



**Mayor
Charles C. Kokoros**

Department of Planning and Community Development

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MASTER PLAN STEERING COMMITTEE

Jennifer Wadland, Chair
Amy Holmes, Vice Chair
David Cunningham, Member
Julia Flaherty, Member
Peter C. Herbst, Member
Justine Huang, Member
Thomas Kent, Member
Shelley North, Member
Elizabeth Page, Member
Joseph Reynolds, Member
Rayna Rubin, Member

IN LIEU OF ACCEPTANCE BY MPSC

MASTER PLAN STEERING COMMITTEE – MEETING MINUTES

Thursday – November 16, 2023 – 7:00 PM

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

Meeting came to order at 7:04 PM

Members Present:

Amy Holmes, Acting Chairperson
David Cunningham, Resident
Julia Flaherty, Town Councilor, District 1
Peter Herbst, Business Owner
Justine Huang, Resident
Shelley North, Business Owner
Elizabeth Page, Resident
Joe Reynolds, Town Councilor, District 2
Rayna Rubin, Resident

Staff Present:

Melissa SantucciRozzi, Director-PCD
Connor Murphy, Asst. Director-PCD

Consulting Firms

Flavio Vila

Members Absent:

Jennifer Wadland, Chairperson
Thomas Kent, Planning Board Representative
Elizabeth Page, Resident

The meeting was called to order at 7:04 PM and attendance was taken.

MPSC Member and Staff Announcements:

Director SantucciRozzi states there are no announcements from staff this evening.

Approval of Meeting Minutes:

Councilor Flaherty **MOTIONS** to approve the Meeting Minutes from the June 22, 2023, meeting; all members present were in favor; voted 9:0:0.

Acting Chairperson Holmes states that we are here tonight to: (1) complete the final draft of the Master Plan presentation on the revisions (Draft #3); (2) Photo Selection; and (3) MPSC Vote to forward the Master Plan to the Planning Board for adoption.

Discussion and Comments – Final Draft Master Plan and Photo Selection

Flavio Vila

Flavio Vila, Community Planner for Land Use and Urban Design at JM Goldson, asks if the Chairwoman wants to go page-by-page, as we usually do, or do we want to see if someone has a broad comment. Acting Chair Holmes states we will go page-by-page. Director SantucciRozzi states the draft letter is at the mayor's office, and they will be working on that. When it is completed, we will provide it to Flavio to insert.

Mr. Vila states a small footnote was added in the contents referring to the engagement summary appendix, which is the other supporting document. Mr. Vila highlights the pages where corrections were made and where nothing has been changed since the previous version. Member Huang asks why a church is used to represent the town. Mr. Vila states we can change that picture. Member Huang proposed another picture, which she feels represents the town well. She mentions that there was discussion to put a collage together to represent the town. Acting Chair Holmes asks if anyone has an objection to changing the picture from the church. Director Santucci Rozzi states she had a packet that she had handed out to everyone this evening. She took more pictures since the last meeting and received some other pictures. She put these together with different notes at the top. Member Shelly North clarifies what Member Huang is suggesting. Member Huang thinks a different picture would represent the town better than a picture of a church. Member North doesn't think we need to use both pictures suggested by Member Huang; Member North thinks we can use a picture of one of the historic houses. Members agree to using the historic house rather than the church.

Next is the page entitled **Planning Process**. Nothing has changed here; nor has anything changed on the **Engagement Process** page. On the **Braintree in Context** pages, we now have the correct data. We are referring to the Census 2020. We have added the definition of BIPOC people (i.e. Black Indigenous and People of Color). We have added a second language; we now have Chinese and Vietnamese. Mr. Vila highlights areas that were corrected or wordsmith in this section. The **Historical and Cultural Resources** Section changed a lot. Two new paragraphs were added. Information about the history of Braintree, when it was incorporated was added, and how it was established. We noted that it has been the birthplace of two presidents. We added a paragraph about the Braintree Historical Society and the Thayer House. Under the **Open Space, Natural Resources, and Recreation** Section, additional Open Spaces were added. Under the **Facilities and Services** Section, we added BELD. Under the **Sustainability and Resilience** Section, we added that schools need modernization and newer technologies. This section is probably the one that changed the most. Member Peter Herbst points out a typographical error on page 15. Member Huang refers to the wording related to Elder Affairs, and states there is no mention of the new facility for the veterans. Acting Chair Holmes confirms that no one has an objection. The Director states the Veteran's Center is so new that they probably don't know about it. Under Chapter 4, the picture was changed, but nothing was changed under Future Land Use Map and the remainder of Chapter 4. Councilor Reynolds refers to **Transformation Areas, Number 2, South Shore Plaza**, as he is wondering why it calls out "opportunities to increase commercial development – it's non-residential tax base". Is there a specific reason to call that out? Mr. Vila states there is no specific reason. Councilor Reynolds states it is a discussion point as we are looking into the future. Councilor Reynolds wants to make sure that this is not something that is taken off the table in terms of what the town has to consider for its options as it moves forward. Director SantucciRozzi suggests for that to read "South Shore Plaza is one of the Town's key economic assets and represents opportunities for redevelopment". Member Huang hopes we can keep South Shore Plaza reference in there as a non-residential tax base – it is a key economic development area where business and commercial can be developed but not the residential.

