



Town of Marshfield Economic Development Plan

Community Workshop

December 7th, 2022

Image: marinas.com

Town of Marshfield

Economic Development Plan

Community Workshop

Agenda

1. Welcome and introduction
2. Summary of progress and participation
3. Summary of feedback
4. Initial draft economic development goals
5. Potential strategies to support each goal
6. Other questions or comments
7. Next steps



Welcome and introduction



Community Workshop

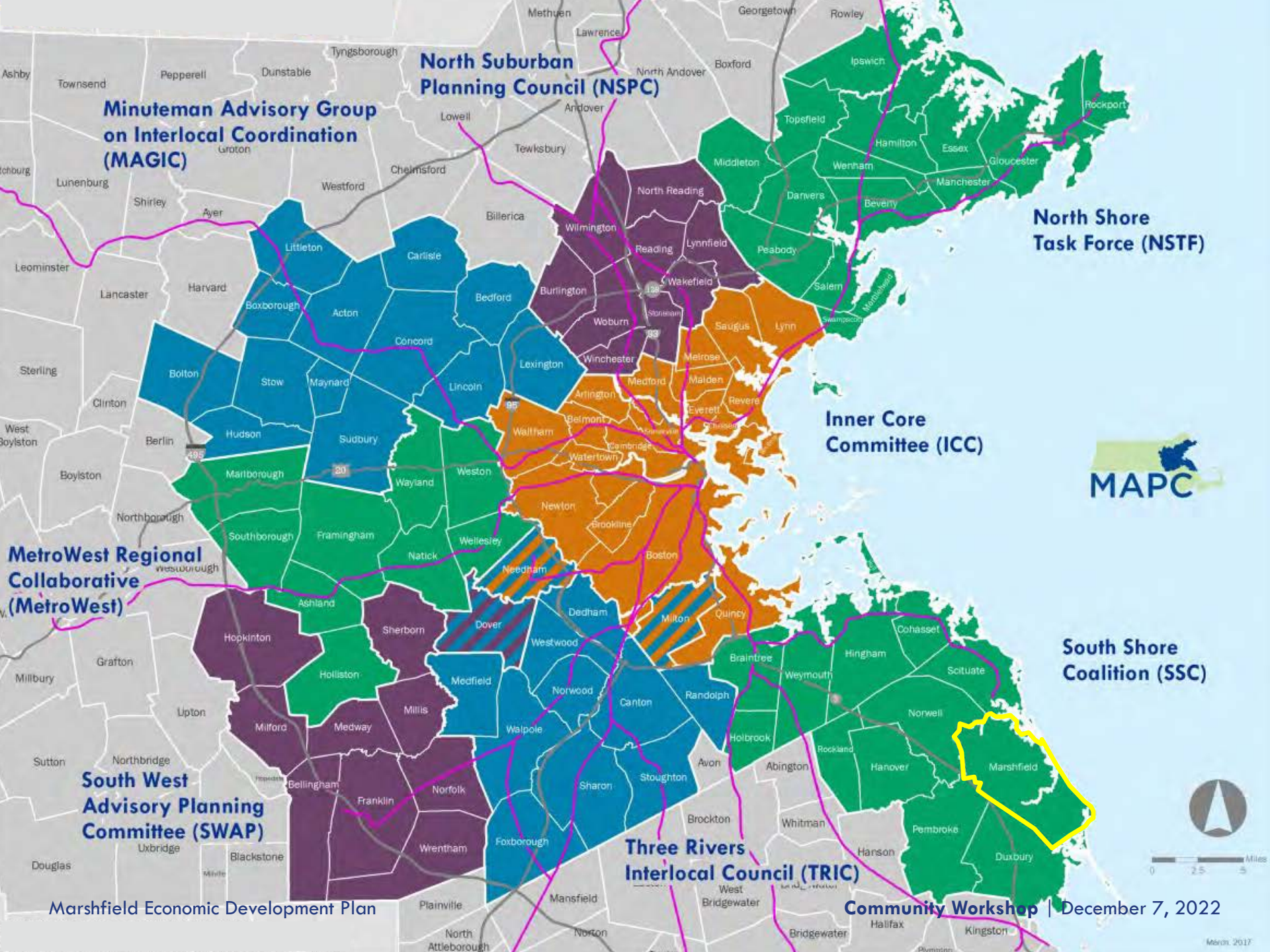
Welcome!

Greg Guimond, Marshfield Town Planner

Karen Horne, Marshfield Assistant Town Planner

Planning Board

- **Michael Biviano Jr.** *Chairman*
- **Katharine O'Donnell** *Vice Chairman*
- **Fred Monaco** *Clerk*
- **Kevin Cantwell** *Member*
- **Nik Pappastratis** *Member*
- **Scott DeCastro** *Associate Member*



**North Suburban
Planning Council (NSPC)**

**Minuteman Advisory Group
on Interlocal Coordination
(MAGIC)**

**North Shore
Task Force (NSTF)**

**Inner Core
Committee (ICC)**



**MetroWest Regional
Collaborative
(MetroWest)**

**South Shore
Coalition (SSC)**

**South West
Advisory Planning
Committee (SWAP)**

**Three Rivers
Interlocal Council (TRIC)**

Marshfield Economic Development Plan

Community Workshop | December 7, 2022

Economic Development Plan – Study Introduction

Develop an Economic Development Plan with analysis and recommendations that will support:

