



# Town of Sudbury

## Master Plan Steering Committee

Flynn Building  
278 Old Sudbury Road  
Sudbury, MA 01776  
978-639-3387  
Fax: 978-443-0756

MasterPlan@sudbury.ma.us

www.sudbury.ma.us/masterplan

### MINUTES

**FEBRUARY 15, 2019 AT 8:45 AM**

**POLICE STATION MEETING ROOM, 75 HUDSON ROAD, SUDBURY, MA**

**Members Present:** Chair John Sugrue, At-Large; Vice-Chair Susan Asbedian-Ciaffi, At-Large; Vice-Chair Jennifer Roberts, At-Large; Nathalie Forssell, At-Large; Jan Hardenbergh, At-Large; Dan Carty, Board of Selectmen; Janie Dretler, Board of Selectmen; Pat Guthy, Commission on Disabilities; Dave Henkels, Conservation Commission; Ellen Joachim, Lincoln Sudbury Regional High School Committee; Amy Lepak, Sudbury Housing Authority; Robert May, Council on Aging; John Riordan, Zoning Board of Appeals; and Dick Williamson, Parks and Recreation Commission.

**Members Absent:** Lee Swanson, Historic Districts Commission.

**Others Present:** Stephen Garvin, Planning Board Chair; John Hincks, Planning Board Clerk; Adam Duchesneau, Director of Planning & Community Development; Beth Suedmeyer, Environmental Planner; Nate Kelly (Principal in Charge), Horsley Witten Group; Krista Moravec (Project Manager), Horsley Witten Group.

Mr. Sugrue called the meeting to order at 8:45 AM.

#### **Regular Meeting Business**

Ms. Suedmeyer stated two minor changes to the minutes were made which corrected the title of the Commission on Disabilities and removed Mr. Swanson from the list of members who were present at the meeting.

Ms. Guthy motioned to approve the minutes of January 18, 2019 as amended. Mr. Hardenbergh seconded the motion. The vote was unanimous.

#### **Draft Public Participation Plan**

Ms. Moravec stated the draft Public Participation Plan would be a work in progress and would be continually updated.

Ms. Moravec transcribed input from Master Plan Steering Committee (MPSC) members regarding questions which may be asked about the Master Plan and the process. This list was posted on the project website and available as a handout.

Ms. Moravec stated the MPSC will put together Frequently Asked Questions (FAQs) which can be kept on the Town website and also positioned in various public places in town.

Ms. Moravec recommended MPSC members contribute to outreach communications which could include a website blog. She also mentioned the inclusion of E-News blasts.

Mr. Garvin maintained that sustainability principals and community values were fundamental to the foundation of the Master Plan.

Ms. Moravec reviewed the Media Outreach section of the draft Public Participation Plan. Mr. Hardenbergh offered to submit an op-ed piece to the local newspaper regarding the open space topic. Mr. Sugrue thought the open space op-ed piece was a good idea and he also stressed that timing was very important regarding topic presentations. Ms. Moravec suggested combining op-eds with postings on the Town website.

Mr. Hincks suggested composing a series of articles representing a range of Master Plan topics. He suggested launching such a series with an op-ed piece from Mr. Garvin as the Mr. of the Planning Board. Ms. Moravec agreed that such an op-ed launch would be a good idea and further recommended contacting the editor of one of the listed newspapers to request the submittal of such a series.

Mr. Sugrue emphasized the importance of regular/scheduled pieces.

Mr. Henkels stated that for approximately two years he had submitted a series-type column to the Town Crier covering the topic of Town owned open space. He agreed an opening op-ed announcement written by Mr. Garvin would be beneficial. He noted specialty topics would help to sustain reader interest and involvement. Ms. Moravec agreed and asserted the op-ed topic would reflect how diverse the Master Plan issues are.

Mr. Hincks stated the Town Crier was a great venue for op-eds, but questioned the expanse of the readership. He suggested a connection with informal community pages in Facebook in order to extend the outreach.

Ms. Moravec suggested members think about the topics they would prefer to write about.

Mr. Carty stated the Town's 400<sup>th</sup> anniversary was approaching which reflected a bridge from the past to the future. He indicated he could submit an article on that aspect.

Mr. Williamson commented about the existence of the Facebook page, One Sudbury. Mr. Hardenbergh felt MPSC members should refrain from engaging in any discussions with One Sudbury. Mr. Garvin agreed One Sudbury was not the best choice for posting and stated other Town boards had similar concerns about the site. Mr. Carty indicated site links could be shared and agreed avoiding One Sudbury was preferable.