Director SantucciRozzi points out that there is residential property within that area that is zoned Residence B currently. The property owner may want to develop that area. There are discussions by Members Cunningham and North with Director SantucciRozzi regarding the Residence B zoning area and clarifying what could happen in this area. Member North refers to Legacy place, which has a mix of loft space, business space, retail and apartments, and she asks if that is considered a commercial structure or is that residential. The Director clarifies that from a tax perspective, any type of residential use, regardless of its form and unit count, is taxed at a different rate than commercial. They have residentially zoned land there now, and they could build homes there tomorrow. Member Peter Herbst likes the phrasing that the Director put forth because it is more general and doesn't make it sound like we are all for commercial or all for non-residential. Using the phrase "redevelopment" is less potentially offensive to some people. Member Huang thinks it says we want to expand tax base for that area to look at commercial tax revenue. Councilor Reynolds thinks the Director's suggestion, as endorsed by Member Herbst, is more general in perspective and we are not limiting. We are constantly in a flux of change. Because we have both existing residential and commercial, we should have a general statement of redevelopment opportunities because there could be numerous options to pursue with that property that could benefit the community. Councilor Reynolds doesn't think a general statement is promoting any kind of residential development per se, nor is it promoting a more extensive use of commercial redevelopment. The statement is adequate and allows the community to focus on it in the right way. Member Rubin states that redevelopment is a good way to put it because what you describe is multi-use. We are just identifying a place that has opportunities. Councilor Flaherty states, a long time ago when we were looking at maps, we identified the South Shore Plaza as a place that was an area of opportunity, but it was also identified as an area of issue or concern. At the time, Councilor Flaherty asked if a location can be both, and the consultant said "absolutely". Councilor Flaherty thinks South Shore Plaza is both – an area of opportunity and also an area of concern. It seems to Councilor Flaherty quite appropriate to use the word "redevelopment" because she doesn't think it is the place of this committee to determine what that ought to look like and "redevelopment" is sufficiently broad to incorporate lots of interpretations. Acting Chair Holmes confirms everyone is good with "redevelopment".

Mr. Vila explains that Chapter 5, **Planning Framework**, hasn't changed. Councilor Reynolds refers to **Transformation Areas, Number 5 – Ivory Street Corridor**, and he thinks we have the same issue and same type of wording that we saw for South Shore Plaza. The Ivory Street Corridor does provide numerous opportunities for our community, and here we are again calling out the town's non-residential tax base. Director SantucciRozzi states everything on Ivory Street that can be in an MBTA district is in one. That is the zoning that will be discussed over the next couple of weeks here. Councilor Reynolds thinks that is an excellent point that we have to keep in mind. Our community is going down a road right now with transformation going on at the state level to try to deal with a problem of a lack of housing for economic reasons. We are not here to debate that. The Ivory Street Corridor is an area under consideration for future mixed use residential housing – transit-oriented development. Director SantucciRozzi suggests: "Ivory Street Corridor also offers great opportunities to increase development and the town's tax base." Member Huang asks what does that mean? The Director states when you add more development the tax value goes up. Councilor Flaherty states the Ivory Street Corridor has been stagnant as far as development is concerned for a long time. An increase in development means going from zero to something. Because of the MBTA Communities, there is going to be development there. We shouldn't ignore that in our Master Plan. Member Cunningham states it is amazing that we are having this discussion on this topic on what will be our last meeting. This law was passed while we were doing all of this, and we have never talked about it. It is the biggest impact on the town, and we have never talked about it. We saw the town go "crazy" over what turned out to be a proposal for 300 apartments. This is going to be ten times that, and nobody is talking about it. We will see how it turns out, but it won't be part of the Master Plan.

