



the story of falmouth:
crowd-sourcing a narrative for the future

HARRIMAN 02•05•2020

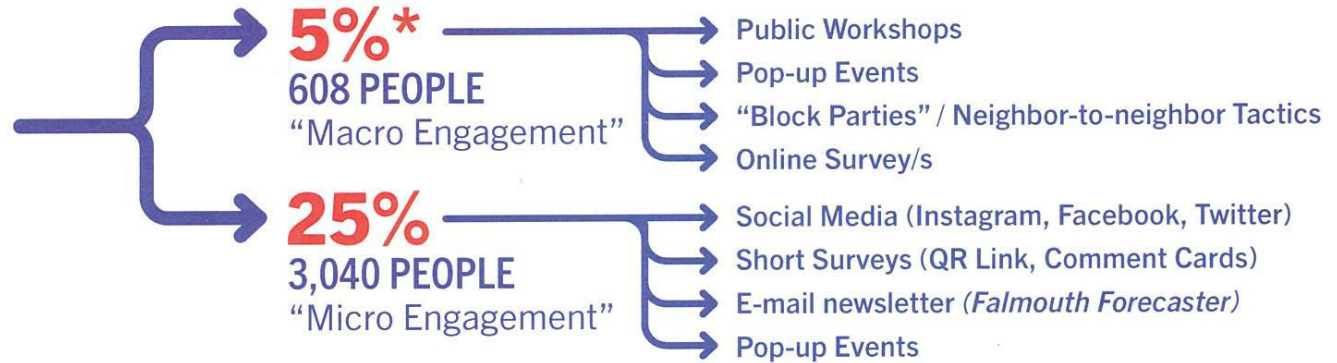
"The Town has a project goal to engage 30% of its population, which is around 12,000 people. Is this goal realistic? If so, how do you propose we can accomplish that?"

DEFINE AND BREAK DOWN PARTICIPATION GOALS

*We think this is achievable because to-date we have reached a participation level of 4% in Scituate, MA (with engagement still on-going) well above the typical 1-2%

30%

3,650 PEOPLE



DEVELOP METRICS FOR TRACKING PARTICIPATION

PARTICIPANT	DEMOGRAPHICS					ENGAGEMENT PLATFORM								
	SUB-GOAL: Participation demographics should mirror Town demographics					MACRO ENGAGEMENT						MICRO ENGAGEMENT		
	GENDER	AGE	NEIGHBORHOOD/PRECINCT	EDUCATION LEVEL	ANNUAL INCOME	PUBLIC WORKSHOP 1	PUBLIC WORKSHOP 2	PUBLIC WORKSHOP 3	POP-UP EVENT 1	POP-UP EVENT 2	"BLOCK PARTY"	ONLINE SURVEY	SHORT SURVEY	SOCIAL MEDIA
1	M	36	AREA A	COLLEGE	50K	X	X	X			X		X	X
2	M	44	AREA D	COLLEGE	45K					X		X	X	X
3	F	52	AREA A	HIGH SCHOOL	70K	X						X		X
4	M	55	AREA B	COLLEGE	120K					X			X	X
5	O	67	AREA E	MASTERS	100K	X	X	X	X	X	X	X		X
6	F	78	AREA C	HIGH SCHOOL	65K				X			X	X	X
7	M	39	AREA A	COLLEGE	90K							X	X	X
8	M	42	AREA C	COLLEGE	80K		X			X				
9	M	29	AREA D	MASTERS	90K						X	X	X	X
10	F	88	AREA B	COLLEGE	50K				X			X	X	X