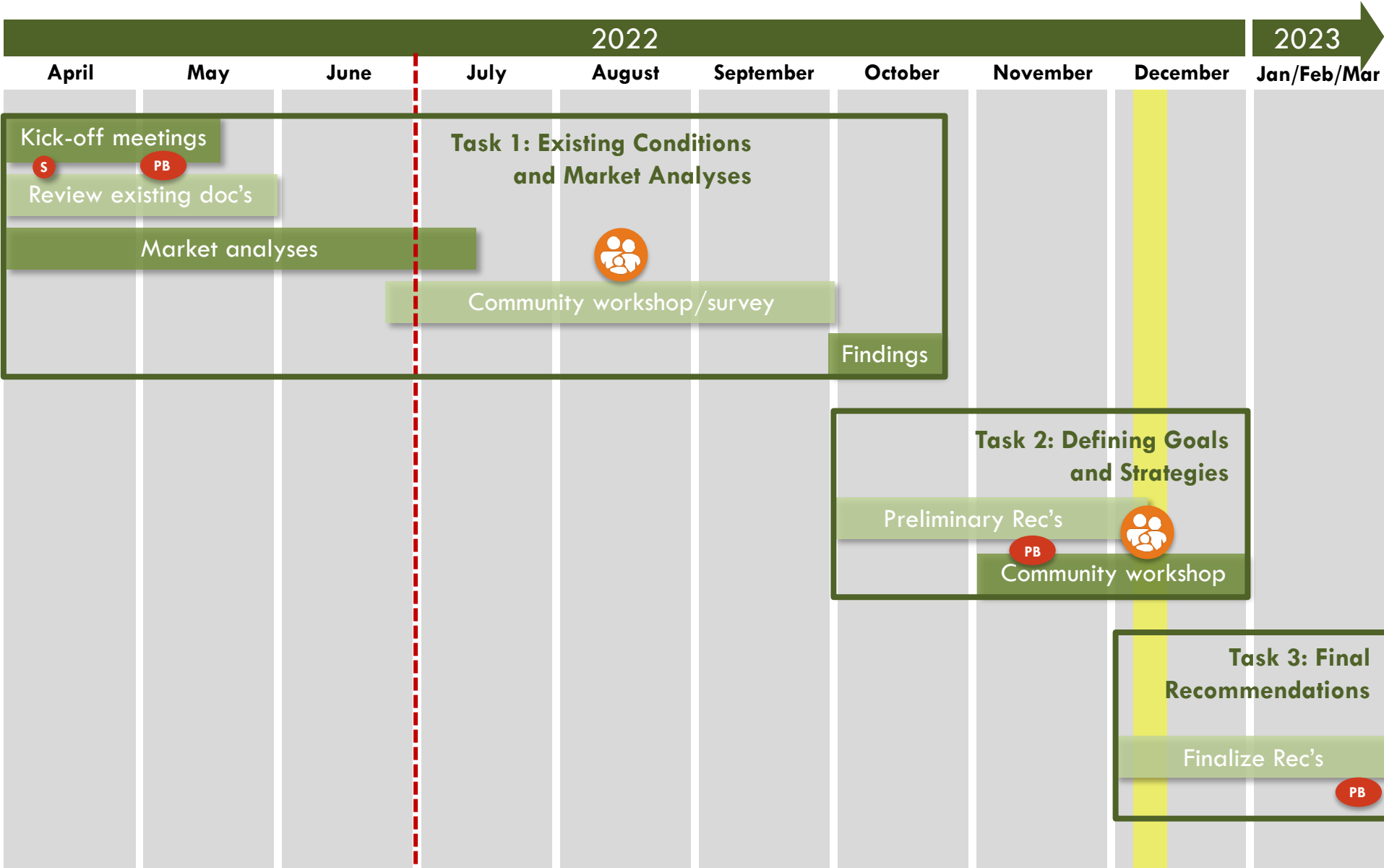
1. Economic activity
2. Commercial tax base
3. Commercial and residential uses in the Town

Provide goals and actions to facilitate economic investment in the town

Economic Development Plan – Study Introduction



Economic Development Plan – Study Timeline



Audience Poll #1: Who is in the audience?

1A. What is your primary relationship to the Town of Marshfield? *(Choose one)*

1B. Where do you live? *(Choose one)*

1C. Where do you work? *(Choose one)*

1D. What is your age? *(Choose one)*



Summary progress and participation

Image: marinas.com

Economic Development Plan

Summary of Progress

- **Data analysis and compilation of current economic conditions**
- **Stakeholder interviews with residents, business owners, Chamber of Commerce, Town staff**
- **Community Workshop**
- **Community Survey**
- **Compilation of feedback and data into a draft set of goals**

Community Workshop 1 and Survey

Summary of Participation

- **Hybrid (in-person and Zoom) workshop** hosted on August 17, 2022
- Between 20 to 30 in-person and online attendees
- **Follow-up online survey** available from August 17, 2022 to September 30, 2022
- 400+ online survey responses
- Total feedback compiled from about **430 participants**

Community Workshop 1 and Survey

Summary of Participation

- **Predominantly residents (83%),** also property owners, business owners, and employees in Marshfield
- **Distribution of residents from all neighborhoods** of Marshfield with most participation from North Marshfield (16%), Downtown, Green Harbor, Brant Rock and Marshfield Hills
- **Distribution of participants from all age ranges** with the most between 60 to 74, followed by 40 to 59, 75 and over, and 25 to 39



Summary of feedback

Image: marinas.com

Marshfield Economic Development

Summary of feedback

- **What is most important for economic development?**
 - Infrastructure improvement (water, wastewater, flood protection, transportation)
 - Walkability
 - Support for small, local businesses
 - Improved and strong downtown
 - Attracting new retail businesses useful to residents
 - Improved road infrastructure/traffic congestion
 - Conservation and preservation of resources
 - Lower taxes for residents
 - Keep Marshfield's charm and quaint beach town character
 - Affordability and affordable housing

Marshfield Economic Development

Summary of feedback

Strengths

- Beaches
- Good schools
- Community/community feel
- Residents/people/neighbors
- Great location
- Ocean views/ocean
- Restaurants
- Safety
- Trails
- Natural resources/beauty
- Open spaces
- Coastline/seashore
- Senior Center
- Close access to highways
- Town parks/rec areas

Weaknesses

- Town government/administrator (leadership, cohesiveness, DPW, communication)
- Traffic (downtown, Route 139, safety)
- Lack of walking
- Overdevelopment
- Lack of diversity
- Brant Rock
- Downtown
- Flood risks
- Roads
- Taxes
- Affordability
- Infrastructure
- Beach parking

Opportunities

- Revitalize Brant Rock Village
- Beaches/waterfront
- Sidewalks
- Revitalize Downtown
- Business development/attraction
- Industrial Park (Enterprise Park) development
- Better use/development of commercial space
- Increased tourism
- Senior Center
- Restaurants
- Promote Fairgrounds
- Shopping areas
- Connections
- Enhanced recreation facilities

Limitations

- Town government (poor communication, capacity)
- Traffic (139, 3A, center)
- None/not sure
- Coastal flooding/climate change
- Funding/money
- Sidewalks, safe walking areas
- DPW
- Lack of commuting transportation/transit
- Wetlands/floodplains/conservation
- Creativity/imagination, big ideas
- Town parking
- NIMBY culture, too many angry neighbors
- Sewer

Marshfield Economic Development

Summary of feedback

- **What is most important for the future economy in Marshfield?**
 - Business districts (24% of responses)
 - Beaches
 - Downtown
 - Other
 - Residential neighborhoods
 - Commercial corridors
 - Industrial districts
 - Marinas and harbor