Director SantucciRozzi appreciates Member Cunningham's comment. If we look at the areas that we are targeting for the MBTA, we don't get specifically into that. The Director refers to **The Landing** where it says, "features opportunities for mixed-use developments that can include a range of retail shops, restaurants, and residential areas contributing to the Town's economic growth and revitalization".

The Director states, if we also look at South Braintree Square, “offers a unique set of opportunities for both local businesses and community development as it has accessible location and a mix of retail spaces, fostering economic growth and enhancing the quality of life of residents”. While we haven’t specifically called out MBTA zoning, we have covered what that zoning will do in various statements and goals and strategies throughout the plan. Member Cunningham states we have been meeting for 1 ½ years, and he would bet that no more than 15 minutes of discussions have focused on what is going to be 3300 apartments. Member Cunningham states we had meetings where people came and spoke their minds about a potential 300 apartment development, and yet there is virtually no community participation on this 3300-apartment change. In retrospect Member Cunningham just wishes we spent more time talking about this during Master Plan work because all these zoning changes are going to take place with virtually no community participation. Member North doesn’t think we knew months ago about this project. She feels that it was set in motion months ago, and Master Plan Steering Committee doesn’t have much control over it, as it is mandated by the state. Director SantucciRozzi states she thinks there was something in the Master Plan regarding MBTA zoning, but the Master Plan Steering Committee decided to take it out because of the timing of that. It is going to be done in the very near future rather than in the ten-year timeline of the Master Plan. Councilor Reynolds agrees with the disappointment that Member Cunningham has stated. He is also disappointed, but he thinks the language that is being used takes into consideration that we should have had discussions publicly per the guidelines of this state program well before tonight’s events. However, there is nothing we can do about it this evening. Councilor Reynolds wishes the community had more of an opportunity to discuss MBTA zoning rather than just a month before the actual due date of a decision from our community. Councilor Reynolds thinks the language is adequate and reflects the possibility of this type of zoning happening. All committee members agree with the Director’s language.

Under Chapter 6, **A Sustainable Community with Strong Connections**, the Director proposed replacing the existing picture with a better picture of the Farmer’s Market. Acting Chair Holmes asks if everybody is okay with changing that. No one objects. Mr. Vila explains we haven’t modified strategies, but we have modified a couple of metrics. Mr. Vila states there is a suggestion for the photo on page 32. The Director states, in the handout under number 3, she has two photos. One is a nice, fresh cut of French’s Common, and the other is one that Councilor Flaherty may have sent of Pond Meadow. We were thinking of doubling those under our Section on Sustainable Community with Strong Connections. The Director suggests having pictures that are less people oriented and more feature the assets of the community. Member Huang has a really good picture she would like to send to the Director tonight. The Director states it is whatever the committee wants to do, but we need to wrap this up. We need to get it to the Planning Board for a hearing on December 12. Acting Chair Holmes asks if anyone opposes changing it to the two pictures proposed. No one opposes.

Under Chapter 7, **Strategic Economic Development and Vibrant Local Businesses**, on page 35, this picture was moved up to page 29 because that was a better Farmer’s Market photo. Number 4 in the Director’s handout is a picture of South Braintree Square and North Braintree Square that she was suggesting as a collage. No one objects. Nothing has change in the text for this Chapter.

Under Chapter 8, **A Safe and Connected Transportation Network**, the Director needs to take a picture of The Landing. She knows there was some opposition to a Red Line photo, but people agreed to The Landing photo. She will take one a provide it to Flavio. Nothing has changed in the text for this Chapter. Mr. Vila refers to the photo on page 44. The Director refers to the highway exit picture that says “Braintree – Exit 17”. Member Cunningham states the biggest example of transportation in Braintree is the Braintree Split. He knows it is difficult to get a picture of the Braintree Split. Member Cunningham asks if we have a town drone. Councilor Reynolds states the golf course has a drone, and it has been used by other departments. Mr. Vila states we can use Google Earth. Councilor Reynolds suggests a collage of an aerial view of the Braintree Split, Five Corners, South Braintree Square (the intersection of Pearl, Washington and Hancock), North Braintree Square, and Capon Circle/Archbishop Williams area.