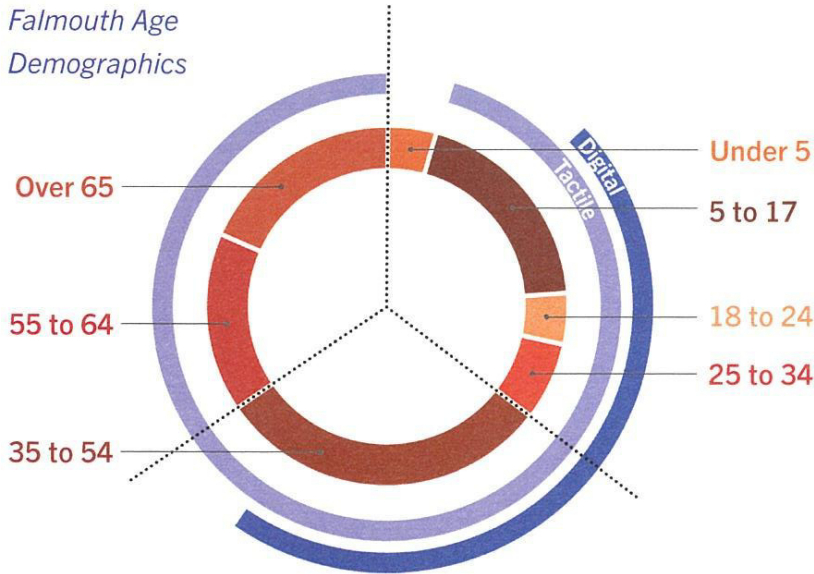
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“Once you have the attention of the community (30% or what you think is realistic based on your answer to the first question), can you please describe any unique and/or proven methods of engagement that extract common themes, values, and a vision?”

VARY ENGAGEMENT METHODS, LOCATIONS, AND TIMES TO REACH ALL SECTORS OF THE POPULATION

Falmouth Age Demographics



USE BOTH TACTILE AND DIGITAL METHODS TO ENGAGE DIVERSE AUDIENCES

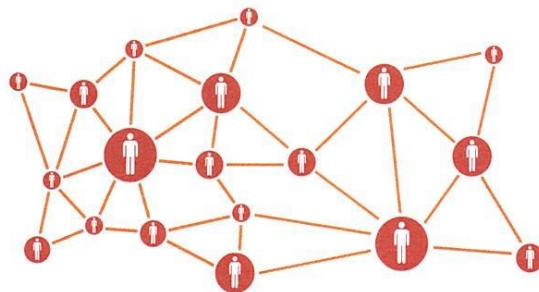


Scituate, MA Public Workshop
December 10, 2019.
LEFT: Attendees contribute to a community mapping project.
RIGHT: Audience Response System Technology provided Scituate community members an opportunity to participate in a digital poll and see the collective results in real time.



EMPLOY NEIGHBOR-TO-NEIGHBOR TACTICS TO SPREAD INVOLVEMENT BY WORD OF MOUTH

- Meetings-in-a-box
- Block Parties
- Living Room Forums



- Mad Libs
- SWOT
- Bingo
- Role Play
- Card Games
- Post-It Art
- Story-Telling
- Comment Cards
- Youth Activity Pages

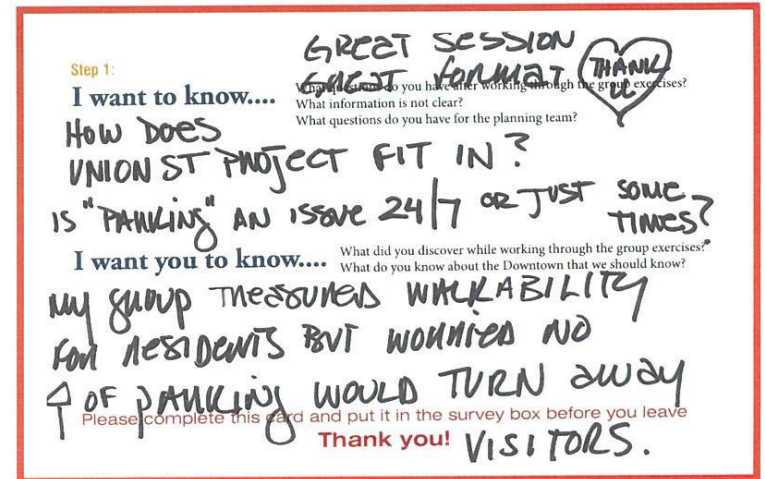
- SurveyMonkey
- Digital Polling
- QR Codes
- Custom Hashtags
- Facebook Events



“What are the most effective ways to unearth community conflicts, and what are the best ways to address those in a Vision and Values project such as this one?”