Marshfield Economic Development

Summary of feedback

- **What is the most important area of focus?**
 - Public investment in infrastructure and streetscape (36% of responses)
 - Supporting small businesses
 - Other
 - Private investment in business districts
 - Supporting water-related uses
 - Attracting new uses
 - Increasing events and amenities
 - Supporting the workforce
 - Attracting visitors to destinations
 - Attracting new residents

Marshfield Economic Development

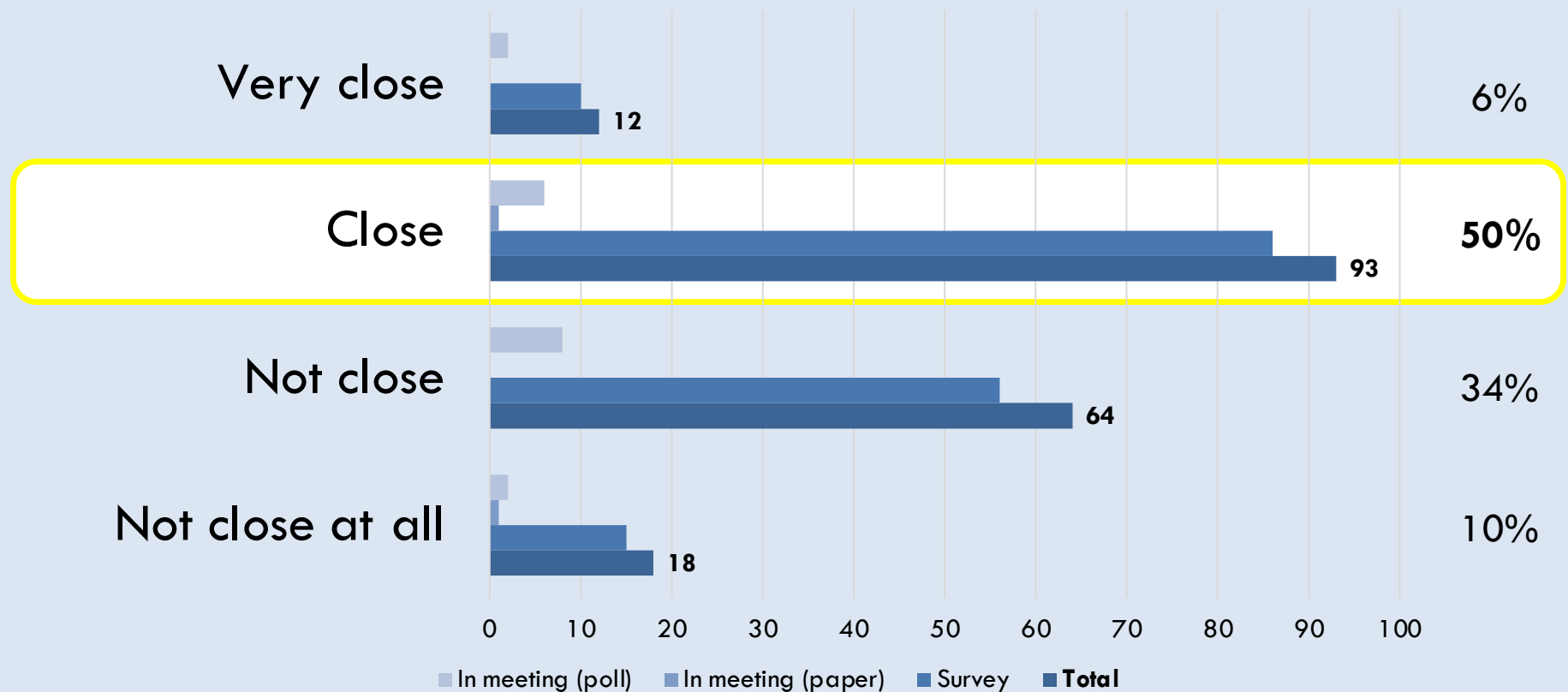
Summary of feedback

- **What words would you use to describe your vision for economic development in Marshfield?**
 - Create a safe and more attractive Brant Rock to flourish as a mixed-use district (5% of responses)
 - Town-wide beautification and investment in attractiveness of public ways and private properties
 - Walkable sidewalks between business districts
 - Keep the quaint charm of the Town, don't overdevelop
 - Create a dynamic business friendly environment that can attract additional quality, viable businesses
 - Beach improvements, areas addressed better
 - Measured growth, sustainable and balanced
 - Diversity
 - Hopeful

Marshfield Economic Development

Summary of feedback

How close is Marshfield's economy to your ideal vision?



Previous Vision from the Marshfield Master Plan (2015)

Vision Statement

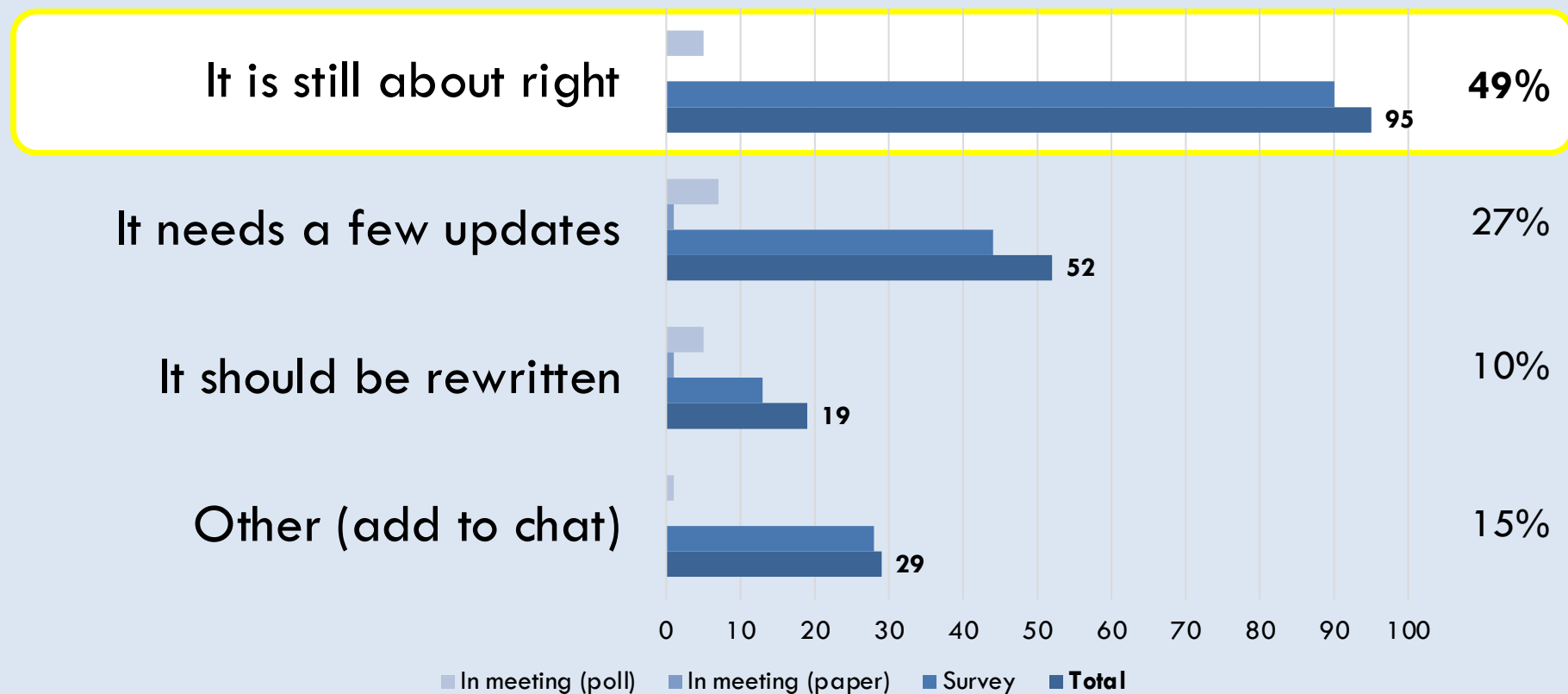
“Marshfield is and will continue to be a residential beach community. Our primary purpose as a community; within the border context of our region, is to provide a wonderful place for people to grow up, to go to school, to raise a family, to work, to recreate and to retire. While we have many businesses,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

