



Mayor
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Department of Planning and Community Development

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MASTER PLAN STEERING COMMITTEE

Jennifer Wadland, Chair
Vacant, Vice-Chair
David Cunningham, Member
Julia Flaherty, Member
Peter C. Herbst, Member
Justine Huang, Member
Erin V. Joyce, Member
Shelley North, Member
Elizabeth Page, Member
Joseph Reynolds, Member
Rayna Rubin, Member

Approved June 22, 2023

MASTER PLAN STEERING COMMITTEE – MEETING MINUTES

Thursday – January 19, 2023 – 7:00 PM

Location: Cahill Auditorium, Braintree Town Hall, 1 JFK Memorial Drive

Meeting came to order at 7:00 PM

Members Present:

Jennifer Wadland, Chairperson
David Cunningham, Resident
Peter Herbst, Business Owner
Justine Huang, Resident
Erin Joyce, Planning Board Representative
Elizabeth Page, Resident
Joe Reynolds, Town Councilor, District 2
Rayna Rubin, Resident

Staff Present:

Melissa SantucciRozzi, Director-PCD
Connor Murphy, Assistant Director – PCD

Consulting Firm (JM Goldson)

Jenn Goldson
Beverly Mesa-Zendt

Members Absent:

Julia Flaherty, Town Councilor, District 1
Shelley North, Business Owner

The introduction of this Meeting was not contained on the BCAM video; therefore, we cannot confirm that the meeting was called to order at 7:00 PM and attendance was taken. Nor can we confirm that the Meeting Minutes from November 17, 2022, and December 15, 2022, have been approved.

MPSC Member and Staff Announcements:

The recording begins with a statement from Member Page acknowledging that we have a vacancy at the Vice Chair level, and she would like to take this opportunity to nominate Justine Huang to be our new Vice Chair. Director SantucciRozzi points out that we don't have that matter on the agenda. She thought we would wait to have the full membership in attendance to do that. Chairwoman Wadland confirms that we cannot take a vote because it's not on the agenda, and she asks that it be added to the agenda for the next meeting. Member Page questions whether this will be considered a nomination. The Director clarifies that when it is an agenda item Member Page can say what she said tonight. Member Page wants to acknowledge the event held this past weekend and thank Justine Huang. It was our first annual Lunar New Year Festival.

Jenn Goldson, JM Goldson, begins by introducing Beverly Mesa-Zendt, who is their new Senior Community Planner. She is going to be assisting on this project. Ms. Goldson asks Ms. Mesa-Zendt to introduce herself, but Ms. Goldson wants to say they are very excited to bring her onto the JM Goldson team, as she has a lot of long-range planning experience all over the country. Ms. Goldson thinks that Beverly is going to be really helpful on this project as we move into the strategy phase in particular.

Ms. Mesa-Zendt acknowledges that she is very excited to be here supporting the JM Goldson team. She mentions that she went to Graduate School at University of New Hampshire, but due to a military career of her spouse, she spent most of her career in Texas and then moved to Washington where she worked for six years and then most recently in Portsmouth, NH where she was the Director of Planning. She is now moving into the private sector. In Washington, she was Deputy Director of Planning for the City of Redmond. She has done a lot on the municipal side, and in Redmond she managed long-range planning, and she has quite a bit of experience with long range planning, and she looks forward to supporting this effort.

Ms. Goldson confirms that we will see her and Beverly at all meetings now.

Review Phase III Schedule

First, Ms. Goldson asks the Assistant Director to bring up the schedule. She wants to go through the schedule, which was handed out at the December meeting. **Note: The Schedule will be attached to these meeting minutes and incorporated herein.** Ms. Goldson acknowledges that we didn't get a chance to talk about the schedule at the December Meeting because we were focused on the Vision Statement that night. Ms. Goldson wants to confirm that the schedule makes sense, and she wants to see if there are any questions. Then, she wants to focus in on what the Technical Working Sessions will be like, why we are proposing to do them, and she would love to get some direction on who to invite. Ms. Goldson mentions that the Director will have a few things to say on that, as she has already started to work on that. Ms. Goldson mentions that at tonight's meeting we will talk about the draft metrics and goals, and we will discuss the Core Theme working sessions. Then at the end of January, the consulting team is getting together to brainstorm, while looking back at the vision statement and goals, to start to come up with strategy ideas that could help you achieve that vision. The plan is to come up with as many ideas as they can think of to provide a broad range of possibilities. Then, the team will come back on the February 23rd meeting to discuss what those options are. We are going to have the whole consulting team here that night (Chris Herlich from RKG Associates, Juliette Walker from Kittleson, Beverly Mesa-Zendt and Jenn Goldson). They will present ideas for each of the Core Themes for the committee to talk about, think about and ask questions about. Ms. Goldson explains that it is a technical "low bar", as they don't need to know necessarily which strategies the committee wants to pursue for the master plan. What they want to know is which ones does the committee think the Technical Working Sessions should talk about. She is thinking about ten strategies for each Core Theme that they will bring to the Technical Working Sessions to get feedback on. It's going to be a process of narrowing which ones really need to be talked about. She has set a date of February 9 to send the list of strategy ideas to the committee. This gives the committee time to digest and come up with any questions. Ms. Goldson states that the members are welcome to email her any questions (copy Melissa and Jennifer on any emails). Then we have the Technical Working Sessions in March, so there is no Master Plan Steering Committee in March because the team wants committee members to come to the working sessions. Ms. Goldson will talk about the working sessions in a little more depth in a moment to discuss what the role of committee members will be and who should be invited. However, in the meantime, she wants to continue presenting the schedule.

Phase III will continue with a meeting in April on April 27 to review the key take-aways from the Technical Working Sessions. Between mid-April and mid-May (a full four weeks), the team would like to ask each committee member to go out to various boards and committees. We would like to get committee members on as many agendas of Braintree Boards and commissions as possible to do a road show. Basically, the team will provide handouts or a Power Point presentation. There can be discussion of what format members are comfortable with. There will be materials to present at various boards.