Member Rubin asks if Councilor Reynolds really wants the message that Braintree is a mess of intersections and traffic. Councilor Reynolds gets her point, but his thought was that the discussion was specific to traffic calming and safety. We really don't have a lot to demonstrate that has an effective traffic calming to date for us to be able to illustrate. His suggestion was that these demonstrate areas of need. Acting Chair Holmes states her fear is that it is a big project to take on before we are submitting it. She asks the Director if she has access to a drone. The Director states she can check and see if the drone is available, but she is uncertain if we can fly it over the highway. She will find out, and if not, Flavio can use Google Earth. The Director suggests framing the pictures more so you can tell where one ends and another starts. Mr. Vila mentions that a new metric was added: "traffic calming measures per neighborhood". Councilor Reynolds gets some clarification around the metrics.

Under Chapter 9, **Residential Neighborhoods and Housing Options**, the Director refers you to number 7 of her handout, which proposes to insert two pictures on page 47. One is a residential picture of a newer subdivision, and the other is a picture of The Landing. Those pictures would be stacked. Flavio asks for the link to site them properly. There is one change in Goal 4, which was adding Strategy 4C related to "encourage using CPA Funds....to achieve and maintain the state's current affordable housing goals." Member Huang asks for clarification on CPA, and the Director explains it is Community Preservation funds. Member Huang suggests spelling out CPA for those that are not familiar. Member Huang mentions that she thought we would be working with developers to encourage more than 10% affordable housing. The Director clarifies that those are two different things. Working with a developer and having them do affordable units as part of their development is addressed in Strategy 4B; that is an inclusionary bylaw. That is not the state's requirement for you to have 10% of your year-round dwelling units as affordable. They are two different things. Councilor Reynolds makes a suggestion that may help clarify things for Member Huang. He thinks 4C is one of three recommendations for the housing. It wouldn't be just CPA funds. He also agrees with spelling out Community Preservation Act. Acting Chair Holmes confirms Member Huang is okay with that. The Director points out that under Goal 4 we say, "As of October 2023, the goal is for 10 percent of the year-round housing stock to be included in the Subsidized Housing Inventory." The Director doesn't think we need to say it again in 4C, and she feels 4C's strategy is related to Community Preservation. The rest of this section remains the same. The Director explains that we are still in the Housing Category, and there were some comments at the last meeting about capturing some of the neighborhoods in Braintree. The second to last page of the Director's handout is a photo of an aerial shot. Acting Chair Holmes asks if anyone is opposed to this suggestion. There is no opposition.

Under Chapter 10, **Expanding and Modernizing Town Facilities, Services, and Infrastructure**, on page 55, we added one strategy, which was Member Justine Huang's suggestion at the previous meeting. It was **Strategy 3D, Encourage community public service involvement and education**. Mr. Vila also explains that we talked a lot about the metrics at the last meeting, and we now have "**Annual change of crimes per neighborhood**". This was the only addition.

Member Huang goes back to page 55 and references the monthly new social media follower, and she doesn't know if that is a measurement. She wonders if we should be measuring public comments received because social media could represent everyone all over the world. It is not a measurement of our town's residents. Councilor Reynolds asks for a point of clarification around what this particular goal is. Member Huang suggests it be changed to a monthly or quarterly measurement of the town's residents' message or communication with town hall or the mayor's office or different departments. The Director clarifies that we are on a section related to **Expanding and Modernizing Town Facilities, Services, and Infrastructure**. We look to our goals and the various strategies. The Director reviews how the metrics correlate with all the goals and strategies, and she doesn't see how social media activity relates to this section. Member North suggests removing reference to social media language.