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

Marshfield Economic Development

Summary of feedback

How do you feel about this previous vision for economic development in Marshfield?



Marshfield Economic Development

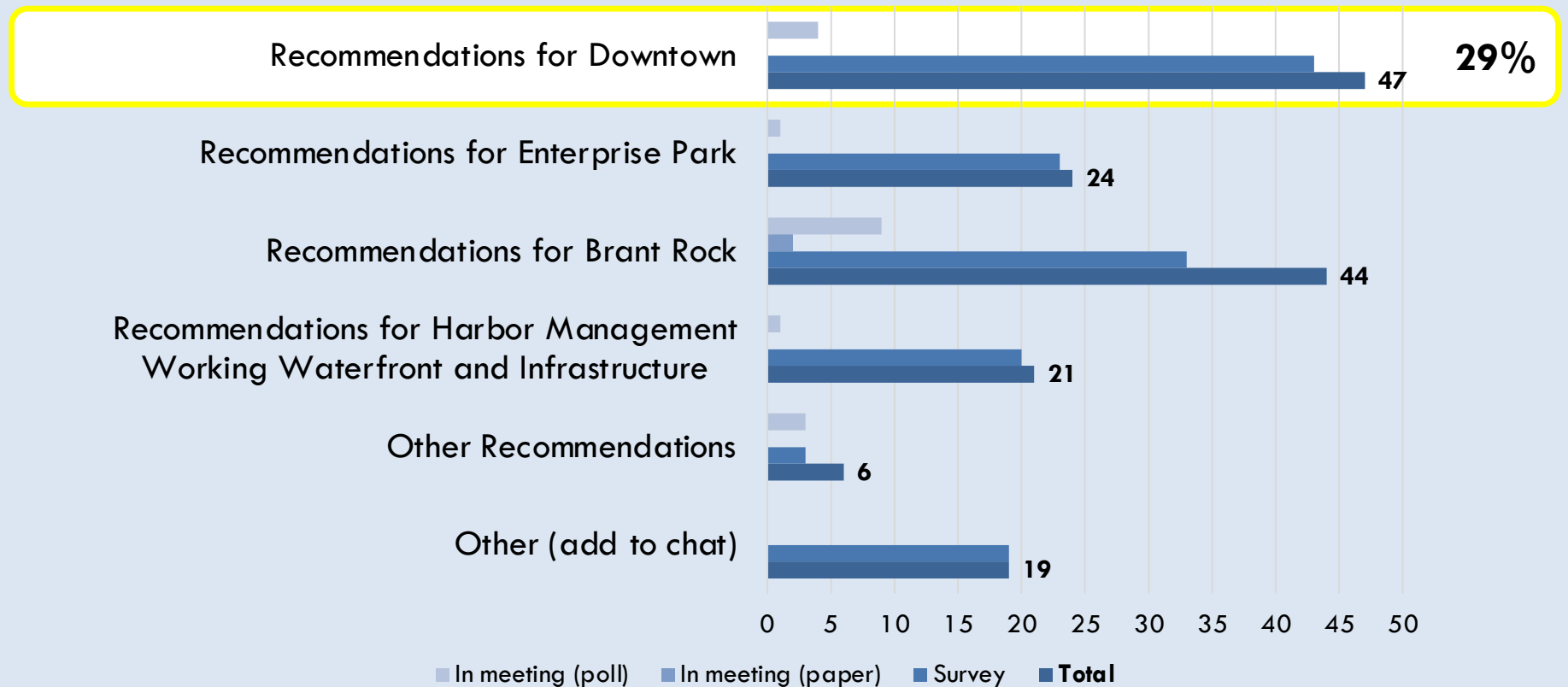
Summary of feedback

- **What would you add to update this vision?**
 - Business focus should have regional view – small businesses need to reach broader audience
 - Nothing much should be changed – the goal should be to implement the vision and not get in the way of it
 - Balanced growth with capacity
 - Build sidewalks and improve safety – no more four lane roads. They are dangerous and impact town character
 - Inclusivity including affordable housing and job opportunities
 - Adaptability and longevity - anticipate need for preemptively dealing with climate change (rising sea levels, conserving/protecting water, use of alt. energy)
 - Attention to needs of seniors and those with fixed incomes

Marshfield Economic Development

Summary of feedback

Which previous sets of goals remain most relevant?



