were the top three priorities. The number of dots for each was then tabulated by the planning team, and is included in the left hand column below. Based on the results, 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. (The top 5 strategies from the meeting are highlighted with green boxes.)



#of dots	DRAFT GOAL:
	Maximize benefits of Scituate's geographic location as a coastal community with public transportation access to Boston to attract new economic development.
22	Continue to focus new development - commercial, multifamily residential, mixed-use - in existing village centers where market opportunities are strongest.
9	Expand maritime research and educational opportunities in Scituate. (e.g. identify locations for research/education facilities, work with institutions interested in developing programs.)

#of dots	DRAFT GOAL:
	A growing and thriving tourism industry with more amenities and activities year round.
4	Further expand beach access to attract more visitors and their spending to Scituate. (e.g. daily passes through merchants, or online ticketing)
7	Explore ways to open a new hotel with conference/function facilities to provide additional lodging options to attract more tourists and small business conferences.
10	Provide more tourism options/programming in the harbor and other village areas. (e.g. festivals, special events, restaurant weeks, holiday events.)
15	Explore development of additional recreation facilities to attract more visitors and their spending to Scituate businesses. (e.g. kayak/boat rentals, bike/walking trails)

#of dots	DRAFT GOAL: Identify additional revenue sources to reduce Scituate's reliance on its residential tax base.
0	Increase revenues generated from Scituate Harbor. (e.g. charge for parking at Cole Parkway during peak hours, etc.)
3	Increase revenues derived from local option taxes. (e.g. strategies to open more restaurants and adopting a local room occupancy excise tax on hotel rooms.)

#of dots	DRAFT GOAL: Improve marketing of Scituate locally and regionally to attract more investment.
16	Develop a comprehensive marketing strategy for the town.
14	Make Scituate the most business-friendly town in the South Shore to better attract desired development. (e.g. Create a "How to do Business in Scituate" guide. Streamline permitting. Etc.)
5	Market commuter rail service and Scituate's many amenities to Boston visitors to potentially attract more tourists.

#of dots	DRAFT GOAL: Improved transit access to and from Scituate, and more alternatives to automobile travel within Scituate.
6	Advocate for weekend MBTA commuter rail service to provide direct transit access to and from Scituate on weekends to better serve resident needs, and attract tourists (day trippers, weekend stays.)
2	Advocate for later weeknight service to Scituate from Boston to provide transit option to attend cultural and sporting events.
4	Explore shuttle bus options between Greenbush and the Harbor, particularly during the summer season and major events.
3	Improve parking capacity in the Harbor area. (e.g. Parking study to maximize use.)

Visual Preference Collage Exercise

Next, participants were asked to create visual preference collages for each of the economic opportunity areas identified through the market analysis and existing conditions research. This included all four town villages – Scituate Harbor, Greenbush, North Scituate, and Humarock – and Route 3A.

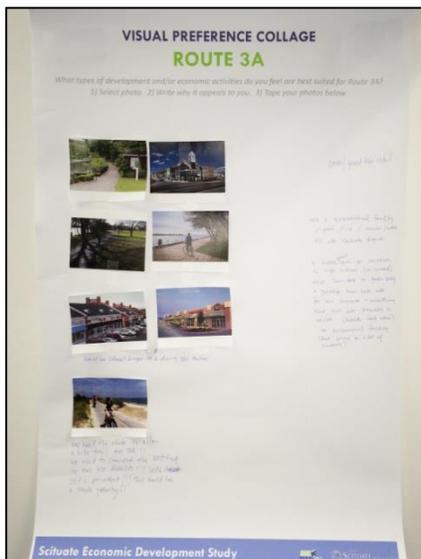
Participants perused hundreds of images depicting different building styles and typologies, from multi-story mixed-use buildings to single family homes to commercial strip mall development, as well as recreational and programming activities. After review, participants selected one image for each area that they felt represented a desired building type or activity they wished to see there. They were also encouraged to specifically note why they liked each image. These collages will help inform the final recommendations. An overview of each is provided below.



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.

Comment Sheets

Finally, open house participants were provided with a comment form on which they were able to provide additional feedback that was not captured at the stations. Nearly a dozen participants took the opportunity to provide additional feedback. Transcriptions of the comments are provided below.

Comment 1

I love the concept of a strategic plan for Scituate.

- Include cell tower needs on town property to generate non-tax revenue from all providers
- Public relations programs!
 - A. “Catch the Scituate Spirit” as a great place to live, visit, and totally enjoy – creating a destination for visitors

- B. Turn Scituate into the bicycling town on the south shore – create scenic routes and identify village. Coordinate a safe driving campaign with the police department so bikers feel safe.
- C. 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.
 - Maximize the 255 acres for development to include the Ellis Property.

Comment 2

Observation: the signage all depicted fairly dense “zones” – North Scituate, Humarock, Downtown, etc... Keeping the town “feel” is important to attracting people as it is to development. If there are larger, less dense zones that have room for larger commercial development, you begin to bring more economic activity without over developing areas that have already have economic activity – there is only so much to be done in the harbor (and other areas) – 3A stretches a large portion of Scituate and has virtually no development.

Comment 3

I would like to spend more money on Greenbush and Harbor business district than on building projects like proving grounds on Hatherly.

Comment 4

Improve on signage and identify this area as entrance to Scituate. Menu Board: all areas of town.

Comment 5

Slow the traffic down on Front St. Make pedestrian safety a priority!

Comment 6

Change the parking – lot not on the water and put the store and restaurants on the water
 Lots of pedestrian friendly
 Bike lots
 Kayak / SUP rental
 Use the water to bring people there

Comment 7

Improve safety on Front Street, with posted speed limits (reduce the speed), cross walks, and signage to “yield to pedestrians”. Enforcement with fines is also an important component.

Comment 8

Low economic base because of tourist industry. Centered around tourism industry.
 What else can bring economic growth 12 months out of the year?
 Bulldoze golf course! Costs money for the town since it's been built.
 Need small business/factories – make money all year round.
 Train: bring T on weekends. MBTA huge debt would bring us further into debt. 2 cars only could be an option.
 Agenda 21: Smart Growth doesn't work anywhere.

Comment 9

Need to create harbor district as a MA Cultural District and attract craftsmen and artists like Rockport. Additional low cost work stations where artists can sell their crafts.

Comment 10

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.

Comment 11

Nothing can happen without sewerage!

Improve signage to identify the entrances to North Scituate and what it offers.

Appendix D:
Opportunity Sites Analysis

Scituate Economic Development Study

Opportunity Sites

PRELIMINARY ANALYSIS

FOR DISCUSSION PURPOSES ONLY.

THESE ARE NOT RECOMMENDATIONS

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Purpose: Opportunity Site Analysis

- More detailed “village plans” will be created for:
 - North Scituate
 - Greenbush
 - Scituate Harbor
- Goal is to understand the impacts of different development types (commercial only, residential only, mixed-use) on a select group of opportunity sites.
 - tax revenues generated from each type
 - Town costs (water/sewer capacity, schools)
- Results will help inform final recommendations for each area, and any potential zoning changes/revisions needed to achieve desired result.
 - Final recommendations will be consistent with Market Analysis findings.
- This document identifies a preliminary group of sites.
 - Is this the right set? Which should be eliminated? Should any be added?

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Opportunity Site Identification

Site Selection Process (Scoring):

➤ Clustered adjacent properties into larger opportunity sites.

For purposes of analysis, larger sites hold more potential for redevelopment with a mix of uses, in part due to parking requirements and access.

Excluded most residential property and condominium development as they are typically more difficult to redevelop/consolidate.