Member Huang suggests adding language that looks at communication between residents and town officials. Councilor Flaherty would support that; however, she doesn't see a path for capturing that data because communication can come through email, but it can also come through phones and text messages. It is too much, and she doesn't see a pragmatic path for being able to get that information. The Director agrees. Member Huang thinks we can have that as a matrix and build up a strategy to do that. That is the purpose of this. For example, we know how many incidents were being reported to fix a road. We are using communication to the mayor's office and know how many email messages have been sent to the mayor. Member Huang said if we don't have a method here, we will never have a method to do it. Councilor Reynolds confirms what Director SantucciRozzi has said in that the engagement is what we are trying to promote. What we are talking about here is trying to find effective means of: (1) improving the engagement of the community; and (2) measuring it. Member Reynolds states at Town Council meetings, there are often only two or three people in the audience. Tonight is an illustration of that. We are voting tonight, but there is no one in the audience to give their opinion. Councilor Reynolds thinks maybe there are plenty of people watching BCAM at home, but how do we engage them and measure that engagement, so we know that it is an effective method and not just a waste of our time. The Director provides an example of someone coming into the Planning office with a question that the Director answered, and the Director states she is not going to start writing down logs of who came buy and what they asked. We don't have enough people to do our work. That person said, "thank you very much for the information; that was very helpful." As far as the Director is concerned, she was looking for something, staff provided that, and the individual was happy when she left. That is what we are supposed to be doing here in Town Hall. The Director explains that some people don't even want to tell us who they are. The Director says, to Councilor Flaherty's point, with all the different departments – how would that be measured. Member Cunningham states it is a point well take; we need to encourage people to participate in the town, but in the process, we don't want to discourage people. We had 32% turnout in the most recent election. We have a large percentage of people running unopposed. We certainly don't want to have town employees keeping track of everything they do or elected officials having to keep track of every phone call they might get from a potential constituent. Member Cunningham thinks its overkill on this subject. Mr. Vila states this was a conversation we had a couple of meetings ago related to "how do we measure engagement". Before, we had a metric tracking letters from neighbors, and the opinion was that it was a lot of work. So, we created these two metrics; one was physical like monthly attendance to town meetings, and because this is a chapter of modernizing the town, we decided maybe social media followers. That was the process of thinking behind these two metrics. One reflects the physical engagement, and the other reflects the digital engagement. Mr. Vila agrees with Member Huang's point, but he also thinks it is important, in the chapter of modernizing the state, to think of ways to digitally measure this. Director SantucciRozzi thinks the "social media followers" reference should be removed, and we could revise the one above to state "monthly attendance to town meetings or town sponsored events". She doesn't know about other boards and committees, but when Planning staff hold meetings or events, they keep track of attendance. We have sign-in sheets, and we use that as a measure of whether we are reaching people, or whether we have good outreach plans, or whether we are getting the information out there. For example, attendance at all the Master Plan events were tallied, and those numbers are contained in the report. She thinks we need to make residents aware that it is good to get involved, and it's good to attend meetings. Generally, attendance level is an indicator of how successful a meeting or event is.

Councilor Flaherty would just point out from the Town Council's experience, and her experience with the Council, there are two things that drive attendance to a meeting. One is there's an important topic that a lot of people care about, the public hearing is planned, and people show up because they want to say something. That is public engagement. The other thing that drives people to attend is that there are awards being given out to a sports team. In those cases, all the team shows up and all their parents. Councilor Flaherty thinks it is wonderful that we do that, and she is always so pleased to shower those kids with accolades because they deserve it. But it's not the same thing, and it would be really misleading to count it like that. Councilor Flaherty feels that initiative offers opportunities for misinterpretation.

Member Huang states basically what she is looking for is adding a matrix on how we measure communication or involvement. She is a customer service specialist, and what she is looking for is how many people are putting in requests, how many people's requests got answered, and how long did it take. She is looking for communication in between residents and town officials. Acting Chair Holmes asks, "how would we measure that?" Member Huang states if we don't have a metric, we will never have a strategy. Councilor Reynolds states, like an earlier question he had on are we identifying the actual metric, he feels we are not. Mr. Vila states ideally, we should draft some metrics that can measure the goal – not as specific as strategies because we have almost 20 strategies per chapter. Acting Chair Holmes confirms that everyone agrees in removing the social media metric. Member Huang asks if we can add a measurement for communication between residents and town departments. Member North states she thought we determined in the conversation that that would be almost impossible to track. Member North states the point is that people that work in the town building or are volunteers in these positions is that they hardly have time to do what they need to do, as it is. Director SantucciRozzi states this is related to Goal 3, and we have four strategies under Goal 3. Goal 3 reads: **Ensure that Town officials, including elected and appointed board and committee members and Town employees, are results-oriented, practice transparency, and respect community input.** The Director reads the four strategies under this goal, and states we want to make sure that the metrics align with the strategies. We are past strategies, and we are not looking at creating new strategies. Understanding the way things happen – they happen at the counter, they happen on the phone, some of them are emails, and we also have something called FOIA requests, which is when people are looking for information. They send that in through a portal through the Town Clerk. The Director asks when it starts and when does it end because it is necessary to set some expectations. There are a variety of ways to access town hall and access the information that we have here. The Director explains in her department that is a lot of what we do. We talk to people on the phone, at the counter and on email. Acting Chair Holmes adds that it seems like an impossibility if you consider all the traffic that goes through town hall. There are so many different departments, and to nail down one area of trafficking seems impossible. The Director explains that for the Planning Department a decision was made to put all the applications and related materials online. That is communicating with residents, and that might eliminate somebody having to come to town hall and ask a question. They don't need to come to our office to see the file because the material is online. As far as communicating with residents, the Director would say that a department that has a really good web page and populates their web page well is increasing communication. The idea of tracking calls is a non-starter and is not going to happen. Councilor Reynolds makes a recommendation for the wording of strategy 3B, and that would be: **Enhance town communications with residents and to ensure regular updates, issue a quarterly town newsletter, and increase overall public community input.**