- FIND THE ROOT OF THE CONFLICT**
- IDENTIFY UNDERLYING FEARS**
- RECOGNIZE SHARED COMMUNITY VALUES**
- FOSTER A TRANSPARENT PLANNING PROCESS**

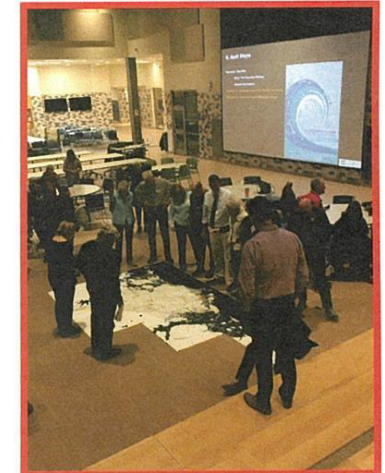
Comment card from a public workshop in Easthampton, MA on June 19, 2019



Community members from Easthampton, MA collaborate to identify and prioritize the strengths, weaknesses, opportunities, and threats to downtown at a public workshop on June 19, 2019.



Scituate, MA community members work to build consensus toward a strategy for development in the face of sea level rise by approaching the issues from different perspectives through a role playing exercise on December 10, 2019.

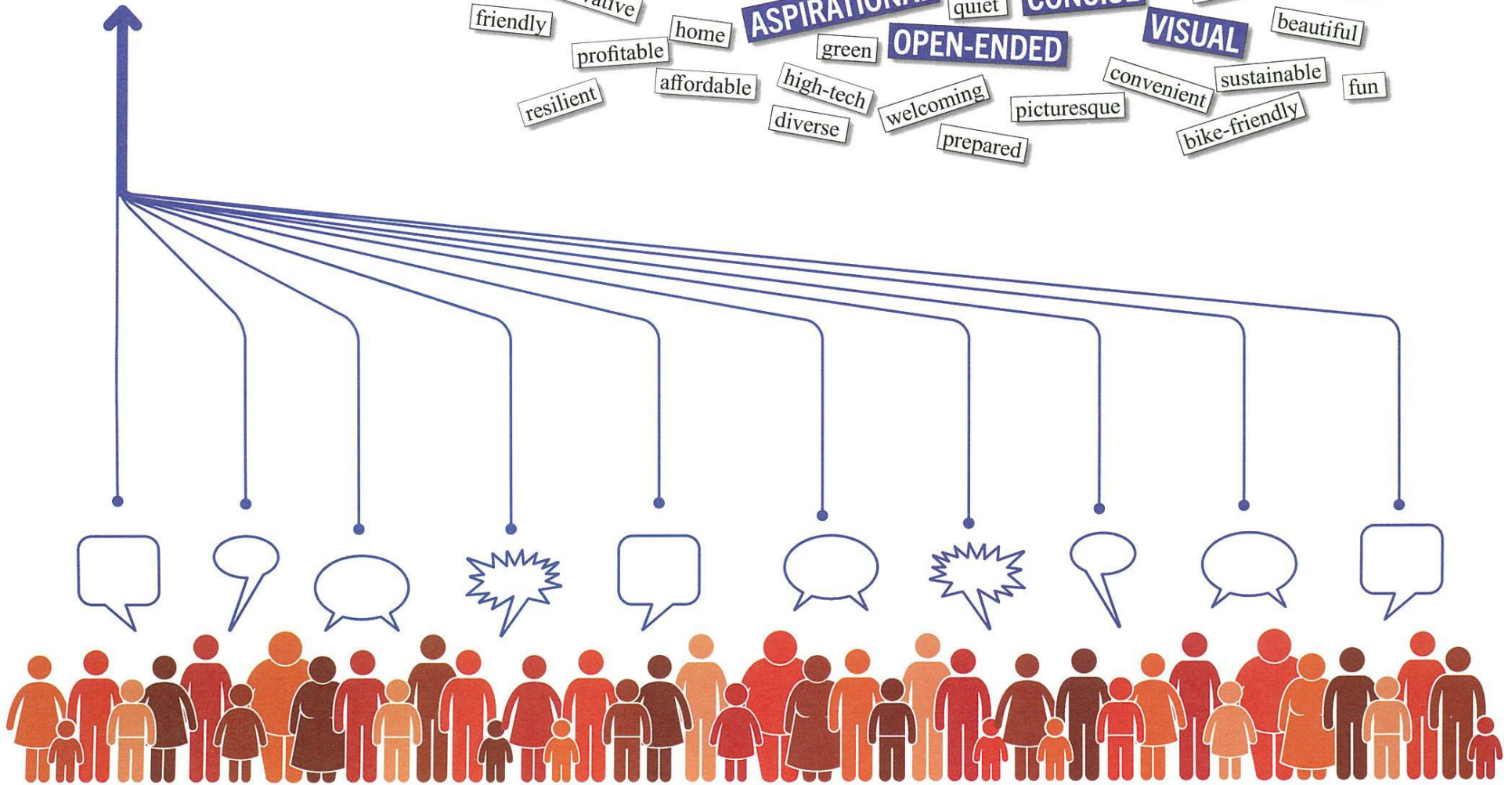




"What type of Vision statements have you found to be most effective in helping a community develop an actionable plan?"



A good vision plan uses a **narrative** structure to tell a **story...**





[SEASCITUATE2040.COM](https://seascituate2040.com)

RESILIENCY - OCTOBER 22 • A CHANGING COMMUNITY - NOVEMBER 12
MANAGING CHANGE - DECEMBER 10
2020 DATES TO BE ANNOUNCED



SEASCITUATE2040

SCITUATE MASTER PLANNING PROCESS 2019-2020

12 | 10 | 2019
PUBLIC WORKSHOP #3
"A CHANGING COMMUNITY"

PLAY TO PLAN:

PLANNING FOR RESILIENT GROWTH THROUGH SCENARIO ROLE-PLAY





OBJECTIVE

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

LOGISTICS

- Work in groups of 8. At each table, there are 8 character profiles laid out, each group member should assume one of the roles.
- Each table has been provided with 6 maps depicting areas potentially suitable for development, as well as stickers depicting potential land uses.

1: MAPPING LAND USES (20 minutes)