Important Note: Sites do not represent proposed development projects. They are purely for planning purposes to identify fiscal impacts from upcoming development scenarios.

- 1 acre or more = High opportunity
- 0.5 to 1.0 acres = Medium opportunity
- Less than 0.5 = Limited opportunity

➤ Parcel Ownership

- Single Owner/Publicly Owned: High opportunity
- Two owners/adjacent: Medium opportunity (requires some land assembly)
- Over two owners/adjacent: Limited opportunity (requires considerable land assembly)

➤ Analyzed I/L Value Ratio of Parcels in each Village Area

The I/L Ratio calculates the value of Improvements (buildings) compared to the value of the land. When the value of the improvements are lower than (or slightly more than) the value of the land, the opportunity for redevelopment is higher. When the improvements are significantly more valuable than the land, there is little opportunity for redevelopment.

- Under 1.0 = High opportunity
- 1.0 to 2.0 = Medium opportunity
- 2.0 and up = Limited opportunity

➤ Number of Floors/Existing Development

The Village Business District Overlay allows for up to 3 stories in the area. Thus, parcels with only one story have the ability to increase density significantly, those with two have some ability, and those with 3, have limited to no ability to increase density, depending on parcel size.

- Vacant or 1 floor – High Opportunity
- 2 floors – Medium Opportunity
- 3 floors – Limited Opportunity

➤ Visibility

- Corner and Gateway Parcels: High opportunity
- Fronts Main Corridor (But not corner): Medium opportunity
- Minimal Street Frontage: Limited opportunity

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scoring System

	Opportunity		
	Low (1 point)	Medium (2 points)	High (3 points)
Acreage	Less than 1	1 to 2	2 or more
Ownership	4 or more	2 to 3	1 or Public
I/L Ratio	2.0 and Up	1.0 to 2.0	Less than 1.0
Number of Floors	3	2	1 or less
Visibility	Minimal Frontage	Main Access Corridor	Corner Frontage

➤ Sample

North Scituate

Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
A1	2.7	3	2 Public	3	0.1	3	0	3	Corner	3	15	Very High
A2	0.3	1	2	2	1.5	2	2	2	Not	2	9	Medium Low
B	1.1	2	2	2	3.7	1	2 to 3	1	Not	2	8	Medium Low
C	2.2	3	1	3	1.5	2	1	3	Corner	3	14	Very High
D	1.7	2	4	1	1.6	2	1	3	Not	2	10	Medium
E	1.6	2	1	3	0.6	3	1 to 2	2	Not	2	12	High
F	0.7	1	3	1	2.2	1	1 to 2	2	Not	2	7	Low
G1	1	2	1	3	1.7	2	1	3	Corner	3	13	High
G2	1.2	2	3	2	2.7	1	1	3	Corner	3	11	Medium
H	1.2	2	1	3	2.6	1	1 to 2	2	Not	2	10	Medium
I	5.3	3	1	3	n/a	3	2	2	Off	1	12	High

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

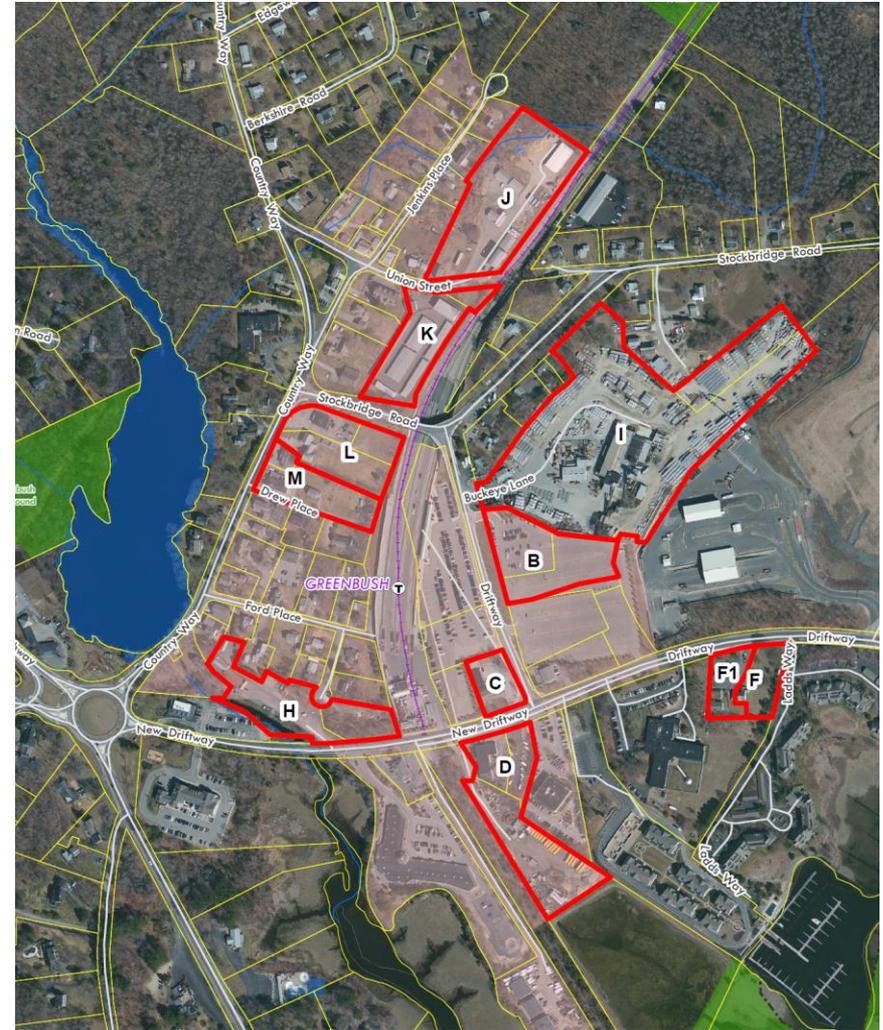
Greenbush

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush Opportunity Sites

Redevelopment Potential

- Opportunity Sites Identified: 13
- Greatest opportunities are adjacent to the MBTA commuter rail station.
- Some sites could be divided, but for tax base analysis, larger sites were used.



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site A

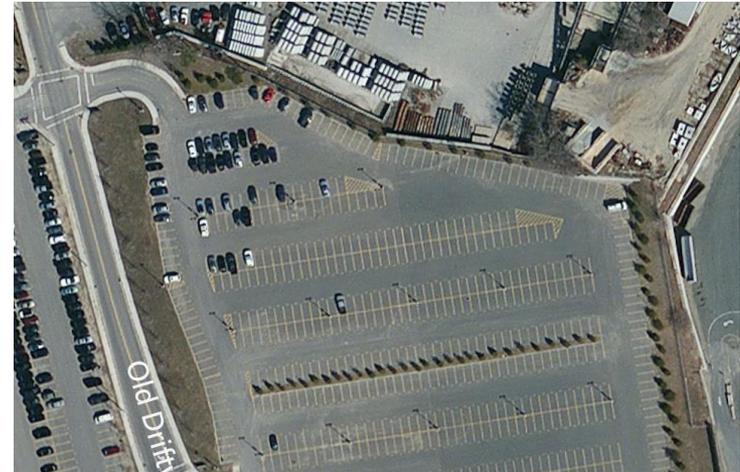


Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
A	3.1	3	1 to 2	3	0.2	3	0 or 1	3	Corner	3	15	Very High