Marshfield Economic Development

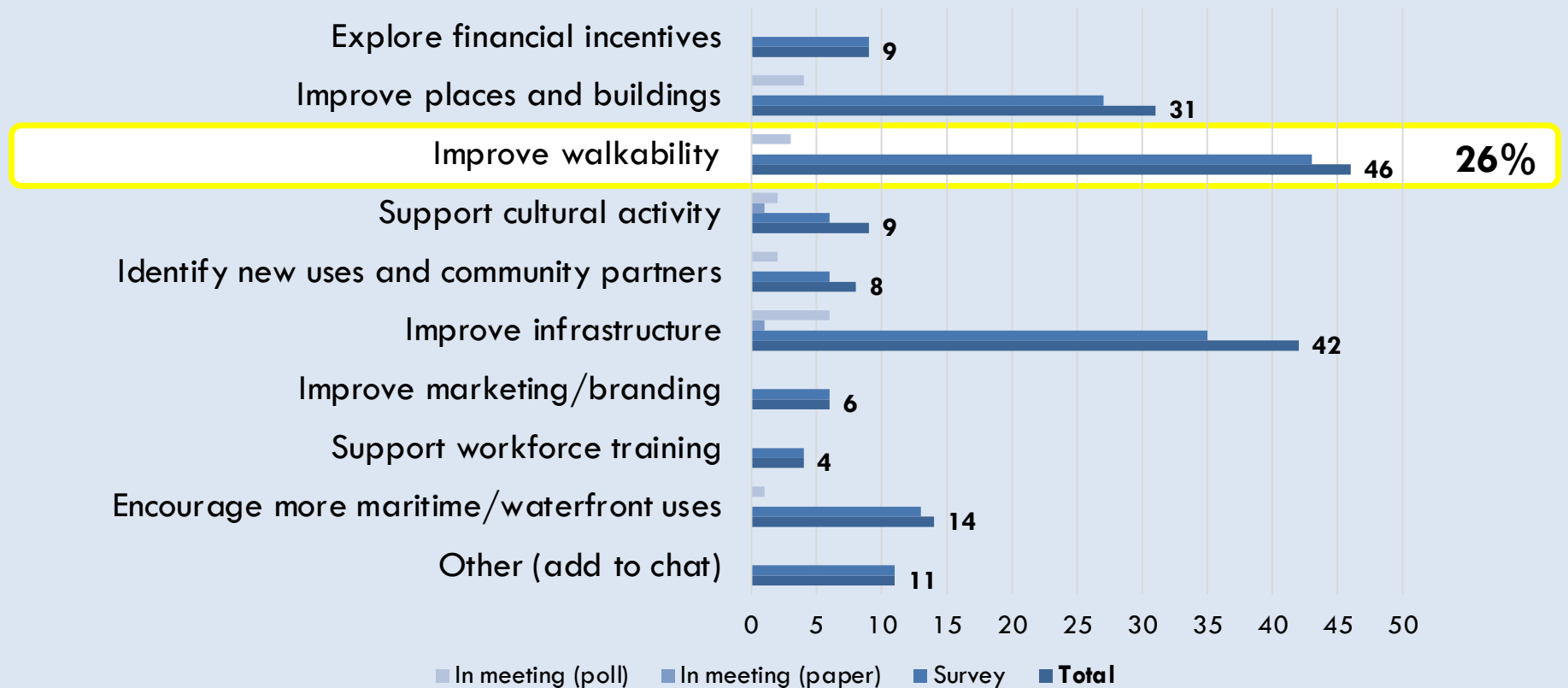
Summary of feedback

- **What is missing from the previous sets of goals?**
 - Traffic management
 - Beach nourishment/dune protection
 - Infrastructure investment
 - Nothing
 - Affordable housing/affordability
 - Attract investment
 - Fixing our sea walls
 - Flooding
 - Recommendations for recreation facilities/management
 - Walkability/sidewalks (to downtown, beaches, etc.)
 - Transportation
 - Access/open space along coastline
 - Anticipating the impacts of climate change

Marshfield Economic Development

Summary of feedback

What is the most important previous goal?





Initial draft economic development goals

DRAFT Economic Development Goals

Draft for Discussion

- **Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- **Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- **Preserve the Town's coastal character, beaches, and coastal destinations and amenities**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
- **Preserve the Town's residential character by focusing economic activity in the existing non-residential districts**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
- Preserve the Town's residential character by focusing economic activity in the existing non-residential districts
- **Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
- Preserve the Town's residential character by focusing economic activity in the existing non-residential districts
- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues
- **Maintain fiscal strength with effective governance**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
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- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
- Preserve the Town's residential character by focusing economic activity in the existing non-residential districts
- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues
- Maintain fiscal strength with effective governance
- **Sustain measured investment in the infrastructure to meet the future needs of residents and businesses**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
- Preserve the Town's residential character by focusing economic activity in the existing non-residential districts
- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues
- Maintain fiscal strength with effective governance
- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses
- **Continue to improve traffic and circulation to support economic activity**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
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- Maintain fiscal strength with effective governance
- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses
- Continue to improve traffic and circulation to support economic activity
- **Continue to support maritime industries as an important feature of the local economy**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
- Preserve the Town's coastal character, beaches, and coastal destinations and amenities
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- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues
- Maintain fiscal strength with effective governance
- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses
- Continue to improve traffic and circulation to support economic activity
- Continue to support maritime industries as an important feature of the local economy
- **Continue to provide a welcoming and supportive community**