Ms. Suedmeyer noted at the last MPSC meeting, the members agreed that if something was directed to the MPSC from One-Sudbury, MPSC members would direct the person reaching out to the Town website or to Planning staff.

Mr. Garvin noted appointed MPSC members should be representing the Master Plan concerns and goals of their respective board/commission/committee. He added MPSC members at-large might want to promote topic areas outside of the goals of the other appointed members to fill topical gaps.

Mr. Henkels recommended each appointed MPSC member include as an agenda item some aspect that each board, commission, or committee wanted to have included in the Master Plan process.

Mr. Duchesneau suggested the Master Plan process could be a standing agenda item for each board, committee, and commission represented on the MPSC. This would allow each MPSC representative the ability to discuss the Master Plan process with their respective board, committee, or commission.

Ms. Asbedian-Ciaffi asked about the boards, committees, or commissions which do not have MPSC representation such as the Sudbury Public School Committee (SPSC) or the Community Preservation Committee (CPC). She noted both of these committees are very much involved in open space. Ms.

Moravec recommended representatives from those groups submit a written piece. Mr. Sugrue agreed those groups should be encouraged to submit.

Mr. Garvin noted an SPSC member had reached out to the MPSC to discuss opportunities for Master Plan process involvement. Ms. Suedmeyer stated she had encouraged SPSC representatives to attend the MPSC meetings, especially regarding topics that would be of particular interest to the public schools. She further detailed that MPSC members would attend some of the SPSC meetings.

Ms. Suedmeyer affirmed participation at stakeholder committee meetings and/or focus groups would be encouraged. She mentioned that in this case, Mr. Carty was the Board of Selectmen liaison for SPSC. Mr. Carty agreed to relay information to SPSC about the Master Plan process. Ms. Suedmeyer stated she had spoken to the Chair of SPSC and the SPS Superintendent. They were receptive to the involvement plan and recognized there would be much cooperation, coordination, and collaboration efforts involved.

Ms. Dretler questioned if the Public Participation Plan included the Sudbury Parent Teacher Organization (PTO) and related groups. Ms. Suedmeyer replied such groups would likely be separate and Mr. Carty agreed that such school groups have their own outreach plan. Ms. Asbedian-Ciaffi said each school sends out “blast” messaging regarding events, which will be a recommended method for promotion of MPSC events as well. Ms. Dretler agreed with the “blast” messaging approach, especially to announce the Master Plan Public Forum. Ms. Moravec suggested involvement with these stakeholder groups via meetings and working groups. She hoped the PTO comments would be filtered through the School Committee.

Ms. Moravac included the CPC and the Chamber of Commerce on the Stakeholder Outreach Planning List. She noted the CPC’s prime topics included open space, housing, recreation, and historic projects.

Mr. Carty noted the Finance Committee was missing from the stakeholder list. Ms. Moravec included the Finance Committee on the Stakeholder Outreach Planning List and included the Finance Committee topics of interest of town services, town finances, and budgetary topics. She also included the Historical Commission as a stakeholder organization whose main topic of interest was historic resources. MPSC members suggested Fred Taylor be the contact for the Historical Commission.

Ms. Guthy suggested adding the Chamber of Commerce to the stakeholder list. Ms. Moravec transcribed the Chamber of Commerce topics of interest as being economic development, the commercial tax rate, and infrastructure, such as public sewer on Route 20/Boston Post Road. Mr. Carty stated Charlie Dunn was the contact for the Chamber of Commerce and is the recognized liaison for many organizations in the Town. He also noted the Chamber of Commerce met on a monthly basis.

Mr. Garvin asked if there was Permanent Building Committee (PBC) involvement. Ms. Asbedian-Ciaffi, as a Capital Improvement Advisory Committee (CIAC) member, stated the CIAC and the Permanent Building Committee were different committees. Ms. Asbedian-Ciaffi volunteered to act as the liaison for the CIAC. Ms. Suedmeyer noted she recently had a conversation with PBC and felt the PBC is not doing much with regard to planning. Ms. Moravec suggested it might be beneficial to follow-up with the PBC regarding the Master Plan process. She also included the Goodnow Library Trustees on the stakeholder list and stated the interview method would be the best mode for engagement with this group.