- Recently sold by MBTA. Can redevelop MBTA parcels. Assembling these with privately owned corner lot, would make the site very attractive.
- Holds potential for a larger mixed use development and to anchor the area.
- Proximity to transfer station may be problematic for residential. Relocated transfer station would be beneficial.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site B

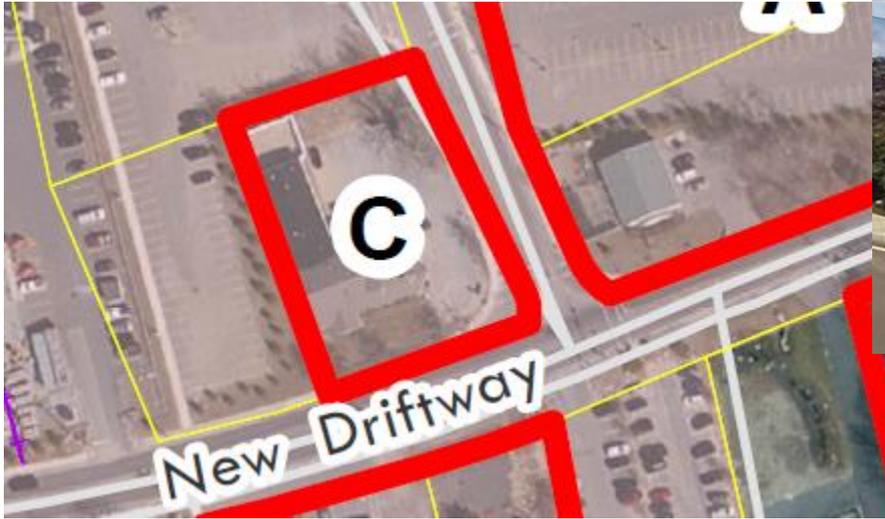


Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
B	2.2	3	1	3	0	3	0	3	Off	2	14	Very High

- Major impediment to redevelopment is parcel is MBTA parking for Greenbush Station. Site A has already been sold, thus may be difficult to develop, given that MBTA parking revenues were used to secure bonds.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site C



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
C	0.7	1	1	3	3	1	1	3	Corner	3	11	Medium

➤ Text

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site D



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
D	3	3	2	2	1.3	2	1	3	Corner	3	13	High

- Good frontage along New Driftway near key, anchor intersection.
- Strong potential for some retail along New Driftway, and residential away from the road near existing townhouse condominium development.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site E



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
E	5.3	3	1	3	5.5	1	2	2	Off	2	11	Medium

➤ Text

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site F



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
F	1.4	2	2	2	1	2	2	2	Off/Edge	1	9	Medium Low

- Historic building.
- Any potential redevelopment would need to incorporate this structure.
- Redevelopment is therefore less likely.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site G



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
G	7.7	3	3	2	2.3	1	1	3	Off	2	11	Medium

- Redevelopment less likely. Higher I/L ratio. Recent investment (Dunkin Donuts) However, should market conditions improve significantly, redevelopment could occur.
- Could incorporate existing retailers into a new, higher density, mixed-use development.
- Parcel to the south could support residential uses, similar to the condominium developments just to the north.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site H



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
H	2.3	3	2	2	0.8	3	1	3	Off	2	13	High

- Potential to serve as a Gateway development, particularly if parcels can be assembled for a larger development.
- Recent, successful development (JW Burger Bar, Pizza spot) would likely make this a mid-to long-term investment site.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site I



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
I	10.9	3	1	3	0.5	3	0	3	Off	2	14	Very High

- Light industrial storage yard is not the best use for a large parcel near a commuter rail station.
- Parcel is large, and very close to station area, as well as large opportunity sites. Multiple access points – Driftway and Stockbridge Road (strong circulation).
- Holds potential for a larger mixed use development and/or higher density residential.
- Proximity to transfer station may be problematic for residential. Relocated transfer station would be beneficial.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site J



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
J	3.7	3	1	3	0.9	3	1	3	Off/Edge	1	13	High

- Light industrial/storage not the best use for a large parcel near a commuter rail station.
- Parcel is large, and short walk to commuter rail and Country Way.
- Holds potential for higher density residential.
- Proximity to train tracks may be seen as impediment to residential. But sound barrier could alleviate most issues. Trains also going slow at this point and are infrequent.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site K



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
K	1.8	2	1	3	2.4	1	1	3	Off	2	11	Medium

- Self-storage not the best use for a site so close to a commuter rail station, but I/L ratio is quite high.
- Parcel is large, and short walk to commuter rail and Country Way stores.
- Holds potential for higher density residential.
- Proximity to train tracks may be seen as impediment to residential. But sound barrier could alleviate most issues. Trains also going slow at this point and are infrequent.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site L



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
L	1.9	2	1 to 2	3	0.8	3	2	2	Corner /off	2	12	High

- Single floor retail, and older (historic?) home near train station.
- Parcel is large, at the corner of connective intersection, and short walk to train station.
- Holds potential for mixed-use and higher density residential – already proposed by Ford.
- Proximity to train tracks may be seen as impediment to residential but sound barrier alleviates much concern.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Greenbush: Site M



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
M	1.4	2	1	3	1	3	1 to 2	2	Off	2	12	High

- Single floor commercial, with two story package store. Large area of open land behind.
- Parcel is large, along established area of smaller retail, and short walk to train station.
- Holds potential for mixed-use and higher density residential.
- Proximity to train tracks may be seen as impediment to residential but sound barrier alleviates much concern.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

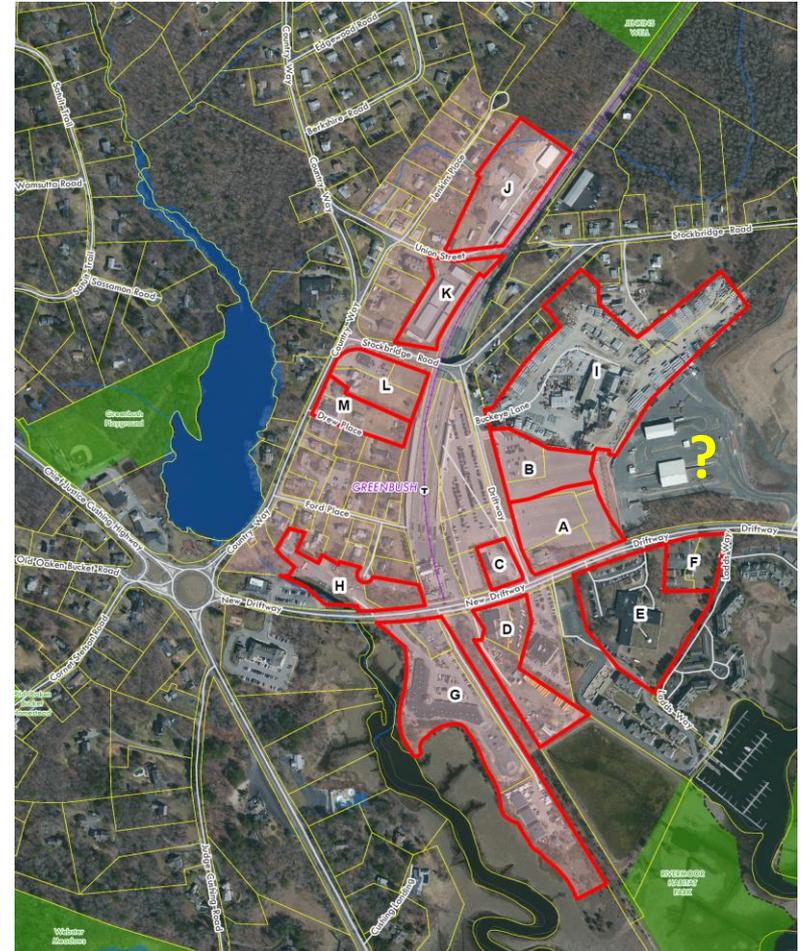
Greenbush: Redevelopment Priorities

➤ Key Ideas/Strategies

- Create a village center setting with higher density mixed use near train station @ Driftway/New Driftway intersection.
- Concentrate lower density mixed use along Country Way.
- Encourage multifamily residential in peripheral areas

➤ Priorities

- High - Mixed-Use High Density
 - A, D, H
- High – Mixed-Use Medium Density
 - L, M
- Medium - Mixed Use:
 - C, G
- High – Multifamily Residential
 - I, J
- Medium – Multifamily
 - K
- Low – Mixed Use/Multifamily:
 - B, E, F



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate Opportunity Sites

Redevelopment Potential

- Opportunity Sites Identified: 9
- Redevelopment will require sewer.
- Some sites could be divided, but for tax base analysis, larger sites were used.