Hopefully, you can get to every board within the month and share where we are in the process, what kind of strategies we're talking about that might be relevant to that board that you're presenting to, and just get some feedback from every board and commission in Braintree during that month. The team is setting the bar high and looking for the committee's help with that. Ms. Goldson hopes the committee will be in agreement with doing that because you will be using a little of your time getting on these agendas. In May, we will want to have the Department Managers Working Session where we look at the short list of strategies that we're ending up with and really getting a better sense of implementation capacity, funding, staffing needs, if there are any ideas that are just not feasible or present barriers, and if there is anything that they really like or initiatives they are looking to start. Ms. Goldson asks the Director about the schedule for these tasks. The Director states that they have established a grid of all the meetings that will take place between those dates, and staff can work with those boards to get attendance scheduled (most of them are out of the Planning Office). The Director advises that they haven't started on the May stuff yet, but they will compile a list and start working on it. Ms. Goldson advises that they are hoping to do the Department Managers Working Session that first week in May. Then, May 18 will be the next Master Plan Steering Committee Meeting to review the results of the Department Manager Working Session. Ms. Goldson advises that this whole process is a process of narrowing. By the time the May meeting occurs, the team will have a better sense of what is feasible and where the gaps are. Are there things that are not realistic? Ms. Goldson is hoping to come out of the May 18th meeting with a short list of draft strategies that the committee feels good about. We would then like to post that short list of strategies on the project website and ask for public feedback. On June 15, the team would like to present the short list of strategies to the Planning Board and Town Council. Just like the December 15 meeting, it will be a Master Plan Steering Committee Meeting that invites the Planning Board and Town Council to attend. We will take public comment as well and just get a feeling on where we are with those strategies. That is the end of Phase III.

Phase IV will happen from July through November, and it will basically be pulling the plan together. You will start to see what you are going to call your plan. We will start to format it. We will discuss formatting options. In July the team will send committee members some options for layouts showing a variety of previously done plans. On July 20th, a few of those options will be discussed. The look of the plan is not just aesthetic; it is getting at how readable it is. Does it feel like your town? It is also a branding.

In August, the team will send the first draft to the committee; they will populate it with the short list of strategies, the goals and the vision that have been discussed. We will do a summary from the Existing Conditions Report where we bring in some of the key findings. We will review that draft at the August 17 meeting. The team will revise it based upon comments and provide the revised version to the committee in the second week of September by September 7th. At that point, the team suggests that the draft be posted on the project website to get public feedback. Then, at the September 21st meeting, the draft plan will be presented to the Planning Board and the Town Council. Public comments will also be taken on September 21st. Additional revisions will be made at this point if that is needed. At the October 19 Master Plan Steering Committee Meeting, the team suggests that the committee consider voting to recommend the plan to the Planning Board. Then the Plan goes to the Planning Board in November. At that point, the consulting team steps out of the process. Typically, in the consulting team's experience, because the Planning Board has been involved throughout each of these phases, they have not seen any issues and the plan is typically approved at the Planning Board without any additional help from the consulting team. Then, they change the draft to final, and it is done. Ms. Goldson pauses to ask if the flow and the approach they are taking makes sense. Ms. Goldson asks if anyone has questions or concerns.

Member Huang asks about the September 7 date where we have "post draft on website for public comment", is there any plan on the schedule about how those comments will be incorporated. Ms. Goldson advises that we have been taking public comments all along. Typically, people write to the Planning Director. We will also take public comments at the September 21 meeting. Each time the Planning Board and the Town Council are invited, we take public comments at those meetings.

If there are comments that would indicate more revisions, the team would ask the committee for some guidance on what those revisions should be. The team would be happy to make those revisions before presenting at the October 19th meeting. This might require more time at the September 21st meeting for discussion.

Member Huang asks how we plan to communicate to the public where and how they can make their comments. At this point, Member Huang doesn't think that the public knows they are able to put more input into it. Member Huang wants to make sure we have a method to do so, and the public is aware of what that method is.

Chairwoman Wadland confirms that we would make changes based on public input. Ms. Goldson clarifies that the committee would have to agree on it.

Director SantucciRozzi asks Ms. Goldson if there is an option to include a comment portal on the website. That is where everybody goes. The Director thinks it would be good if there was an easy option to leave a comment right there. Ms. Goldson states they can do that. Ms. Goldson knows comments can be left anonymously, but she is assuming that the committee would want people to attach their name to their comments. She will check to make sure that is possible.

Councilor Reynolds would like to know where the comments are coming from – from a control perspective (i.e. to ensure Braintree resident, to ensure one comment from one individual rather than multiple comments from the same individual). Chairwoman Wadland agrees, but she also wants to make sure that we are going to take into consideration the comments after trying to capture the public's feedback.

Ms. Goldson will look into the technical side of what they can do on their platform, and it can be discussed at the next meeting. We need to remember to put that on the Agenda.

Councilor Reynolds has questions on the road show and what the committee members will be presenting. Will it be a canned presentation of what comes out of the previous strategy sessions. Ms. Goldson clarifies and explains they will provide a canned presentation that talks about some background of the process, how we got to where we are, and what we are trying to do. Then, they will also provide modules and the committee member can pick and choose which modules they want to present that might be applicable to that particular group. Ms. Goldson explains that the committee member is asking for additional feedback from the board or committee. Councilor Reynolds confirms that the committee member is there to facilitate that.

Member Page asks if at these roadshows will the public comments be taken into consideration, as well. Ms. Goldson explains that they are mainly to get feedback from board/committee members. However, they will all be done in open, public meetings. If that Board or Commission wants to take public comment, they can. Member Page would like to suggest that public comment be taken at all of these because not every single board and commission is receptive to public input. We want to stress in this Master Plan process that public input will be taken and will be reflected. She thinks it is important that at every opportunity along the way, whether it be someone on Zoning or someone in Facilities, that it's important to hear what the public has to say about this project.

Ms. Goldson wonders if Chair Wadland will be the initiator of an email to all the Board and Committee chairs to help with the scheduling that Melissa and Connor helped to figure out. Ms. Goldson wonders that in that email introduction requesting to get on the agenda, you could emphasize the importance of public comments and request that the board/committee includes time for public comments. Ms. Goldson knows that we won't have control over what the Boards decide to do, but Chair Wadland could request it.

Chair Wadland asks the Director if every Board is on BCAM. The Director advises “no”. Director SantucciRozzi states that every Board is required to take minutes. She advises that, of the Board out of Planning and Community Development, the Planning Board is the only one that is on BCAM.

Councilor Reynolds wants to emphasize that public comment should be emphasized and promoted in all these public meetings. He does disagree with the previous speaker that we have unresponsive boards. He wants to acknowledge that these are boards that have information and have very specific tasks. They have more information and an understanding of these projects so that it doesn't get hijacked. Councilor Reynolds wants to make sure that it is careful, that we are listening that the expressed intent of this road show is to get feedback from those particular boards that have a very specific focus in charge in duties and responsibilities of serving our town. He wants to make sure that is respected.