DRAFT Economic Development Goals

Draft for Discussion

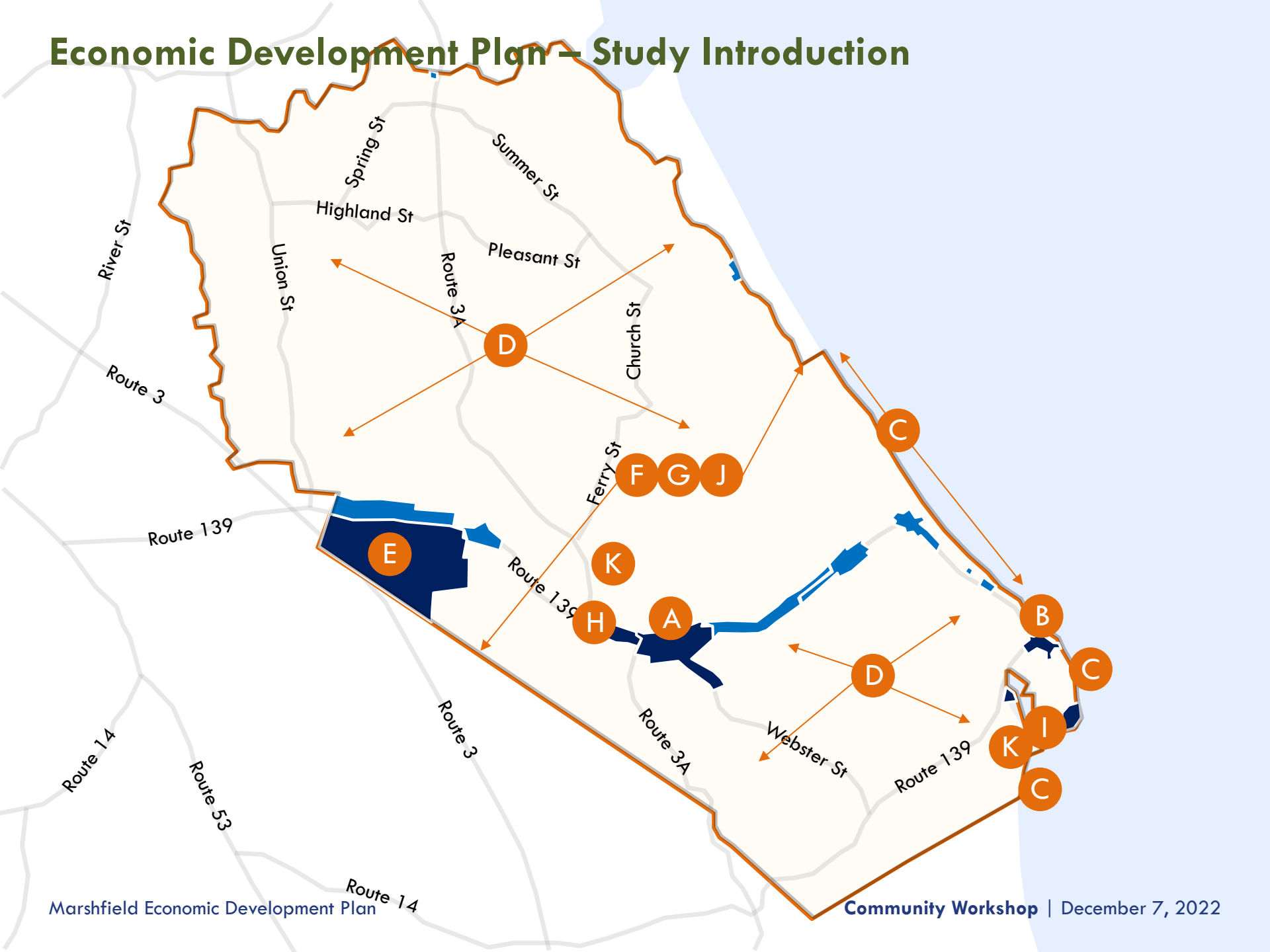
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- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues
- Maintain fiscal strength with effective governance
- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses
- Continue to improve traffic and circulation to support economic activity
- Continue to support maritime industries as an important feature of the local economy
- Continue to provide a welcoming and supportive community
- **Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage**

DRAFT Economic Development Goals

Draft for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment
- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade
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- Maintain fiscal strength with effective governance
- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses
- Continue to improve traffic and circulation to support economic activity
- Continue to support maritime industries as an important feature of the local economy
- Continue to provide a welcoming and supportive community
- Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage

Economic Development Plan – Study Introduction



Audience Poll #2: Initial draft goals

2A. How close is this initial set of goals for Marshfield's economic development?

2B. What is most important?

2C. What is missing?

2D. What could strengthen these goals?



Potential strategies to support each goal

DRAFT Economic Development Goals/Strategies

Draft Goal for Discussion

- Continue to strengthen an active and walkable mixed-use Downtown through private redevelopment and public investment

Draft Strategies for Discussion

- Explore financial and zoning incentives to encourage mixed-use redevelopment
- Target high impact public realm investments to improve walking/biking
- Support the success of local restaurants, shops and uses that add vitality
- Create design guidance and business improvement funding program
- Work with property owners to reinvest or provide solutions to vacancies



Image: MAPC

Audience Poll #3: Initial draft strategies

3A. How close is this initial set of strategies for the Downtown goal?

3B. What is most important?

3C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Strengthen the resilience, attractiveness, and walkability of the Brant Rock Esplanade

Draft Strategies for Discussion

- Monitor and maintain flood protection and drainage infrastructure
- Explore financial and zoning incentives to encourage mixed-use redevelopment
- Target high impact public realm investments to improve walking/biking
- Reduce barriers that may inhibit the success of local restaurants and vitality
- Create design guidance and improvement funding assistance
- Work with property owners to develop vacant storefront program



Audience Poll #4: Initial draft strategies

4A. How close is this initial set of strategies for the Brant Rock goal?

4B. What is most important?

4C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Preserve the Town's coastal character, beaches, and coastal destinations and amenities

Draft Strategies for Discussion

- Implement beach nourishment and continue regular maintenance and pursuit of future funding
- Improve access and traffic management to local beaches to improve attractiveness and convenience
- Attract beach visitors into local business districts