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site A1



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
A1	2.7	3	2 Public	3	0.1	3	0	3	Corner	3	15	Very High

- Underused MBTA parking lot, and small Town-owned historic building.
- Excellent "gateway" development opportunity for mixed use or multi-family residential with room to handle onsite parking.
- MBTA ownership likely an impediment as MBTA typically seeks a 1 to 1 parking replacement (for public use) for any redevelopment.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

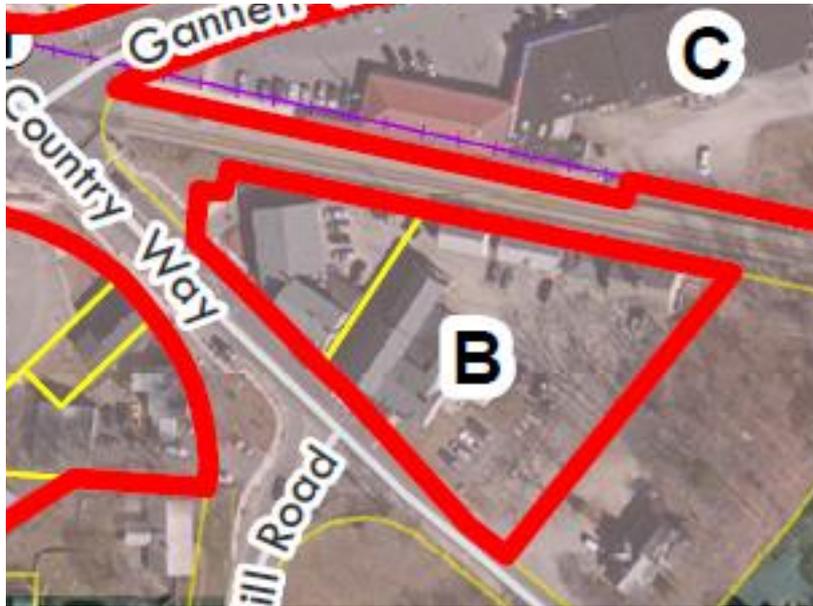
North Scituate: Site A2



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
A2	0.3	1	2	2	1.5	2	2	2	Not	2	9	Medium-Low

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site B



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
B	1.1	2	2	2	3.7	1	2 to 3	1	Not	2	8	Medium-Low

- Parcels already evoke the mixed-use feel, and are high value.
- Redevelopment is not a priority.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site C



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
C	2.2	3	1	3	1.5	2	1	3	Corner	3	14	Very High

- Largest, single-owner parcel(s) in North Scituate.
- Single-story commercial only development offers significant opportunity for higher density mixed-use retail and residential combo.
- Could be redeveloped in phases to allow existing retail tenants to remain during construction.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site D



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
D	1.7	2	4	1	1.6	2	1	3	Not	2	10	Medium

- Given need for parcel assembly, as well as single family use in rear parcel, would be difficult to redevelop.
- Potential to develop

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

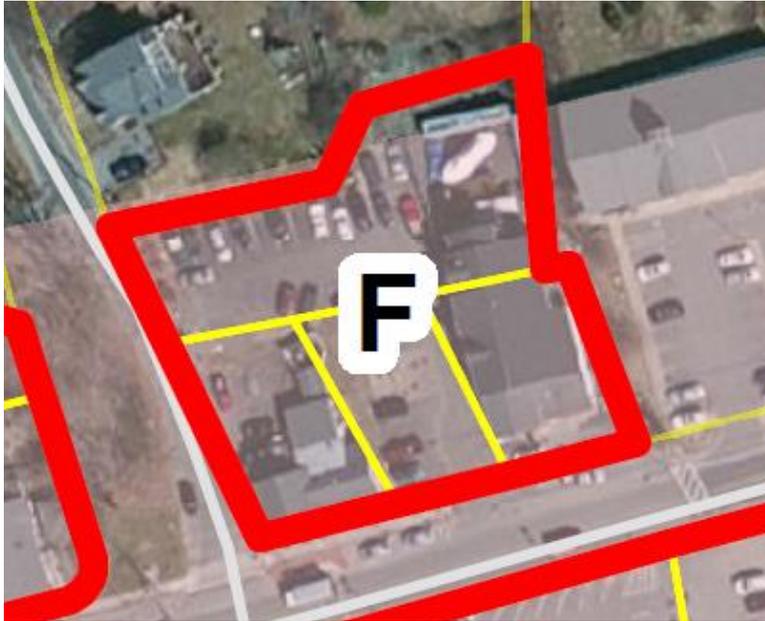
North Scituate: Site E



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
E	1.6	2	1	3	0.6	3	1 to 2	2	Not	2	12	High

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site F



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
F	0.7	1	3	1	2.2	1	1 to 2	2	Not	2	7	Low

- Strong location for redevelopment, but given small size of parcels, the need for assembly, and the higher improvements to land value ratio, may prove difficult.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site G1

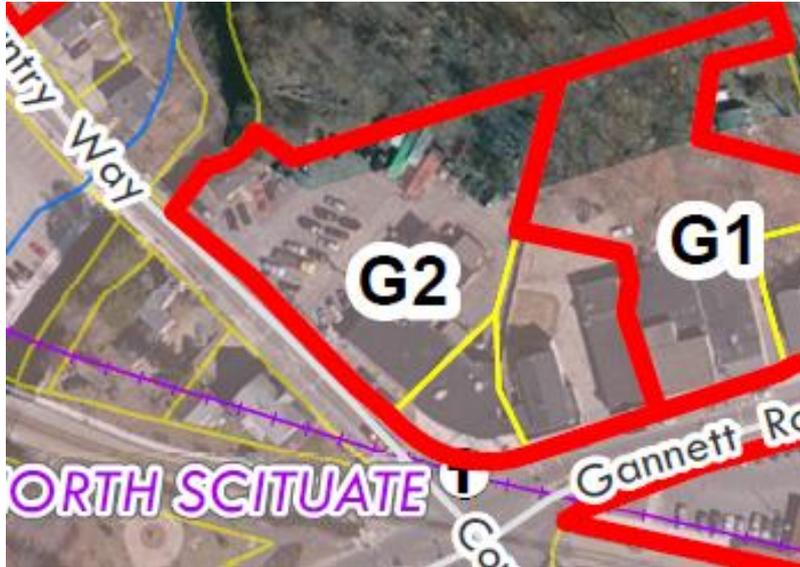


Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
G1	1	2	1	3	1.7	2	1	3	Corner	3	13	High