Member Page clarifies that she is not saying that the Boards are unresponsive. She thinks there are some boards that are more responsive than others to public comments. There are some boards that are not very responsive to public comments. She thinks it's important that we hear public comments at all the board meetings. She thinks it's not received the same way through the community.

Discuss Potential Participants for Technical Working Sessions

Ms. Goldson notes that the Technical Working Sessions are scheduled for March 15 and March 16. We have a Working Session for each of the Core Themes, and we have five Core Themes. Two of them are happening simultaneously, and we are still working a little bit on the times because we weren't sure if BCAM could cover them if they were at the same time. There is currently no update on that. Right now, at 4:30 PM on March 15, we would do the Natural Resources/Conservation and Sustainability Group led by Jenn and Beverly as well as the Public Facilities led by either Eric or Chris from RKG Associates. Each session would be two hours in length, and if we need to stagger them it is because we want to make sure BCAM can capture the initial presentation for each. If there is only one person filming and equipment is limited, we may need to stagger the times so that BCAM can go from one room to the next. Both Sessions will be located at Town Hall in different rooms. On that same evening on March 15, from 7:00 PM to 9:00 PM, we would all stay for the Economic Growth session led by Jenn and Beverly along with either Eric or Chris from RKG. The next day on March 16, we will do a session between 4:30 PM and 6:30 PM on Traffic and Transportation led by Juliet Walker from Kittelson Associates, and then another session from 7:00 PM and 9:00 PM on Housing led by Jenn and Beverly.

The way these sessions will be structured is that the team will be asking the committee to come up with 16 participants who would be invited. These would be people with either particular expertise in these areas or a specific perspective that you want to make sure is incorporated. It can include department managers, board and committee members, business people and it can also include members of the public that don't serve on boards or committees. The idea is that they are technical working sessions where we are going to dive deep into strategies. We are going to talk zoning. We are going to talk funding mechanisms. We are going to talk in some detail. There will be some education around the strategy ideas, but it's not all about educating on the ins and outs of these. We are expecting that the people participating will have some sense of what we're talking about, and they will really be there to weigh in on pros and cons, best practices, what they think would work here in Braintree, if there are feasibility concerns, or if they have other ideas that could get at the vision and goals. Ms. Goldson reiterates that she will be asking committee members to think of 16 people for each of those working sessions. Then, we would like four members of the Master Plan Steering Committee to come to each session, and because there aren't enough members, you will need to double-up on some sessions. You will need to think about which session(s) you will be either most interest in or most helpful at. This can be discussed in February. It's important that we have four committee members at each session because we are going to do breakout groups, and each member will be facilitating a breakout group of which there will be four.

All sessions will be open to the public. The sessions will be recorded, as well, but we are recording the parts that are not the breakout session because that will just be people talking in small groups. We will record the opening presentation. Each consultant who is leading these will have an opening presentation that talks about the ten strategy ideas we would like them to dig into. We will give them materials ahead of time so that they'll have time to read through the materials and weigh in. It is very similar to the five-finger voting – we are going to have them do a little rating of the ideas and jot out some personal notes about pros and cons. They will all have this homework, and then they come to the working session with their homework. We don't collect it, but they use it to talk to their small groups. They will see if they can come to a small group consensus around strategy ideas they'd like to keep in the mix, throw out of the mix and other ideas. They will have an hour for small breakout groups. We will have no more than 30 minutes to present and answer questions up front. The last half hour will be used to do report outs from the small groups. We would like the Master Plan committee members to be doing the report outs. The committee member's job will be to help clarify anything. If there is a strategy, they are struggling on that you happen to know about, you can help clarify. The consultant team will also be there as a resource. The committee member's job is not to monopolize the conversation. You are there to listen, to take notes and then to present. BCAM will record the open presentation and the presentations done by committee members at the end of your group discussion. Ms. Goldson asks if the design and layout of this makes sense, and she asks if anybody has any questions or concerns or ideas.

Member Cunningham didn't know what Ms. Goldson meant by the term "report out", and who was this "report out" being given to. Ms. Goldson clarifies "report out" and explains the committee member will be taking notes, as you are listening to your small group for the hour that they're talking about these strategies, so that you can present. You are going to verbally present a summary of what they talked about -- not all the details, just high level. What did they like, not like, have questions on or have new ideas about? If anybody is not comfortable with this, the consulting team will figure out a work-around. Not everybody feels like they excel at public speaking. If there is an issue, Ms. Goldson suggests that the committee member email or the Director. Ms. Goldson clarifies that the reporting out is to everyone in the room at the moment, which could include an audience because they are open public meetings. It would include the 16 people that you invited to participate, the four Master Plan committee members, and the consultant team. Member Cunningham still needs clarification about who it is being "reported out" to, and Ms. Goldson clarifies that it is just a verbal presentation, live in the room to whoever is there and then recorded. Both Councilor Reynolds and Ms. Goldson explain that it is a recap of what the small group talked about. Member Rubin asks how that gets back to the whole committee. Ms. Goldson explains that the consultant team prepares a report that basically summarizes the strategies that seem to have large agreement and these are the ones that have mixed feelings. At the next meeting on April 27, we will review the key takeaways and send the committee members something in advance that summarizes the working sessions.

Discussion of Metrics for Goals – Jennifer Goldson, JM GOLDSON:

Jenn Goldson explains that we would like to go through the worksheet that was provided to members. We don't have to make any decisions tonight. Ms. Goldson wants to provide a short briefing first before going into the details. She wants to provide an overview of why we are talking about this, what metrics are, and why are they helpful. Metrics are not something you have to do; there are many plans that don't have metrics. Many clients like to incorporate metrics so that they can measure progress over the next decade as the Town is implementing this plan. The Town needs a way to know if they are successful. What happens is that you give a bunch of strategies in the plan; some of them you do and achieve; others you try to do but you can't get approval or funding or political support, but you still have these goals you want to achieve. So, you start to think of other ways to achieve those goals because some of the strategy ideas won't be successful. It's no fault of this process, so you need to be ready to pivot. Ms. Goldson is recommending that every client creates an implementation committee – somebody that is tracking this. You may see after year five that you tried to do the strategy, but it is not working, but we still believe in the vision and the goal. Can we figure out another way? Metrics give you a way to be more flexible about understanding how much you've achieved.