- This first phase of this exercise asks that you work with your group to select and place desired land uses in the locations you (your characters) deems appropriate. There are boxes on the right sides of the map boards where you can add notes or comments to elaborate on your decisions, or identify conflicts that arise among the characters.

2: ASSESSMENT AND RESPONSE (20 minutes)

- Staying in character and continuing to work with your groups, you will now assess and respond to the development scenarios your group developed in the land use mapping phase by filling out the provided boards to

assess economic, environmental, and social impacts, and identify desired outcomes, and the long and short-term actions required to achieve those outcomes.

3: REPORT BACK (10 minutes)

- Briefly report back to the larger group on the approach your group took with the land use mapping, and the key take-aways from the assessment and response activity.

4: VOTE AS YOURSELF (10 minutes)

- Staying in your groups, but abandoning your characters, vote as yourself on the aspects of your group's plan that you agree and disagree with.
- Each player has been provided with 6 green stickers to vote on elements that you support, and 6 red stickers to vote on elements that you don't support. The stickers can be placed on the maps and/or the assessment and response boards.

NEXT STEPS

- The information gathered from this activity will be used to generate a follow-up activity at the next public workshop on **Tuesday, January 28, 2020 (location TBD)** to garner the next level of data from the community pertaining to adaptation and mitigation strategies for managing the many changes facing Scituate in the coming years.