- Corner/"gateway" location would make this an attractive location for additional mixed-use development.
- Single ownership of the two parcels would not require land assembly negotiations.
- If combined with G2, potentially significantly improves.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site G2



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
G2	1.2	2	3	2	2.7	1	1	3	Corner	3	11	Medium

- Although only scoring at Medium, the corner/"gateway" location would make this an attractive location for additional mixed-use development.
- Multiple ownership makes it more difficult, but if solved, move it into high opportunity.
- If combined with G2, potentially significantly improves.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site H



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity Medium
H	1.2	2	1	3	2.6	1	1 to 2	2	Not	2	10	

- Existing structures have high value compared to land. However, given lack of sewer, land values are lower.
- Proximity to train station would allow for higher-density residential/upper floor residential mixed-use, or horizontal mixed-use with retail/office along road, and housing in the rear.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

North Scituate: Site I



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
I	5.3	3	1	3	n/a	3	2	2	Off	1	12	High

- Large parcel, directly adjacent to the train station holds potential for a higher density mixed-income residential development with a mix of incomes.
- Should assure 1:1 replacement of affordable units – and add more.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

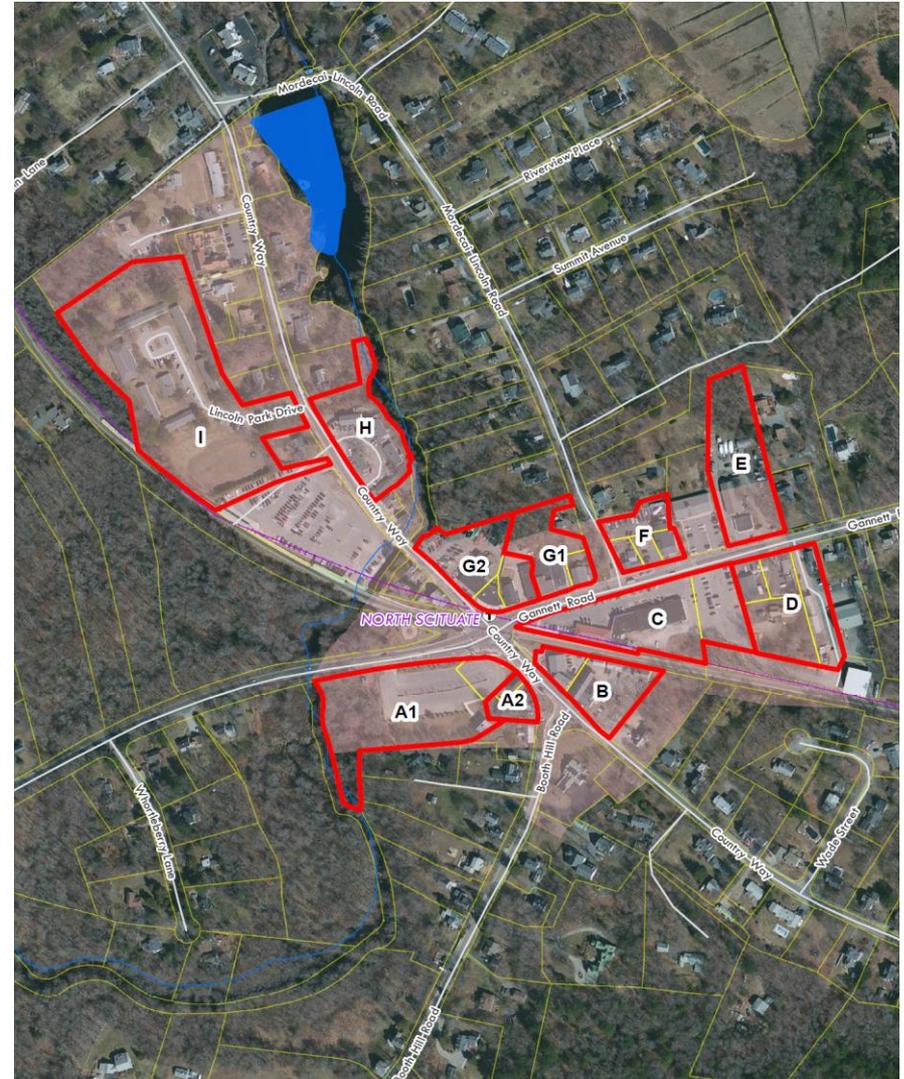
Redevelopment Priorities

➤ Key Ideas/Strategies

- Concentrate Mixed-Use in center of village and near MBTA Station (where there is street frontage)
- Encourage multifamily residential in peripheral areas

➤ Priorities

- High - Mixed-Use:
 - A1, C, G1
- Medium - Mixed Use:
 - G2, H
- High – Multifamily Residential
 - E, I
- Medium – Multifamily
 - D
- Low – Mixed Use/Multifamily:
 - A2, B, F



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Harbor Area Opportunity Sites

Redevelopment Potential

- Opportunity Sites Identified: 8
- Most would require land assembly.
- Some sites could be divided, but for tax base analysis, larger sites were used.



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site A



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
A	6.2	31	1	3	0	3	0	3	Off	1	13	High
				Public								

- Cole Parkway parking lot.
- High opportunity based on scoring system, but low, given need for parking (seasonally).
- Could potentially support temporary/seasonal programming to enliven waterfront.
 - Artist shacks.
 - Open markets, Etc.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site B



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
B	1.8	2	3	2	2.3	1	3	1	Corner /Entry	3	9	Medium-Low

- Great gateway parcel for larger development.
- Mixed use already in place on corner. Could support some increased density, particularly with parcels in the rear.
- Not a priority site given the high I/L ratio.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site C



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
C	2.8	3	2	2	1.4	2	1	3	Corner /Entry	3	13	High

- Any redevelopment opportunity should include market as part of mixed-use development.
 - Ideally up along Front Street with parking in the rear. Residential could go above.
- Largest, high visibility site anywhere along Front Street.
- Parking, although private, is used by Front Street customers. Must look at parking strategies.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site D



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
D	1	2	3	2	2.0	2	1	3	Corner	2	12	High

- Good visibility along Front Street at corner to Otis Place and entrance to Cole Parkway.
- Existing single story building in center of Harbor Village with potential for greater development, particularly if lots can be assembled. Even without assembly, parcels hold potential individually.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site E



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
E	0.7	1	2	2	1.6	2	0 to 1	3	Off	2	10	Medium

- Good visibility along Front Street.
- Only gas station within the Harbor. Nearest is miles away. Valuable for owner.
- Vacant parcels behind hold potential for customer parking for northern sections of the harbor area.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site F



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
F	0.4	1	1	3	1.4	2	2	2	Off	2	10	Medium

- Good visibility along Front Street.
- Adjacent to potential parking area behind gas station.
- Small parcel (under half acre) makes redevelopment difficult given parking requirements. If could be assembled with Area G, holds more potential.
- Need to identify if historic structure.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site G