Ms. Goldson provides some examples. Let's say you have a goal of reducing pedestrian fatalities in crosswalks. You can put a metric on that. You can say that "X" number of people have died in the past "timeframe" in pedestrian crosswalks, and we want to reduce that to zero or we want to reduce that by 10%. That is your metric. Maybe the strategy idea is to put cones in the middle of crosswalks or have crossing guards. Over time you want to measure if it's doing anything, and you are effective. Just because you implement a strategy doesn't mean it's working; so, that's what metrics do. If you pick a good metric and you have a good baseline understanding, your metric can be either a percentage increase or a percentage reduction. You can do metrics in different ways, but the idea is that you are measuring, and you establish a baseline. If something is not working, you can pivot and do something else.

Chairwoman Wadland has a question. After we go through the process, and the plan is in effect, is there a body that would review if we are reaching the metrics or reaching the plan? Would this be done on an annual basis to see where the town needs to improve and where the town has failed miserably? Is there a body that would step in to ensure we follow the master plan. Ms. Goldson advises that the consulting team recommends that the town create an implementation committee. Some communities don't follow that recommendation, and there is nothing that requires you to do that. That Master Plan Implementation Committee would meet regularly (it could be a few times a year) and reviews the progress. It looks at the metrics. The committee doesn't have any authority, but they are overseeing and having some accountability. Their membership is important because you want members that are involved with the implementation either because they sit on different boards or because they're department managers or other reasons. Ms. Goldson asks if there is an understanding of the general idea of metrics.

Councilor Reynolds wholeheartedly agrees with the metric. We have to understand that we have spent this time, this money, this effort coming up with a Master Plan setting standards, setting a vision. He thinks an implementation committee that would check in on the progress with those realistic metrics in place is going to make that a clear performance measurement. Councilor Reynolds' understanding is that, in getting to those agreed upon metrics, we would need to determine a worthwhile area to measure. Part B of that would be what is the actual standard that we would implement. Councilor Reynolds would think that we would want to be able to measure success in multiple measures. That gives us a better consensus of what success is and what is left to do. Ms. Goldson states that's exactly right. The consulting team will help figure out what areas the committee wants to measure, but what needs to be done after the Master Plan is figuring out what is the baseline and what is the actual standard you are going to shoot for. The Implementation Committee working with department managers who know what baselines they have can work to create those specific measurements.

Ms. Goldson takes the Winchester Master Plan, as an example, to show what that could look like. She refers to the Strategies Section and explains that the way they laid out this plan is that there were a series of goals. She refers to the goal "A4. Age Within Winchester", where they wanted people to be able to age within the town with a good quality of life. Under that A4 are a few different strategies of how to do that goal, along with a brief description. Then, in the blue box on the bottom, there is a metric with a couple ideas. The Consultant gave the Town ideas, and then the Implementation Committee chose some of the ideas that they could get a good baseline for. Tonight's conversation will help guide us on the areas the committee thinks we should focus on to make those kinds of suggestions.

Ms. Goldson goes back to the worksheet and explains that she provided a number of examples. Then, each of the bullets under the Core Theme are your goals. Under Core Theme 1, **Sustainability and natural, historic, and cultural resources**, there are a lot of goals. Currently, there are 13 goals. Chairwoman Wadland suggests taking comments from committee members starting with Peter Herbst. Member Herbst suggests, on Core Theme 1, under goal 1, he had written down that one of the metrics could be to measure the number of square feet of land dedicated to open space uses, and then relative to enhancing water resources, he would think the state measures water quality in bodies of water, and we could compare that now to future.

Member Cunningham had written down at Number 1 periodic reports of land acquisition. He also wrote down the idea of reinstating a dredging program for the current reservoirs, exploring use of the Farm River and MWRA for increased water supply, actively pursuing conservation easements in exchange for reduced assessments or lower tax rate for affected land with respect to Goal 2. Member Cunningham states he filled in answers for each of the goals, but they may not be answers that the consultant thinks are metrics. Ms. Goldson states, for some of them, she thinks she is hearing some strategy ideas, which she will also take. Ms. Goldson suggests any of them that are measurable. Member Cunningham mentions one would be for measuring the number of trees that are planted throughout the town. He knows that BELD used to have a tree-planting program and is not sure if it's still in effect. That is something that could be measured. If it's no longer in effect, maybe we want to put it back into effect. Further down, he suggests, keep track of the number of drainage pools that are required for development purposes, keep track of the number of rain barrels the town issues to people who take advantage of them, keep track of the Green Technology into existing buildings and all new construction that takes place. With respect to Goal 9, this may not be a metric, but he suggests sound barriers along highways and railways and incorporating light design into new building projects. Another one would be to try to incentivize particular types of businesses into particular locations. For example, he suggests small grocery stores in the town squares; he recognizes that it will be difficult to do that because the town squares have inadequate parking. Trying to get businesses steered in different directions is part of what he is talking about. Another suggestion is updating the zoning bylaw. Another is to keep track of student projects throughout town – such as art projects. Another is to update the town website on a regular basis.

Ms. Goldson suggests collecting the committee member's worksheets if they have a lot of ideas on them. Chair Wadland and Ms. Goldson agree that the discussion doesn't need to go through every suggestion written down, and we should hit the highlights and focus on the ones that are measurable.

Director SantucciRozzi states that when everyone hands in their worksheets tonight, they can be scanned and sent to all members so that you can see what wasn't mentioned tonight.

Member Joyce will give a highlight of some ideas and try to keep them metric related. For the first goal, she was wondering if there was a way to track quality or condition of habitat. She thinks sometimes having preserved space but not keeping up with it isn't as good as having quality spaces. She wondered if there was a metric to assess quality of preserved spaces. She suggests enhancing buffer zones and making more of the natural resources. With regards to preserving and protecting residential neighborhoods and buffering areas, she suggests an idea of defining neighborhood zones and targeting buffer areas to ensure that no one neighborhood is losing tree canopy more than other neighborhoods as a metric to measure that. Member Joyce suggests, related to sustainability, tracking the percentages of new buildings that exceed standard energy code. Identifying if there is a passive house, which is incredibly energy efficient. For example, Boston has the zero carbon emissions. She suggests tracking the number of developments that do exceed the energy code. We could use that as a metric of how sustainable our plan developments are. With regards to locally grown food, maybe we could track the number of locations that people have access to locally grown food throughout the community – whether that is a grocery store, farmer's market, or community garden. For enhancing pride and attractiveness, an idea would be just keeping track of the number of public art installations via a map showing where the public art is located around town.