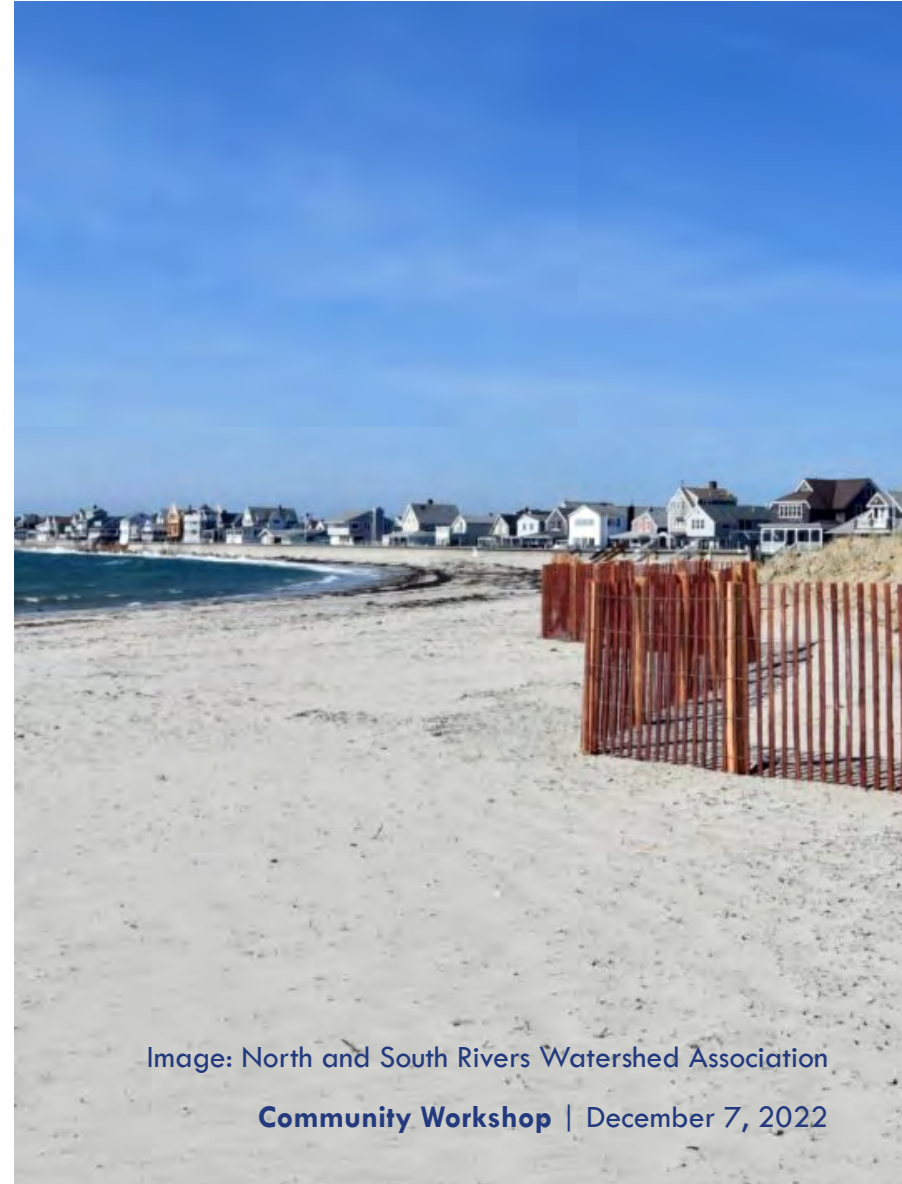


Image: North and South Rivers Watershed Association

Audience Poll #5: Initial draft strategies

5A. How close is this initial set of strategies for the coastal/beach goal?

5B. What is most important?

5C. What is missing? Or what could strengthen these strategies?

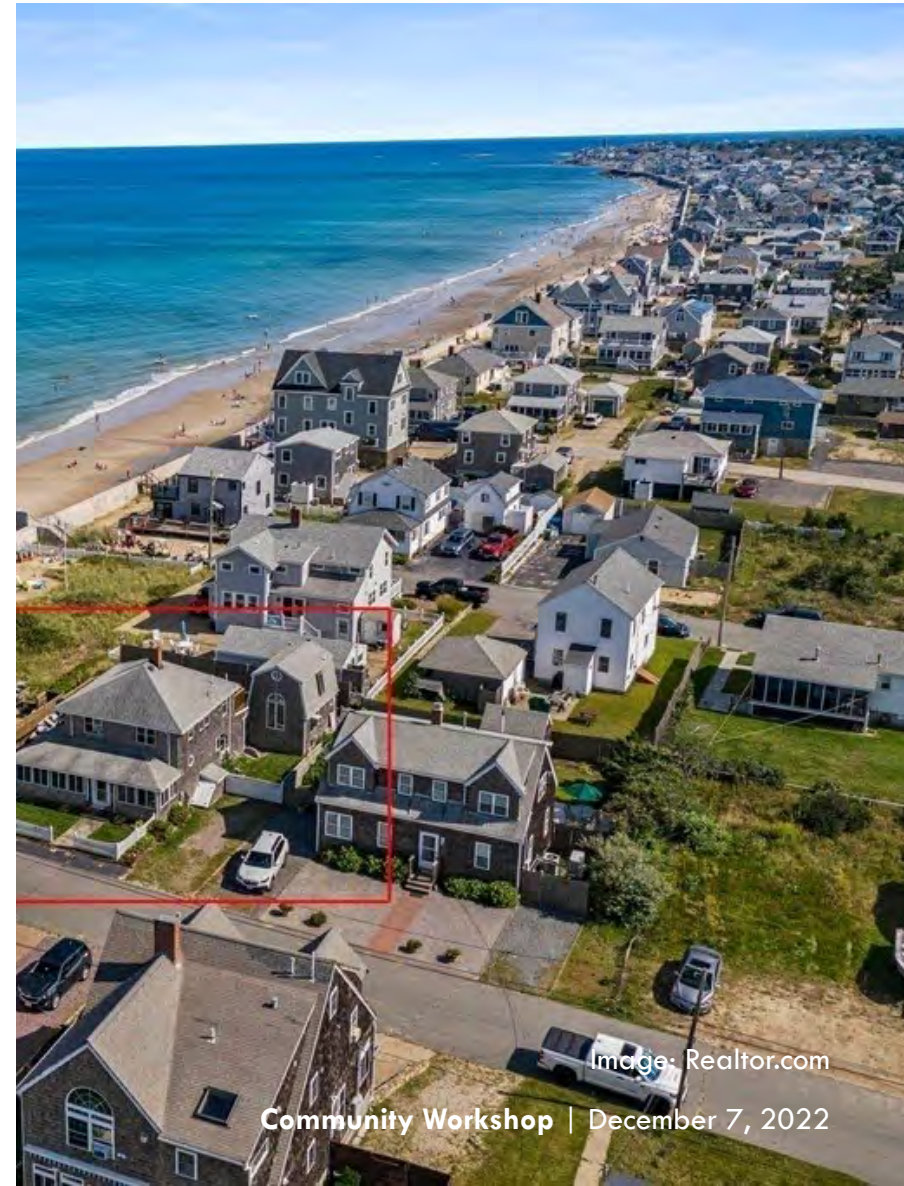
DRAFT Economic Development Goals

Draft Goal for Discussion

- Preserve the Town's residential character by focusing economic activity in the existing non-residential districts

Draft Strategies for Discussion

- Retain focus of economic development activity in existing business districts
- Balance the appearance and impact of commercial properties with surrounding residential area
- Plan for future water and wastewater infrastructure to support a healthy coastal environment



Audience Poll #6: Initial draft strategies

6A. How close is this initial set of strategies for the residential character goal?

6B. What is most important?

6C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Continue to encourage the private development of the industrial park and mixed-use development area to reduce dependence on single family home tax revenues

Draft Strategies for Discussion

- Respond to private development activity in Enterprise Park mixed use and industrial area
- Explore what type of support or partnership could best support investment in a wastewater treatment plant to assist redevelopment in the district
- Consider long-term planning to receive coastal migration



Image: MAPC

Audience Poll #7: Initial draft strategies

7A. How close is this initial set of strategies for the industrial park area goal?

7B. What is most important?

7C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Maintain fiscal strength with effective governance

Draft Strategies for Discussion

- Explore governance practices to improve communication
- Expand community engagement in decision-making processes
- Strengthen implementation practices and pursuit of external funding



Image: Marshfield-ma.gov

Audience Poll #8: Initial draft strategies

8A. How close is this initial set of strategies for the governance goal?

8B. What is most important?