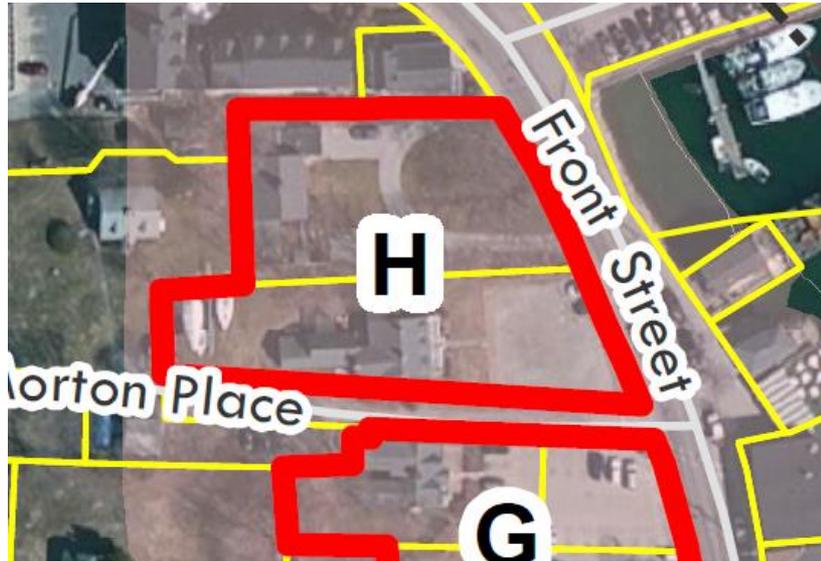


Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
G	0.6	1	3	2	1.00	3	1	3	Entry	3	12	High

- Parking currently used for TK O'Malley's in area with limited parking. Thus, additional parking capacity would need to be added.
- At the entry of the business district. Would be highly visible.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Scituate Harbor: Site G



Site	Parcel Acreage		Ownership		I/L Ratio		Floors		Visibility		Score	
	#	Score	#	Score	#	Score	#	Score	#	Score	Total	Opportunity
H	0.7	1	2	2	0.7	3	2	2	Corner/Entry	3	11	Medium-High

- At the entry of the business district. Would be highly visible.
- Parcel could likely accommodate on-site parking.
- Good access to Town Pier.
- Although scores Medium-High, given location as entry to Harbor Village, opportunity is higher.

FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Harbor Area Opportunity Sites

Key Ideas/Strategies

Identify additional opportunities for mixed-use development with ground floor retail and upper floor residential. Also, identify key location for additional parking in the northern portion of the area.

Opportunities

High - Mixed-Use

C, D, H

High – Parking (and open space)

A, E

Medium - Mixed Use:

F, G

Medium – Multifamily

D

Low – Mixed Use/Multifamily

B



FOR DISCUSSION PURPOSES ONLY. THESE ARE NOT RECOMMENDATIONS.

Appendix E:
Village Area Plans Analysis

Scituate Economic Development Study

Village Area Economic Development Concepts

PRELIMINARY ANALYSIS

FOR DISCUSSION PURPOSES ONLY.

ANALYSIS TO GUIDE VILLAGE AREA PLANNING STRATEGIES

FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Work to Date

- Through ED study, identified need for strategic “village plans” :
 - North Scituate
 - Greenbush
 - Scituate Harbor

- Identified revenue implications of different development types
 - Retail only vs. Mixed-use retail/residential
 - tax revenues generated from each type
 - Town costs (schools, **water/sewer capacity – still need to do**)

- Results indicate mixed-use development would bring more revenue to Scituate than retail alone.
 - Even with school costs factored in.
 - Zoning Recommendations: 40R, Tweaks to Village Business Overlay?

- Draft Area Plans.
 - Area plans should focus on opportunities identified in Market Study.

FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Greenbush

FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Greenbush Opportunities

- Greatest redevelopment Potential
 - 13 preliminary Opportunity Sites Identified: 13
 - Greatest opportunities are adjacent to the MBTA commuter rail station.
- Analyzed A, D, L
 - Mixed Use: Retail and 2 floors residential
 - Retail: 1 Floor retail
 - Both assume surface parking



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Greenbush: Site A

➤ Assumptions:

- 3.05 acre site
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$11,500

➤ Mixed Use

- Residential: 58,000 SF
 - 58 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 29,000 SF
- Estimated Tax Revenue: \$216,000
 - Tax Revenue minus school expenditures: \$100,000

➤ Retail Only

- Retail: 44,000 SF
- Estimated Tax Revenue): \$93,000

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.2 kids per unit (1 in every 5 units), mixed-use revenues exceed retail only.
- Should more children live in these units, 40R zoning (which includes 40S payments for school costs) would be a good “insurance policy”.



Greenbush: Site D

➤ Assumptions:

- 2.9 acre site
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$15,575

➤ Mixed Use

- Residential: 58,000 SF
 - 56 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 27,950 SF
- Estimated Tax Revenue: \$209,300
 - Tax Revenue minus school expenditures: \$96,650

➤ Retail Only

- Retail: 42,600 SF
- Estimated Tax Revenue: \$90,100

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.20 kids per unit (1 in every 4 units), mixed-use revenues exceed retail only.
- Should more children live in these units, 40R zoning (which includes 40S payments for school costs) would be a good “insurance policy”.



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Greenbush: Site L

➤ Assumptions:

- 1.9 acre site
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$13,339

➤ Mixed Use

- Residential: 36,500 SF
 - 37 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 18,200 SF
- Estimated Tax Revenue: \$136,700
 - Tax Revenue minus school expenditures: \$63,120

➤ Retail Only

- Retail: 27,800 SF
- Estimated Tax Revenue: \$58.850

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.20 kids per unit (1 in every 4 units), mixed-use revenues exceed retail only.
- Should more children live in these units, 40R zoning (which includes 40S payments for school costs) would be a good “insurance policy”.