Councilor Reynolds states he has heard some great ideas here, and he is going to try not to duplicate. From the water perspective, we could measure what we have in cubic feet presently. We do have that measurement from a reservoir holding perspective. With that, we can set that metric of creating more cubic holding space for our reservoir. There are opportunities in the community to be able to expand our reservoir holding capabilities. A previous speaker spoke about water sources, and Councilor Reynolds states we know what water sources we have presently that fill our reservoirs. We could measure that – these are the sources we have of quality water to fill our reservoirs. Related to “preserve and protect residential neighborhoods”, the Councilor states Member Joyce had some great ideas, and he suggests taking stock of what are those buffer zone square footages now.

Councilor Reynolds states we could take a measurement of how much passive green space we have, giving us a target of how we can increase those. From the support of implementation of successful sustainability, we can measure the total impervious surfaces that we have in the community presently. We would have to categorize those because you have streets, driveways, etc. When you categorize those, it gives us the opportunity to see what the ones are we can change and alter. What can we modify so they are less impervious or remove the impervious nature of those surfaces altogether. Councilor Reynolds refers to the tree canopy and thinks there probably are measurements of a density of a wooded area, although he admits he is not an expert in this area. He feels we can increase the net green spaces that we have because we know what we have in acreage and square footage for our green spaces and open spaces. Regarding Goal 7 related to energy use, we can measure the percentage of how local power is derived. We can measure what is derived from renewable sources and what is derived from the traditional energy sources that we are trying to move away from. Where we have our own electric supplier, we can capture that data. The data is there already for us to leverage. Councilor Reynolds does not know a lot about the technology related to the impact of light and noise, but he does know that the Town of Braintree replaced all streetlights with LED lighting. That is something that has already been done.

Chairwoman Wadland refers to water resources, and she thinks we need to have the Conservation Commission access each for the rank on the U.S. Forest Service Six-Step Watershed Condition Framework, see where we are at and then look to progress. That's a way to have something measurable. She continues and states we need to figure out the total acres of protected open space that is owned by the Town. She thinks that we need to increase buffer requirements between non-like uses. She thinks we need to look at reducing heat islands and heat island effects. There are certain things that you can do, including plant more trees. If a tree is taken down by any development, a tree has to be planted. She also thinks we need to require builders to build with green materials. She also thinks we need to assess the total acres of impervious surfaces and pervious surfaces, as well as the total energy use per household. Maybe, we could provide some incentives to reduce use.

Member Rubin thinks we should look at how much money is spent on better signage and information about our parks, open spaces and natural areas. She thought we could look at specific opportunities within neighborhoods to increase open space and identify those areas. The metric would be to create a plan that identifies open space in every neighborhood. She would also look at money spent or identified specifically to enhance art parks and to maintain and improve them.

Member Page thinks there should be some ways to measure the impact of noise and light pollution on neighborhoods. There should be standards, and she is pretty sure there are some on noise levels. She thinks those need to be applied to new developments, especially ones that would border residential neighborhoods. She feels that another thing we are failing to capture is traffic. She thinks the Town has had a huge traffic problem for years. She thinks we should look at our current levels of service and our average peak traffic levels and they should be examined before and after developments occur to see if the reports that we're getting are actually accurate. Then, there should be additional modifications to improve anything that was not accurately reported prior to this development.

Member Huang agrees with Member Joyce in terms of the quality versus quantity of open space. She thinks we could measure how our open space is being used in a variety of subjects such as walking trail, fishing pond, sport space or concerts. We could track the diversity of uses and not just the quantity. She thinks we need to measure the percentage of land being lost due to development. We need to make sure that we have land to cover the heat island effect from the suburban perspective because we are in the intersection of all highways. Member Huang states we need to have a way to measure air quality, sound quality and line(?) quality. She is sure there is an industry standard index that we compare where we are today and annually. We also want to measure the walkability of each area of the town because we want to have the village feeling.

Ms. Goldson suggests a new idea when addressing Core Theme 2, **Economic Development and Businesses**; she suggests stating up to three ideas that are different from the previous speakers.

Member Herbst states that he struggled on Core Theme 2 because he thinks that there is a lot of great objective metrics that we can measure such as: tax revenues from different sources of commercial vs. residential. We can measure whether there are strategic community growth plans in place for those sections of the town. He points out that the Existing Conditions report had a lot of measurements on transportation usage and pedestrian safety/injury numbers. Member Herbst would be very curious to see if anyone came up with metrics for items 5 and 6 because he thought those were very subjective and might be hard to measure.

Member Cunningham states he had a very difficult time dealing with the idea of metrics in general, and he thinks he did more ideas than metrics throughout. Ms. Goldson suggests that Member Cunningham give her his worksheet later rather than presenting them.

Chairwoman Wadland suggests that maybe that is a better route to go. Everyone can provide their couple, but it may be better to compile the worksheets and present them to the public in one list. Director SantucciRozzi thinks it is nice to hear other people's ideas.

Member Joyce mentions that she had such a hard time coming up with metrics, but now that she is hearing everyone's ideas, it's helping her think of it more and she is changing it into metrics. For Core Theme 2, Member Joyce thought with new projects we could track whether they're 100% redevelopment, 50% redevelopment, or what percentage of redevelopment vs. new development to see if we can target redevelopment as a majority of what we are doing. For Item 5, she thought we could track the percent of vacant tenant spaces in the squares to monitor what is there. She also suggests a way to track variability in the businesses may by a pie chart that shows types of business. One area may be heavier on restaurants or hair salons, and you're trying to get maybe an independent bookstore or some other alternative use. So, you can try to target vacant spaces in that area.

Councilor Reynolds suggests for Items 1 and 2 that we mark the revenue generation of existing uses and structures in the areas in question for what kind of strategic uses from an economic growth standpoint. For item 2, what percentage of the current tax revenue is made up of non-residential. That would have to be in comparison to the actual operating budget needs. That would have to be fleshed out a bit more. We cannot spend what we don't have. It has to be balanced vs. what are the things we want and what are the level of taxes as individual homeowners that we are willing to pay. For Item 4, we can measure what do we have that attracts these businesses and their needs from a competitive standpoint. There is a lot of information out there right now that shows region by region who is doing well and who is not doing so well. What is industry looking for in particular when you talk about science, hospitals, universities and manufacturing? Does our area possess those needs? We can list those as an accepted practice in the business environment and measure what we have against those needs.