Mr. Henkels indicated there are many non-profit and Town related-committees that are associated with cultural and natural resources, such as the Earth Removal Committee and the Agricultural Commission. Ms. Moravec suggested the formation of a MPSC focus group to interact with those mentioned committees. Mr. Henkels replied that some of those committees do not necessarily meet on a regular basis, but the MPSC could reach out to them and meet with them as a group. Mr. Sugrue agreed with Mr. Henkels and advocated for scheduling such meetings.

Mr. Carty ensured the Cultural Council was added to the stakeholder list and also favored the concept of getting the mentioned groups together. Ms. Moravec stated the Master Plan was a good vehicle to get the groups together.

Mr. Hardenbergh suggested including the Sudbury Historical Society. Ms. Dretler noted the Historical Society was constructing a museum in the Town Center and traffic would be a concern for them. Mr. Hardenbergh indicated the museum would become a tourist destination site.

Ms. Roberts asked about the Public Safety Department and Ms. Moravec replied all Town departments would be interviewed as part of the baseline data collection. Mr. Sugrue stated it would be beneficial to meet with all Town departments before a public forum was held.

Ms. Dretler included the Sudbury Housing Trust on the stakeholders list and indicated that group deals with young families as part of the Sudbury Family Network.

Ms. Guthy asked about the Sudbury Clergy Association which is a formalized organization including various pastors, rabbis, and representatives of churches and synagogues. She believed the Clergy Association met on the first Monday of each month. Ms. Moravec added the Clergy Association to the stakeholder list and noted the list could be added to, modified, and refined as part of its inclusion in the draft Public Participation Plan. Ms. Suedmeyer encouraged members to forward e-mails to Planning staff or the consultant team if they had further thoughts about this aspect of the process.

Mr. Henkels suggested topics of interest could be consolidated into general categories such as economic development, natural and cultural resources, housing, etc. Mr. Garvin endorsed this concept, adding recreation as another general category. Mr. Henkels suggested various members could assume accountability for the particular topics and orchestrate meetings with individual representatives from those specific groups.

Ms. Moravec recommended MPSC members consider using a "Meeting in a Box" tool. She indicated this tool included an agenda, guidelines regarding facilitating meetings, specific questions, and data collection recommendations. This tool would aid in conducting a meeting so MPSC members would be uniformly collecting information in a documented Word file.

Ms. Moravec reviewed the Project Timeline for the Master Plan process, explaining the first meeting in April might reflect a visioning session with more general goals and big picture aspects. Ms. Roberts stated these presented subjects would be important for the public and the related committees. She favored the implementation of topic-oriented meetings.

Mr. Hardenbergh recommended establishing a date for the public forum. Mr. Carty noted that per the Town's Bylaws, at least one public forum must be held each year. He suggested this Master Plan topic would qualify as one of those public forums under the Town's Bylaw. Mr. Carty stated numerous people attend these annual public forums and this would provide an exceptional opportunity to involve the public. He indicated he would work with the Town Manager on the proposed Master Plan Public Forum, which is usually conducted before the May Annual Town Meeting or shortly thereafter. The MPSC members agreed the Master Plan process would be a great topic for the Town Forum.

Ms. Dretler suggested the Master Plan Public Forum could be advertised in the Annual Town Meeting Warrant which is mailed to all Sudbury residents. Mr. Carty stated the Public Forum could also be announced at the May Annual Town Meeting. Mr. Hardenbergh suggested a personalized flyer be distributed to interested parties. Ms. Dretler suggested the flyer could be included with the Town Warrant mailing. Discussion ensued regarding the formatting of for the Public Forum. Mr. Carty indicated he

would work on coordinating the Public Forum. Ms. Moravec acknowledged that having such a timely public forum would be a tremendous engagement opportunity for the Master Plan process.

The MPSC then discussed possible dates for the Master Plan Public Forum. Ms. Joachim advised not to schedule the forum near or on the same day as the high school graduation on June 2, 2019. Ms. Suedmeyer queried if a Public Forum could be conducted on a Saturday. Ms. Dretler noted last year's Marijuana Public Forum was held on a Saturday due to a snow storm and rescheduling.

### **Subcommittees**

Ms. Moravec stated the subcommittees would be called working groups and would dive deep into the baseline data with increased focus on material the MPSC would produce. She detailed that most MPSC members responded and the working groups would help to promote the MPSC time efficiencies.