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Greenbush Analysis

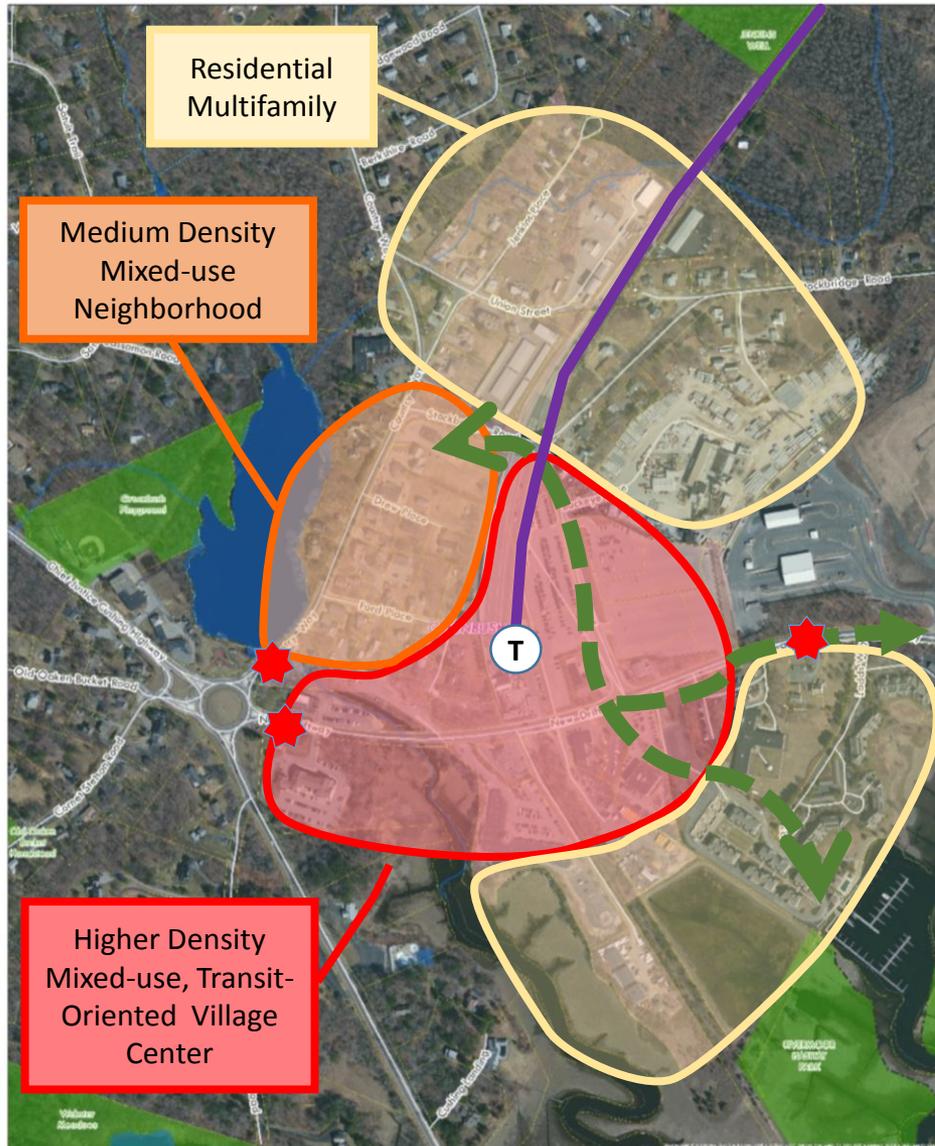
MIXED-USE v. RETAIL

- Mixed-use generates more tax revenue (even with children factored in).
 - Note: used a high retail psf value (nearly double)
- With mixed-use, retail potential on just 3 sites totals up to 75,000 SF
 - Total opportunity in market analysis is \$80K town-wide
- Retail-only potential for up to 115,000 SF
 - Exceeds market potential

RECOMMENDATIONS

- Zoning changes
 - Consider 40R zoning for the current Village Business Overlay District
 - Consider removing portion of VBOD and make it multifamily
 - Not currently mapped anywhere in Town
 - Amend VBOD retail ground floor requirements to only require street facing areas to be retail

Greenbush Area Plan



➤ Encourage higher density mixed use along the Driftway

- Residential up to 4 stories (40R?)
 - 20+ du/acre
 - Hotel?
- Destination retail (e.g. market, regional chains, pharmacy, restaurants, etc.)



➤ Support medium density mixed use/multifamily along Country way

- Residential up to 3 stories (up to 20 du/acre)
- Convenience retail, limited service restaurants



➤ Encourage multi-family along periphery

- Rezone areas?



➤ Gateway signage needed

- “Welcome to Greenbush Village”



➤ Improved pedestrian and bike connections between village center and water, golf course, Harbor Village (e.g. signage)

- Access to amenities key to attracting residents



PLANS. THESE ARE NOT RECOMMENDATIONS

North Scituate

North Scituate Opportunities

- Strong redevelopment Potential
 - Preliminary Opportunity Sites Identified: 9
 - Strongest potential in village center – existing cluster
 - Redevelopment requires sewer
- Analyzed A1, D and G1
 - Mixed Use: Retail and 2 floors residential
 - Retail: 1 Floor retail
 - Both assume surface parking



N Scituate: Site A1

➤ Assumptions:

- 3.05 acre site
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development as allowed in underlying Commercial Zoning
- Existing Estimated Property Tax: \$11,500

➤ Mixed Use

- Residential: 50,900 SF
 - 51 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 25,450 SF
- Estimated Tax Revenue: \$190,650
 - Tax Revenue minus school expenditures: \$88,000

➤ Retail Only

- Retail: 38,800 SF
- Estimated Tax Revenue): \$82,050

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.2 kids per unit (1 in every 5 units), mixed-use revenues exceed retail only.
- Should more children live in these units, 40R zoning (which includes 40S payments for school costs) would be a good “insurance policy”.



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

N Scituate: Site C

➤ Assumptions:

- 2.2 acre site (15,540 sf retail existing)
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$22,745

➤ Mixed Use

- Residential: 42,000 SF
 - 42 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 21,000 SF
- Estimated Tax Revenue: \$158,300
 - Tax Revenue minus school expenditures: \$74,040

➤ Retail Only

- Retail: 31,850 SF
- Estimated Tax Revenue: \$69,150

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.2 kids per unit (1 in every 5 units), mixed-use revenues exceed retail only.
- Mixed-use includes slight increase in total retail: +5,500 sf



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

N Scituate: Site G1

➤ Assumptions:

- 0.9 acre site (14,500 sf existing – approx. 9,650 retail)
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$14,180

➤ Mixed Use

- Residential: 17,200 SF
 - 17 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 8,600 SF
- Estimated Tax Revenue: \$64,320
 - Tax Revenue minus school expenditures: \$29,700

➤ Retail Only

- Retail: 13,100 SF
- Estimated Tax Revenue): \$28,400

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Even with an average of 0.2 kids per unit (1 in every 5 units), mixed-use revenues exceed retail only.
- Mixed-use scenario slight decrease in retail sf. = -1,050sf