Chairwoman Wadland would take Councilor Reynolds point a step further and measure the tax revenue from the group of types of businesses we are trying to attract. Chair Wadland's strategy would be to hire a businessperson to figure that out and recruit for the wants and needs are for the type of businesses we are trying to attract. She would measure the number of targeted areas and the number of community supported plans. As far as Item 5 goes, she suggests capturing the number of public events in each area and the total participation for each area and the number of active businesses by type for each area – similar to Member Joyce's suggestion. She also suggested counting the number of trees, as it relates to beautification.

Member Rubin also had a hard time with metrics vs. ideas. She will mention two things. She would like to identify all the properties that are underdeveloped or blighted or vacant. She would like a plan that goes with it to address them with a budget as to what we could do and what it would cost. Maybe it's just enforcement, or maybe there are other things. She would like an Economic Development Plan that really gets into revenue goals, that really

drills down into what we would do, what it would cost, what are target industries. It's not really a metric, but she thinks we need a real plan to develop good metrics and a budget to do implementation of an action plan.

Chairwoman Wadland asks for clarification on the budget issue; she acknowledges that the committee is not the budget people, and they don't have control over the budget. Chair Wadland mentions that Ms. Goldson had once said we can't really talk about that because it is not our area to figure out if there is budget or not in the vision statement. Chair Wadland asks if that holds true for the metrics. Ms. Goldson advises that where we'll really want to talk about it is in the strategies, and before we put together an implementation plan, we need to understand if the Town may have budget or if we need to look for outside sources. It's not so much about the metrics, but she understands what Member Rubin is saying. You're trying to have a plan that focuses on economic development with a budget for repurposing buildings. Ms. Goldson feels Chairwoman Wadland is asking a slightly different question, which is when can we talk about budget. Part of it is listening to the department managers; they will have a good sense of budget and what could be feasible.

Member Page does agree with most of the things that have been said so far. She does think it's kind of difficult to real metrics on this, or she has a hard time grasping that. She refers to Item 3 related to key blighted and under-utilized properties. She acknowledges that we must have some kind of a number of those properties, and to be able to compare that number with plans that have been approved and have been community approved. That is a tough metric but would be an important one if we could come up with a way to do it. Then, related to beautify and activate the squares (Item 5), we could take a count of the number of trees and other plantings in each area and have certain times during the year when they are rejuvenated or updated.

Member Huang always has to measure customer service and return on investment. One thing she would like to see is how do we measure cost vs. revenue return of investment on a particular development if you're looking at an undeveloped area or new development coming. How do we measure the Town's return of investment vs. the developer's profit, while also adding different variants into these measurements such as the resident's impact, which will account for 10% of this return-on-investment metric. Member Huang states the second one is how do we track the trend of the business? For example, in South Braintree Square we have more hair salons and nail salons vs. restaurants and other small mom and pop supermarkets. How do we track the trend of businesses in our town vs. the standard in the industry for a village type of feeling. The last measurement would be percentage we spend on attracting new business vs. maintaining existing businesses.

We now move on to Core Theme 3, **Transportation Safety and Connectivity**.

Member Herbst states that Core Theme 3 is full of a lot of objective things that can be measured as far as traffic count numbers, fatalities, and injuries. He was also thinking that the community needs to be poled because some of those objective numbers don't reflect when a certain street is being used as a cut-through in a neighborhood. Poling individuals and finding out where the problem areas would be is a metric that should be measured and monitored.

Member Cunningham states, regarding Item 1, it would make sense to keep track of what we put into the base budget for police department with respect traffic conditions and calming measures. He feels the same regarding item 2 – keep track of the budgets that we use for maintenance, repair and replacement of sidewalks and road conditions. He acknowledges that we may do that already, but maybe we need to change how we do it. With respect to Item 5, he discusses an idea that another committee member mentioned at the last meeting related to “last mile” shuttle service – specifically one from Quincy Adams T Station to South Shore Plaza, which could possibly be a public/private partnership.

Member Joyce had a couple ideas related to Core Theme 3, Item 2, which talks about unified designs of roads and sidewalks. She was thinking we could create a standard street section with concrete sidewalks, granite curb,

and certain width of pavement. Maybe that is a best case, and on side streets maybe it's a different type of curbing such as asphalt curbing and asphalt sidewalks. Then we could create the levels of desired roadway and then track what percentage of our roadways meet it so we can pick away at trying to get more unified roads that way. With regards to Item 3, two ideas for metrics would be to track the percentage of public bike storage facilities. If you are able to use your bike around town, where can you store it? We can also target new developments and how they might provide that to try to increase that infrastructure. Member Joyce doesn't know if Braintree has had to do a complete crosswalk compliance assessment through town, but she knows there are some communities around us that have done that. She would suggest tracking the percentage of our crosswalks that are fully compliant along with pedestrian ramps at the crosswalks.

Councilor Reynolds believes we need to assess the current situation by looking at the number of incidents: speeding incidents, police stops, accidents, etc. along roads and intersections of concern. Then we implement what kind of changes we think we need to put in at that point with very specific goals and budget. Councilor Reynolds suggests tracking the amount of money spent on traffic calming measures and traffic enforcement. With regards to Item 5, Councilor Reynolds suggests assessing the number of current options we have for commuting, whether it is commuter rail, MBTA, ridesharing, bus routes and shuttle buses, and what is their level of service reliability presently with number of daily trips. That would be your starting point. Lastly, could we add shuttle services for our internal community from a senior standpoint or even just between squares and commerce centers.

Chairwoman Wadland would like us to review the total number of school route sidewalks plowed and not plowed after a snow event. She would also add the squares. Once we measure what is being done, we could try to make an improvement. She also had measuring traffic accidents – including the ones involving pedestrians and bikes. She also feels we need to have a metric to reduce cut-through traffic. We cannot keep talking about traffic and do nothing about it.

Member Rubin states she doesn't have any additional metrics, as her metrics were covered.

Member Page states the issue of traffic has plagued her neighborhood for many years. It is very near and dear to her heart. She thinks we need to start by doing a lot of measuring and traffic counting in the neighborhoods. After we determine those numbers, it would be smart to look at different traffic calming measures. We may have to look at "Do not Enter" during certain times. In addition to correcting the cut-through traffic in our residential neighborhoods, we need to make the Washington Street corridor more efficient with traffic being encouraged to stay on the main roads and not be going through the residential neighborhoods. She suggests measuring the traffic counts and timing the lights and the levels of service at the different intersections to see what those levels are. Member Page states, right now, what we are doing here and there just isn't working on a regular basis.