PLANNING FOR RESILIENT GROWTH:

Phase 1: Mapping Potential Land Uses

As Scituate plans for the future, there are many challenges and opportunities to consider. Faced with rising seas, changing demographics, and new economic trends, the town must plan to address all aspects of ecological, social, and economic resiliency.

The planning team has identified areas potentially suitable for development by overlaying all areas that are NOT:

- Within the 5' flood/sea level rise inundation zone
- Water or wetlands
- Wetland Migration Areas (according to the Massachusetts BioMap2 Study)
- Forest Cover
- Protected Open Spaces
- Already developed parcels (any parcel containing a structure)

What's left are limited opportunities for development, depicted in orange on the maps provided at each table. The orange "developable" sites in these maps are shown for illustrative purposes only. Further detailed analysis is needed to fully assess actual development conditions, ownership, and zoning.

Given the many projected changes coming to Scituate in the next few years and decades, it is vital to capitalize on the few areas that could be developed in order to:

- Broaden the tax base by diversifying commercial and mixed uses
- Provide more affordable and senior housing to accommodate an aging population
- Attract and retain a younger demographic

To start the exercise, each player assumes the role of one of the eight characters laid out on the tables. (You are working in groups of 8 - each group consisting of one of each character.) You are to approach this activity from the perspective of your character and should think about what your character's specific needs and desires might be given what you know about them. At the end you will have an opportunity to vote on the results as yourself.

Each table has been provided with 6 maps depicting areas potentially suitable for development, as well as stickers depicting potential land uses.

This first phase of this exercise asks that you work with your group to select and place desired land uses in the locations you (your characters) deems appropriate. There are boxes on the right sides of the map boards where you can add notes or comments to elaborate on your decisions, or identify conflicts that arise among the characters.

You have 20 minutes to complete this activity, GO!



PLANNING FOR RESILIENT GROWTH:

Phase 2: Assessment and Response

Staying in character and continuing to work with your groups, you will now assess and respond to the development scenarios your group developed in the land use mapping phase.

What would be the economic, social, and environmental impacts of such development? Think about both the positive and negative outcomes.

What would be the desired outcomes of the scenario your group developed? What are the goals or objectives? Think about what short and long-term actions would need to be taken in order to achieve those outcomes.

At the next public meeting, we will be expanding upon the information you provide us with tonight to talk about resources and the trade-offs involved in implementing some of the actions.

You have 20 minutes to collaborate within your groups to fill out the assessment and response boards.

Following this activity, each group will briefly report back to the larger group on the approach they took with the land use mapping, and the key take-aways from the assessment and response activity.

Now, staying in your groups, but abandoning your characters, you will vote as yourself on the aspects of your group's plan that you agree and disagree with.

You have been provided with 6 green stickers to vote on elements that you actually support, and 6 red stickers to vote on elements that you don't support. The stickers can be placed on the maps and/or the assessment and response boards.

You have 10 minutes to vote, thank-you for your input!



Projected Demand for additional commercial space based on historical employment growth

Scituate Projected Space Demand Through 2022 Based on Historical Employment Trends

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

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

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

Retail Opportunities in the Greenbush MBTA Retail Market Area: 2019

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

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

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

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

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



One of my favorite things about Scituate is _____.

I always recommend visitors check out _____ while they are here.

Looking to the future, one of my biggest concerns for Scituate is _____.

I think updating the master plan is important because _____.

The Sea Scituate 2040 Plan must _____ in order to be successful.

The most important issues for the plan to address are _____, _____, and _____.

I would describe Scituate today as a _____ town.

In 2040, Scituate will be known for _____.

The biggest challenge Scituate faces today is _____.

Through the implementation of this plan, Scituate has an opportunity to _____.