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

North Scituate Analysis

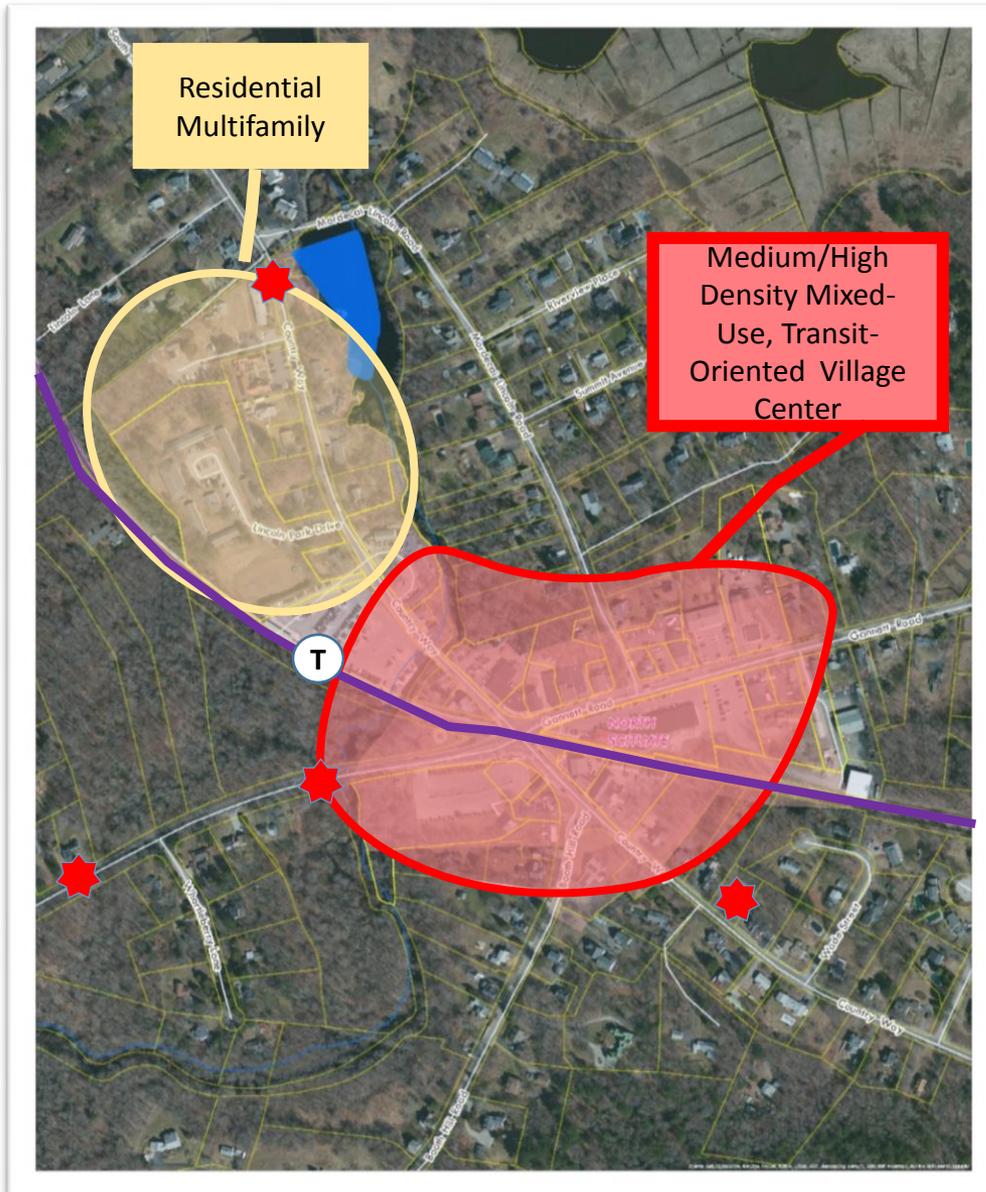
MIXED-USE v. RETAIL

- Mixed-use generates more tax revenue (even with children factored in).
 - 100 new residential units
 - Retail use does not increase significantly +5,000sf (3-sites only)
 - Replacing existing retail with better quality/higher value
- Retail only (3-sites only)
 - Adds 19,750sf retail
 - Nearly double
 - Higher value – generates more revenue
 - Too much retail

RECOMMENDATIONS

- Prioritize sewer expansion to unlock potential
 - Significant value and revenue increases, particularly with mixed-use
 - 701% increase (just 3 sites)
- Zoning changes
 - Consider 40R zoning for the current Village Business Overlay District
 - Zoning incentive payments
 - Per unit bonus payments
- Redevelopment potential strong here.
 - Work with property owners to encourage redevelopment

North Scituate Area Plan



➤ Support medium/high density mixed use along main corridor - Henry Turner Bailey/Gannett Rds



- Residential up to 3 stories (up to 20 du/acre)
- Restaurants (full- and limited-service), specialty retail like boutiques, home goods, commuter convenience retail

➤ Encourage multi-family along periphery



- Retail in these area would pull away from village center
- Market for multi-family and townhomes

➤ Gateway signage needed



- “Welcome to North Scituate”

NS. THESE ARE NOT RECOMMENDATIONS

Scituate Harbor

Harbor Area Opportunities

Redevelopment Potential

- Opportunity Sites Identified: 8
- Most would require land assembly.
- Analysis still underway



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Harbor: Site C

➤ Assumptions:

- 2.8 acre site (25,575 sf retail– 22,000 grocery store)
- Scenario 1: Mixed-use development as allowed by Special Permit in Village Business Overlay
- Scenario 2: Retail only development
- Existing Estimated Property Tax: \$39,739

➤ Mixed Use

- Residential: 52,200 SF
 - 52 units (Avg 1,000 sf)
 - 19 units/acre
- Retail: 26,200 SF
- Estimated Tax Revenue: \$202,160
 - Tax Revenue minus school expenditures: \$97,000

➤ Retail Only

- Retail: 39,750 SF
- Estimated Tax Revenue: \$84,000

➤ Findings:

- Significant revenue increase over existing use
 - Mixed use generates more tax revenue than retail alone
- Mixed-use scenario slight increase in retail sf. = +625sf
- Market could still be accommodated with parking, as could bank and one or two smaller retailers.



FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Zoning Changes

FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Village Business Overlay Districts

- Mixed-use allowed by Special Permit
- Residential Density: 16 du/40,000sf
 - Greenbush/North Scituate: 17-20 du/40,000sf possible
 - Scituate Harbor: Up to 36 du/40,000sf with parking below.
- Heights: 3.5 stories or 40 ft (whichever higher)
- 15% of units required to be affordable

- General Business/Harbor Business underlying zoning only allow for 4 du/40,000sf

40R Smart Growth Zoning Districts

- Encourages municipalities to zone for dense residential and/or mixed-use “smart growth” development near transit stations or in town centers and other areas of concentrated development.
- 20% of units required to be affordable (80% AMI)
- 40R densities must be allowed by-right.
 - Single-family: 8 units per acre
 - Two- and/or three-family: 12 units per acre
 - Multifamily: at least 20 units per acre
- May contain 2 or more sub-districts
 - E.g. single- or two- family sub-district, multifamily sub-district, mixed-use sub-district
 - Each sub-district must meet the applicable density requirements
- Site plan review and Design Guidelines can be built into the process to ensure character is appropriate

40R Payments to the Town

- Municipality receives two types of payments from EOHED
 - Zoning Incentive Payments
 - Density Bonus Payment
- Zoning incentive payments
 - When municipality adopts a 40R district, it receives a payment from the State for all incentive units.
 - Incentive units are the total units possible within the district.
 - Example 1:
 - 5 acre 40R District
 - 20/units per acre allowed
 - 100 potential units
 - Payment to Town upon adopted 40R: \$75,000

Total Units	Payment
Up to 20	\$10,000
21 to 100	\$75,000
101 to 500	\$350,000
501 or more	\$600,000

FOR DISCUSSION. ANALYSIS TO GUIDE AREA PLANS. THESE ARE NOT RECOMMENDATIONS

Payments to the Municipalities

➤ Bonus Unit Payments

- Every unit for which a bldg. permit is issued is considered a bonus unit.
- Payments are made for every bonus unit built within the 40R district
 - \$1,000 per unit
 - Example:
 - 200 unit mixed-use project approved in 2 Phases
 - Phase 1: 100 units
 - Building permit issued for all 100 units
 - Bonus unit payment = \$100,000
 - Phase 2: 100 units
 - On hold, no permit issued
 - Bonus unit payment = \$0
 - Only receive the payment upon issuance of bldg. permit.
 - When Phase 2 goes forward, payment will come

Chapter 40S:

School Cost Reimbursement

- Requires State to make payments to school districts to cover cost of public school students living in 40R bonus units.
- Only payable when there is a gap between cost of educating the students who live in the 40R units, and if $\frac{1}{2}$ of the property and excise taxes generated by the new development + State Aid.
 - Total Cost to Educate: \$120,000
 - Number of kids in 40R: 10
 - Per pupil cost: \$12,000
 - $\frac{1}{2}$ of Property and Excise Taxes: \$100,000
 - Payment to the public schools: \$20,000
- Could think of it as an “insurance policy” to offset school costs if many public school children reside in the district.

Benefits to 40R over changes to Village Business Overlay District

- Overlay allows for mixed-use at higher densities only by Special Permit
 - If had been by right, 40R wouldn't be as advantageous
 - Only receive incentive payments for units not allowed by right
 - Example:
 - 4 by right, and only in the General Business District (Country Way)
 - 40R: If 20 by right, bonus for 16 units per acre.
- Densities are comparable
 - 16/acre in VBOD compared to 20/acre for 40R
 - But 40R would allow lower for single family/two-three family sub-districts
- Town will receive payments from the state
- School costs – if exceed gap – would be paid by State

Greenbush 40R - Hypothetical

- Total Area: 88 acres (current VBOD area)
- Proposed Densities:
 - 20 acres @ 20/acre = 400 units
 - 20 acres @ 12/acre = 240 units
 - 48 acres @ 8/acre = 384 units
 - TOTAL UNITS: 1,024 units
- Zoning Incentive Payment: \$600,000
- Bonus Unit Payment: Up to \$1M

- NOTE: Demand only for 700 units by 2030