Member Huang acknowledges the great ideas. She feels a town needs to come with a standardized measurement of how a new development impacts traffic and not just because a developer says so. She is looking for some metrics on how to standardize the way the town calculates traffic for any new development – for example a high density development. Member Huang states it is not based on where they are located but based on all the residents needing to have access to town. Member Huang's second point is that we need 100% bike racks for all Braintree Schools. She is looking for 100% bike racks for all public buildings with a certain number of years. The third metrics she recommends is to define walkability based on the areas that we have. For example, what is the walkability percentage for town squares or each public school?

We now move on to Core Theme 4, **Neighborhood Protection and Housing Choice.**

Member Herbst thinks a lot has been said about protecting the residential neighborhoods, and he thinks one metric would be whether there are zoning enhancements, changes, or amendments that actually carry that out after this plan is approved.

Member Cunningham suggests updating the zoning bylaw for Items 2 and 3. He also suggests considering eminent domain under some circumstances for Items 3 and 4. With respect to Item 1, he suggests measuring the impact of any development that affects residential neighborhoods. For example, with the town squares, what is the impact of no parking, no area for loading/unloading, no area for drop off/pickup, or idling when these are done in the residential neighborhoods? Member Cunningham suggests getting a measurement of parking spaces and handicap parking spaces that serve each of the town squares. Member Cunningham suggests, regarding Item 4, keeping track of the number of dilapidated properties on both public and private property. Then, we can see what we can do to convert some of these properties to housing to help us get to the goal.

Member Joyce thinks one of the big things that will help us be successful is a really significant outreach and awareness for all the stakeholders, developments and redevelopments. Member Joyce refers to her work with the Planning Board and explains that there is public comment, but she also feels that it benefits more to have community meetings outside of just the public comment done at Planning Board meetings. Some communities require that, for new developments, the district councilors hold a community meeting and that is part of the requirement to come before the Planning Board. It is usually in the community with the stakeholders, and it is a little bit easier to converse outside of the technical format of the Planning Board. Member Joyce would like to see this. This makes residents aware, gets ahead of neighborhood concerns, and ensures that people are heard. Another metric, when we look at targeting age-restricted housing, veterans housing and service-enriched housing, would be to identify what these types of housing would like to be near (i.e. senior center, health care facility, grocery store)? Regarding affordable housing stock, Member Joyce thinks we should track not only affordable housing related to subsidized housing inventory but also workforce housing, which is slightly higher than 80% of AMI. When we are trying to attract new businesses, what are those businesses looking for? The number one thing they are looking for is workers. We have to track as much data that we can about the housing we have available, especially if we are looking at trying to rely on existing housing stock and not create new housing stock.

Councilor Reynolds refers to Item 2 of Core Theme 4 and suggests that we get a count of how many units are available in each of these categories presently, as a starting point. The amount of diverse housing choices that we have that reflect upon people at different stages of their lives, sizes of families, etc. are important demographics that should be utilized. Then for new units of housing, we can measure how we are doing against what we want to do. Councilor Reynolds thinks that Item 3, **Carefully consider options for housing that are accessible to mass transit**, is an important item that has a multiplying effect across benefits for our community. How many households presently are in walking access to a public transportation station? With that, we can then measure what we need to put in place that will have a multiplying effect on traffic and the number of cars on our roads.

Chairwoman Wadland also suggests measuring all single-family homes greater than 1500 feet, single-family homes less than 1500 feet, townwide multi-family homes, senior housing, 65+, age-restricted, etc. She also suggests, instead of saying where we are weak, we would state what areas the community wants to grow in. From the survey, we saw veterans housing, age-restricted housing, and smaller single-family homes. We look for opportunities to grow where the people want to grow. Chairwoman Wadland also agreed with Member Herbst's suggestion about zoning enhancements to carry out bigger buffers for neighborhoods and increased buffer requirements. She also feels open space cannot be shared between two different uses.

Member Rubin was thinking it would be helpful to have a way to look at what our housing stock is and look at our demographics and see what the mismatch is. Taking into consideration business needs and people's concerns, what is the indication of how much additional housing of whatever kind is needed. How much housing do we want, and who is it serving? A lot of her ideas were already touched upon, and she states that zoning will serve a lot of functions, but she feels that is not really a metric – it is more of a tool.

Member Page thinks a lot of important ideas have been raised, and she agrees that this seems to be one area that we have a lot of ability to measure different standards for what type of housing we have. She thinks it is very important that, once again, we listen to the residents in the survey and what they told us they want. When everybody talks about adding housing, nobody is providing a big picture of how many units they are talking about. Member Page feels that is a concern because it takes a toll on a town. She does think that we have to stay on top of our affordable housing stock to reach our 10% goal. In addition, we need to make sure that our open space and non-buildable land, which also helps us come to our Safe Harbor number, is registered properly so that it is able to be counted. If it is not defined correctly, then it needs to be corrected. She thinks it is important that developers maintain zoning bylaws and not get them waived. Our zoning bylaws are there for a reason, and they need to be there to protect the residents. She thinks these are all things we can measure accurately.

Member Huang is looking for a metric to track the affordability costs within the Town of Braintree and our neighborhoods. She would like to measure quality of life vs. unit cost/affordability. She would like to know what type of service Braintree is providing better than other towns. How do we measure affordability. Is it based on income or based on resident's quality of life or school quality or location?

Ms. Goldson mentions that it is almost 9:00 PM, and she asks Chairwoman Wadland if we want to ask committee members to provide only one idea for Core Theme 5. Chairwoman Wadland agrees.

We now move on to Core Theme 5, **Town Facilities, Infrastructure and Services.**

Member Herbst mentions that Item 3 made him think about a carbon footprint that Sustainable Braintree calculated for the Town in 2008 or 2009. As our sources of energy change over time, that is a better metric to look at overall. What is our reliance on renewable energy, as opposed to just measuring electric usage and gas usage.

Member Cunningham states in each of these he was getting to an emphasis on the budgeting for the applicable departments. For instance, how much money are we spending on the issues that are discussed in Core Theme 5? We can get this information from our current budgets. For budgets that do not have a capital improvement component to them, then maybe that component should be added. With respect to Water and Sewer or BELD on Item 3, Member Cunningham is sure they have a capital improvement component to their budgets already. Monitoring how much we spend on capital improvements for water/sewer, stormwater, and electric infrastructure would be something that addresses this issue. In summary, Member Cunningham's idea for all of these is to address it through the budget process.