8C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Sustain measured investment in the infrastructure to meet the future needs of residents and businesses

Draft Strategies for Discussion

- Plan for future coastal resilience for infrastructure and land use
- Support Marshfield Municipal Airport
- Continue to invest in water and wastewater infrastructure and encourage conservation



Image: Wicked Local Photo/Kaila Braley The Patriot Ledger

Audience Poll #9: Initial draft strategies

9A. How close is this initial set of strategies for the infrastructure goal?

9B. What is most important?

9C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Continue to improve traffic and circulation to support economic activity

Draft Strategies for Discussion

- Develop a long-term plan for a network of multimodal connections to business districts along Route 139
- Explore opportunities for reducing traffic congestion
- Promote community as a work-from-home destination



Image: MAPC

Audience Poll #10: Initial draft strategies

10A. How close is this initial set of strategies for the traffic/circulation goal?

10B. What is most important?

10C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Continue to support maritime industries as an important feature of the local economy

Draft Strategies for Discussion

- Continue to advocate for long-term marine infrastructure investments
- Promote shore side arrangements and infrastructure to support commercial fishing
- Continue to invest in public infrastructure and shore side arrangements as identified



Image: MAPC

Audience Poll #11: Initial draft strategies

11A. How close is this initial set of strategies for the maritime goal?

11B. What is most important?

11C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Continue to provide a welcoming, neighborly, and supportive community

Draft Strategies for Discussion

- Continue to address the production of affordable housing and diversity of housing offerings in variety of locations
- Expand efforts to attract a more diverse and inclusive population
- Build community conversation around future solutions for climate change/coastal flooding, storm recovery, water conservation and protection, small business support, and other important topics



Image: MAPC

Audience Poll #12: Initial draft strategies

12A. How close is this initial set of strategies for the community goal?

12B. What is most important?

12C. What is missing? Or what could strengthen these strategies?

DRAFT Economic Development Goals

Draft Goal for Discussion

- Leverage popular annual events hosted in Marshfield to boost local business support and to encourage business district patronage

Draft Strategies for Discussion

- Promote local businesses and destinations at the annual festivals and events
- Continue to support and cultivate a homegrown economy through the local events and businesses which have been a part of Marshfield's culture



Image: Cleveland.com Levitate Music and Arts Festival

Audience Poll #13: Initial draft strategies

13A. How close is this initial set of strategies for the event goal?

13B. What is most important?

13C. What is missing? Or what could strengthen these strategies?



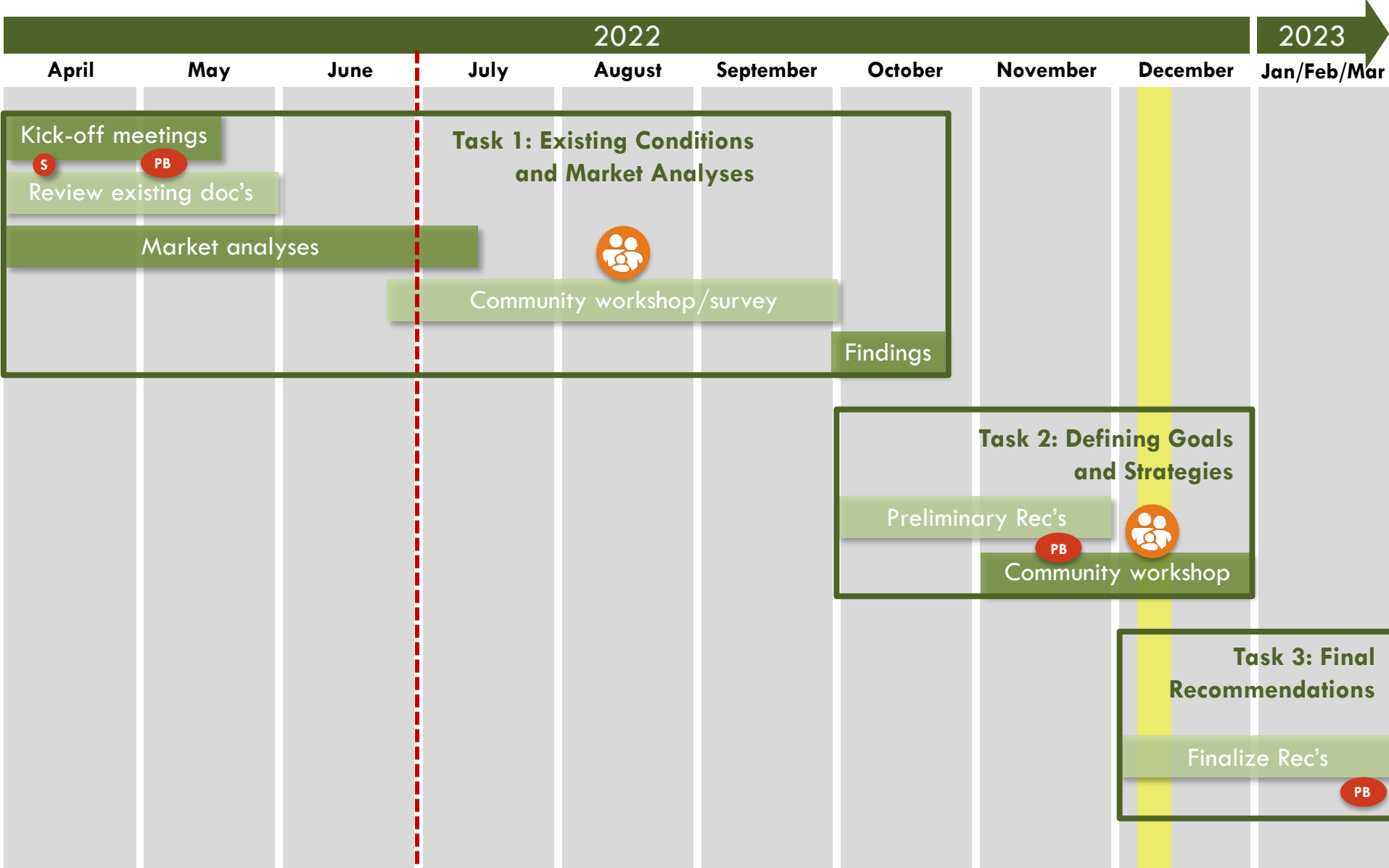
Other questions/comments

Image: marinas.com



Next Steps

Economic Development Plan – Study Timeline



Economic Development Plan

Next Steps

- **Follow-up community survey** to expand feedback on the initial draft goals and strategies
- Continuing with **stakeholder interviews**
- **Incorporating feedback**
- Preparing a **draft Economic Development Report** for review

Community Workshop

Community Survey

<https://bit.ly/Marshfield-EDSurvey2>

Contact us:

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Greg Guimond

gguimond@townofmarshfield.org



Town of Marshfield Economic Development Plan

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