RETIRED RESIDENT

“Ethel Beavers”

You worked as the school librarian at Scituate High School for 40 years and retired 10 years ago at the age of 65. You're at an age when many of your friends are slowing down, and making changes as they transition to live with family or move to assisted care facilities. You know this may lie ahead for you in the near future, but are not ready to give up your independence and can't imagine leaving Scituate.

You spend most of your time involved in various community activities: volunteering with the council on aging, helping the Scituate Garden Club beautify the town, and organizing events with Harbor United Methodist Church. You also keep a full social calendar and are constantly baking for various luncheons with friends.

Every year you look forward to the summer when your 3 grandkids, ages 8-12, come visit for a month from Chicago. You hope your beach-front home will last long enough for them to bring their children there someday too.



HIGH SCHOOL STUDENT

“Andy Dwyer”

You are 15 years old, a junior at Scituate High School. Your favorite subject is physics. You like school most of the time and get decent grades, but cars are your real passion and you often have a “Motor Trend” magazine secretly tucked inside your textbook.

Your parents bought you a 1965 Ford Mustang for Christmas last year, which your grandpa has been helping you fix up. You just got a part-time job at Village Market because some of the parts it needs are expensive. Sometimes your best friend, Oliver, comes over to help too. You're both very excited about getting your drivers licenses next year.

Your guidance councilor and parents keep pressuring you to go visit colleges, but you're not sure if that is the right path for you. You would prefer to go to a trade school to study auto mechanics; however, you worry about being able to afford to stay in Scituate and don't want to live at Mom and Dad's forever. You are excited about the idea of development in Scituate, especially if it comes with affordable apartments.





LOCAL DEVELOPER

“Chris Traeger”

You're 50 years old and live in Marblehead, MA with your wife, Ann, your 15-year-old son, Oliver, and your three-legged dog, Champion. In your free time, you enjoy walking Champion on the beaches in downtown Marblehead and having a nice family dinner at one of the many thriving local eateries. You've seen Marblehead grow and prosper over the past years and see it as a model of success for a small, but growing coastal community.

Your development company prides itself on delivering small-to mid size projects throughout the greater Boston area, with a focus on mixed-use and transit-oriented development. Your company's approach to development is centered on contextually-appropriate design and community benefit, while still maintaining profitability.



EMERGING PROFESSIONAL

“Tom Haverford”

You're 23 years old and grew up in Scituate. You moved back home 6 months ago after graduating from the graphic design program at the Rhode Island School of Design. After completing a couple of internships while in school, you decided that a corporate office job wasn't for you.

You've managed to get a couple of freelance gigs designing websites remotely since moving home, but have big ambitions for your startup and are ready to take the next steps in growing your business.

If things continue to go well, you hope to strike out on your own within a year, but you are still deciding if you will stay in Scituate, or move closer to Boston where the market is hotter. Making it in the gig economy means you need access to shared resources and spaces to conduct business and at the moment Scituate does not offer these; plus housing options are limited and mostly outside your budget. Unless new development provides these opportunities in the near future, you will outgrow what Scituate has to offer.





COMMERCIAL FISHERMAN “Ron Swanson”

You're 55 years old and come from a long line of commercial fisherman born and raised in Scituate. It brings you great pride to carry on the family tradition, and make a living on the water, but it is getting increasingly difficult to maintain a comfortable way of life.

Every Friday night that you're not on the water, you join your grandfather, your father, and your uncles around your favorite watering hole to swap tales about your most impressive and hardest-won catches. Mostly they reminisce about the days when fishing was the life-blood of the town. You talk about how much has changed and cheers to the good old days.

You are at a crossroads in your life, trying to decide whether to keep pursuing your life-long passion, or switch to a more stable and lucrative occupation. You are wary of new development, unless it might in some way support the fishing industry.



SMALL BUSINESS OWNER “Ben Wyatt”

You're 45 years old and have owned and operated a bait and tackle shop near the harbor for 30 years. Business always did pretty well, but has started to dwindle more recently as the commercial fishing industry has diminished. You had hoped to someday pass the business down to your son, who is now 6, but fear there is no longer a future in it for him.