Member Joyce suggests a two metrics for Core Theme 5 regarding maintenance of modern and accessible town buildings. One would be to track the age a condition of all public spaces and buildings; the other would be to track the percentage of all facilities that are completely accessible vs. only having some spaces have accessible areas. We need to know what facilities need to be targeted for accessibility upgrades.

Councilor Reynolds agrees with Member Joyce. He states that it is the assessment we have to do that sets the mark of where we are. That has to do with age, structural integrity, technology, and accessibility, which is a great goal to improve. If we are building new technology or implementing significant technology, we are making those in the standards of green technology. There has to be a metric measure of saying when do we have to tear down or rebuild. What is the economic that tells us it makes sense.

Chairwoman Wadland refers to Item 5 related to town officials respecting the residents. She feels there should be some accessibility metrics when the community is having an issue, with timeframes for returning phone calls and interaction in general. Her position is that two days is too long to return a phone call from a town official.

Member Rubin states that the only metric that she came up with also had to do with how much are we spending for each thing. She refers to how good we are doing with our carbon footprint and mentions we might want to look at how we are implementing our building codes and LEED classifications. Those address building efficiency in use of energy and different things.

Member Page thinks one of the things we really have to think about is controlling our water usage and measuring how much any new development is going to use. Where we have a Tri-Town Collaborative, we also have to consider any new developments in those towns, as well. That needs to be a unit of measure that we watch very closely and monitor so that we don't have a problem down the road. Other than that, she would agree with everything that all of the previous speakers have said.

Member Huang refers to Item 2 and is looking for the return on investment related to capital improvement and public safety.

Chairwoman Wadland states we will now move to public comments.

Kathleen Crogan-Camara, who lives in Randolph with her husband Jesse, is a former recent State Senate candidate. She won 7000 votes and 40% of the vote and did very well for her first time out. She cares about Braintree a lot, and she is going to all the towns to educate herself, to know the people and see what the issues are. She is amazed and expresses that it is very well organized, and she has heard some great comments. She thanks the committee members.

Randolph Town Councilor, Jesse Gordon, is on the Randolph Master Plan implementation committee. They did their Master Plan Steering Committee, like Braintree's, five years ago. They let it go for a few years and restarted the implementation process last year. Councilor Gordon took extensive notes at tonight's meeting. He refers to the metrics and explains he has been working with Randolph's Master Plan for a year and a half. They have verbal goals without metrics, and he thinks that metrics are really an important missing piece. Without a metric, where do you go? Councilor Gordon explains that they are doing their roadshow to see where his town is at, and without a metric, it's only yes or no. There is no measurement of progress, which he thinks is important.

Chairwoman Wadland mentions that the next meeting is February 23, 2023.

Adjournment

MOTION made by Member Page to adjourn the meeting; **SECONDED** by Member Cunningham; voted 8:0:0. The meeting adjourned at 9:05 PM

Respectfully Submitted,
Louise F. Quinlan,
Office Manager, Planning and Community Development

BRAINTREE MASTER PLAN

PHASE III SCHEDULE

PHASE III SCHEDULE JANUARY-JUNE 2023

JANUARY	<p>January 19: MPSC Meeting - Working session to create draft metrics for goals & discuss core theme technical working sessions planned for March</p> <p>January 31: Internal consultant team brainstorm best practices and strategy ideas (JM Goldson, RKG, + Kittleson)</p>
FEBRUARY	<p>February 9: Send strategy ideas from consultants to MPSC</p> <p>February 23: MPSC Meeting - Discuss strategy options to share with participants of core theme technical working sessions and organize road show discussions</p>
MARCH	<p><u>March 15 Technical Working Sessions Day 1</u> 4:30-6:30PM</p> <ul style="list-style-type: none">• Natural Resources / Cons. + Sustainability - Led by Jenn• Public Facilities - Led by Eric/Chris, RKG Associate <p>7-9PM</p> <ul style="list-style-type: none">• Economic Growth - Led by Eric/Chris + Jenn <p><u>March 16 Technical Working Sessions Day 2</u> 4:30-6:30PM</p> <ul style="list-style-type: none">• Traffic & Transportation - Led by Juliet, Kittelson Associates <p>7-9PM</p> <ul style="list-style-type: none">• Housing - Led by Jenn
	<p><i>Note: Technical Working Sessions will consider up to 10 strategy options in each core theme- 2 hours each with pre-work provided; up to 16 people participate in each plus 4 MPSC meetings; break out groups; hold in-person; Held as open public meeting for public to observe. Can also record on cable tv.</i></p>

BRAINTREE MASTER PLAN

PHASE III TIMELINE

PHASE III SCHEDULE JANUARY-JUNE 2023

APRIL	<p>April 27: MPSC Meeting - Review key take-aways from Technical Working Sessions</p> <p>April 21-May 17: MPSC members to present road show at boards + committees to discuss potential strategies</p>
MAY	<p>May 1-4: Department Managers Working Session</p> <p>May 18: MPSC Meeting: Review Department Manager Working Session and results from MPSC road shows. Determine short list of draft strategies.</p>
JUNE	<p>June 1: Post shortlist of draft strategies on project website for public feedback</p> <p>June 15: MPSC Meeting - Presentation to Planning Board & Town Council of draft shortlist of strategies and review draft vision & goals to confirm or revise</p>

BRAINTREE MASTER PLAN

PHASE IV SCHEDULE

PHASE IV SCHEDULE JULY -NOVEMBER 2023

JULY	<p>July 13: Send options for layout</p> <p>July 20: MPSC Meeting - Discuss plan format options</p> <p>July 21: Create plan layout</p>
AUGUST	<p>August 10: Send draft plan to MPSC for review</p> <p>August 17: MPSC Meeting - Review draft plan</p> <p>August 18-September 7: Revise Plan</p>
SEPTEMBER	<p>September 7: Post draft on website for public comment</p> <p>September 21: MPSC Meeting - Present draft plan to Planning Board + Town Council</p>
OCTOBER	<p>October 19: MPSC Meeting to consider voting to recommend plan to Planning Board</p>
NOVEMBER	<p>Send to Planning Board with recommended from MPSC for Planning Board approval</p>