Mr. May asked if MPSC members were comfortable with the working group categories which included:

- Economic Development
- Natural Resources and Open Space
- Historic and Cultural Resources
- Housing
- Land Use
- Community Services and Facilities (Schools, Public Safety, Public Works)
- Transportation and Mobility
- Overall Document Editing
- Public Communications
- Public Events Coordination

Mr. May suggested more strategic approaches. Mr. Kelly stated the consulting team was open to discussing the structure of the document. He added he would not be reluctant to retain the working group titles as they may evolve with time. Ms. Moravec maintained the working groups could always be revisited. Mr. Kelly noted that often times a Master Plan vision would include a mission statement which is aspirational with the concrete actions and goals to follow. He stated typically, a Master Plan might have 20 associated goals that address various topics such as transportation, public services, etc. Ms. Moravec mentioned the Town department groups will be of great assistance in directing those goals in a plausible manner. Mr. May maintained the aspirations may become greater than funds allow and then the Board of Selectmen will have to make determinations.

Ms. Dretler stated the MPSC would have to gather information before a goal or direction could be assessed. Mr. Carty noted the Master Plan had nothing to do with the Board of Selectmen and was completely under the purview of the Planning Board. He added the Board of Selectmen could have involvement with the strategy and tactical phase. Ms. Suedmeyer indicated the Master Plan process was directed by the Planning Board, but the Master Plan was created by the residents and resident input would create the vision. She stated the team and this group would work on the fine tuning. Ms. Suedmeyer asserted the whole community had to have ownership of the Master Plan project. Ms. Dretler noted the Master Plan process would help the Board of Selectmen with its annual goals.

Ms. Moravec suggested creating a Master Plan 101 board, with a pocket located under it where people could submit comments and recommendations.

Mr. Kelly indicated the state has requirements regarding specific Master Plan issues/topics, but the chosen plan structure could be changed as long as the prescribed topics were covered. He added that most

innovative Master Plans did not establish a structure until the plan was two-thirds completed. Mr. Kelly stressed public engagement and listening were critical, and urged the MPSC to have faith in the process.

Ms. Moravec provided descriptions regarding the administrative subcommittees of Public Communications, Public Outreach and Events, and Technical Review.

Ms. Dretler mentioned the Energy and Sustainability Committee should be added to the stakeholder list and noted they held regular meetings.

### **Draft Baseline Report Outline**

Ms. Moravec referred to the Sudbury Master Plan Baseline Report document noting the report was more statistical and demographics orientated. She maintained the Baseline Report reflected where the Town was inclusive of population projections. Ms. Moravec indicated the Baseline Report included most of the key Master Plan topics discussed, as well as housing development plans and Veterans Services.

Ms. Roberts asked if the Economic Development section of the report could be more inclusive and Mr. Riordan agreed. Mr. May suggested cable and internet services be included in the Community Services and Facilities section. He asserted the Town controlled where the towers were located. A discussion concerning these towers ensued. Ms. Moravec included “Utilities – Cell, Power” as section J within the Community Services and Facilities section.

Ms. Moravec reiterated the draft Baseline Report Outline was a working outline and as information was collected the document could be edited.

### **March Meeting – Bus Tour**

Ms. Moravec announced the March meeting would involve a member bus tour. Consultants/Subcontractors from Fitzgerald & Halliday, Inc. (FHI) and Camoin Associates, Inc. would also be in attendance at this meeting.

The MPSC agreed the following areas of the town should be on the tour:

- Fairbanks Community Center
- Route 20/Boston Post Road
- South of Route 20/Boston Post Road
- Recreation Areas: Davis Field, Broadacres Farm, Haskel Field, and Feeley Field
- Route 117/North Road, Melone Property, and Frost Farm Housing Development
- Rail Trail
- Police and Fire Department Headquarters, Musketahquid Village Housing Development, and Fairbank Circle housing.
- Meadow Walk Development

Ms. Suedmeyer added that in the interest of time, some of the locations might just be driven past or through. Ms. Moravec stated further refinement regarding the trip would take place in the coming week. Ms. Suedmeyer mentioned the benefits of visiting the Meadow Walk development.

### **Next Steps**

Ms. Moravec stated more work would be devoted to the Public Participation Plan, and she and Ms. Suedmeyer would be coordinating the aspects of the MPSC Bus Tour for March 15, 2019. Ms. Roberts asked about the Public Communication schedule. Ms. Moravec indicated she would be working on that, as well as a draft of the FAQs and a Master Plan 101 Poster. She stated the press release announcement from Mr. Garvin would be helpful as well.

Ms. Suedmeyer indicated the date of the Public Forum would be confirmed in the next several weeks.

Mr. Sugrue motioned to adjourn the meeting at 10:45 AM. It was seconded by Ms. Asbedian-Ciaffi. All members voted in favor.