You need innovative solutions to grow your business and are coming to terms with the fact that you may have to expand into new and unfamiliar realms to avoid being out-competed by larger outfits. You're trying to figure out how keep people coming into your store, when they can get any fishing lure in the world online delivered to their door the next day.

Your landlord just raised rent on your store and you have to decide if you will renew your lease this year. With the cost of living in Scituate going up, and business going down, you are struggling to find the path forward. You fear any development driving land values and the cost of living up even higher, but would be in favor if the right development came along.





ECOLOGIST

“Ann Perkins”

You're a 55-year old resident of Scituate who has worked as an ecologist for the Massachusetts Department of Environmental Protection (DEP) for the better part of 20 years.

You live in a small net-zero house with a view of the Rivermoor Habitat park. You drive a Prius to cut down on carbon emissions, but always try to walk or ride a bike when you can. In your free time, you enjoy tending to your chickens and beehives.

Given your scientific expertise, you recognize the asset that Scituate is to the greater coastal ecosystem and have been an advocate and steward for the land ever since you moved here in your thirties. You care deeply about the forests, marshes, and beaches, and the many species that call them home. You see any further development as a threat to these resources and stay up at night worrying about climate change and sea level rise.



Right now, my favorite thing about South Hadley is _____.
My least favorite thing **now** is _____, which could be improved by _____.


In 2035, South Hadley's _____ is the place to go if you want to _____ and _____. If asked to describe that place, the top three words that come to mind are _____, _____, and _____. In terms of other destinations to check out, I'd recommend _____ and _____. I like these places because _____ and _____.

Back in 2019, South Hadley was known for being _____ and _____. Some of the notable improvements between **2019 - 2035** include _____ and _____. All that said, my favorite thing about South Hadley **in 2035** is _____.




6 DEGREES OF SEPARATION

B I N G O

Health and Well-Being	Has renovated a home in South Hadley	Knows where South Hadley's emergency shelters are	Feels that South Hadley overall is a healthy place to live	Has a plot in the community garden off Hadley Street	Regularly walks and/or bikes in South Hadley
Economy and Society	Is actively involved with one or more organization in South Hadley	Works in South Hadley	Regularly visits the South Hadley Public Library	Frequently participates in public events in South Hadley	Owns a business in South Hadley
Infrastructure and Environment	Rents a home or apartment in South Hadley	Knows who their neighbors are		Has used the digital mapping feature on the town's website	Feels that South Hadley is representative of their own goals and values
Leadership and Strategy	Serves or has served on a board or committee in South Hadley	Has accessed information from South Hadley's town website	Feels that South Hadley makes decision based on current and unbiased data	Frequently participates in South Hadley planning efforts	Has run or would consider running for local government

6 DEGREES OF SEPARATION

B I N G O

Health and Well-Being	Regularly walks at least 15 minutes in South Hadley	Has bought local foods from farmstands	Frequently bikes in South Hadley	Has lived in South Hadley their whole life	Has been impacted by flooding in South Hadley
Economy and Society	Has been aided by South Hadley Police	Can walk to work	Owns a business in South Hadley	Frequently supports local businesses in South Hadley	Feels that South Hadley provides opportunities for business growth
Infrastructure and Environment	Has a plot in the community garden off Hadley Street	Regularly visits the South Hadley Public Library		Currently has a pothole on the street they live on	Feels that they have adequate access to information and education regarding South Hadley planning processes
Leadership and Strategy	Follows South Hadley on social media	Has received a phone alert from South Hadley's CivicReady notification system	Regularly bikes on South Hadley roads	Lives within a 10-minute walk of a park or conservation area	Has taken advantage of the DCR State Parks Pass (free parking at state parks)
Leadership and Strategy	Has run or would consider running for local government	Has accessed information from South Hadley's town website	Feels prepared for an emergency in South Hadley	Serves or has served in local government	Feels that overall, South Hadley's population is well-informed, capable, and involved in the town