Councilor Flaherty thinks it would be unfair to pile on more work tracking their interactions with anybody. So, she thinks that anything that can be gather automatically, like a FOIA request, those things are tabulated. That was the appeal of social media followers because that is just tabulated, but it is a good point that social media followers don't necessarily live in Braintree. Councilor Flaherty thinks we should craft a broader metric and leave the pursuit it up to future people and not the committee. She proposes, "**develop electronic, automated methods to try to capture community input.**" Member Huang states maybe one of the options could be a quick, five-question bi-annual survey of residents. Member Rubin thinks it would be hard to do a survey because what are you going to ask them. Also, doing a survey twice a year is actually a lot of work to do. Member Rubin thinks we could take a step back and say, "let's explore ways that we can do this". She doesn't think we are going to come up with a comprehensive metric or solution. Acting Chair Holmes asks about tracking the online portal engagement. It covers where people are doing contact on their own time, and she concludes it automatically tabulates how many people click on the website. The Director is not sure what the website can calculate. The Director thinks the goal is to increase the tools that the community provides to residents. She is thinks about something like tracking increase in communication tools on the town side. What is the town doing to increase communication and transparency and tracking those methods, tools, and programs.

Member Cunningham states we have to be very careful that we don't have the exact opposite result in the end. If we are seeking more community participation in running the town, if we are keeping track of what people do to communicate with town representatives, there are going to be a lot of people who say they don't want some public record to exist over the fact that I made a phone call, sent an email, or did any other form of communication. It might backfire. The last thing you want to do is have communication with a town employee, an elected official, or some other representative of the town, thinking that it was a private conversation, only to find out that it becomes public six months later. That will discourage people from communicating. Acting Chairperson Holmes asks if there are any suggestions, and she suggests removing the social media aspect. Member North knows we are talking about tracking, but she is trying to understand what we are trying to capture. Is it the push of communication? Do we want to know more if people understand all the programs that are going on? Or do you want to know what is happening with departments? Member Huang is looking for a quick, five-question survey or a periodic reporting stating we have served how many requests. How do we measure communication. She suggests putting a quick survey on the website. People will come to the website. When you go shopping, you see: "Are you happy with us? Select 1 to 5." Member Huang discusses having reporting on how many inquiries there are quarterly. How do we track those interactions? Member Huang will let this go. Member Rubin suggests that we state, "we will look into effective ways to measure participation in addition to attendance at meetings". She doesn't want to jump on something because she feels we are not thinking it through. She doesn't think we are going to arrive at the best way to do this tonight and what we will achieve from that. Councilor Reynolds would agree wholeheartedly with what Member Rubin has just said, and he feels that is a task for later on to identify what those actual measurements are going to be. Councilor Reynolds proposes: **Enhance town communication with residents and to ensure regular communications between government and the residents.** Don't make the recommendation about newsletter or social media here because that is the follow-on task. The Director explains that we are piggybacking between strategies and metrics. Councilor Reynolds clarifies that you are stating Goal 3, and then you are recommending strategies, but they are not fully detailed strategies. Councilor Reynolds states that is not what our goal is here tonight. He thinks we are getting wrapped around the specificity of the strategies. Carrying out the strategy is a task for another team – the implementation team. Acting Chair Holmes confirms that everyone agrees with removing the social media metric. There is discussion by Member Huang and Member Rubin about an additional metric related to something to examine additional ways of measuring participation. Mr. Vila states it is like a place-marker or a TBD metric, which would be the only TBD metric in the whole report (i.e. "explore new ways"). Councilor Flaherty suggests that whatever is selected should be automated because she doesn't want to imply that the town should hire somebody to track this stuff because, in the scope of things that we need to hire people to do, that is very far down the list. But, she does think we could look at different ways of collecting data that is easily accessible. If we were to do a newsletter, then there are ways of tracking how many people subscribe, how many people open it. That is delivered by most newsletter services. We can track the FOIA stuff. We can track the voting rates. That is non-personal data that could be collected without hiring someone or depending upon volunteer labor to do. Councilor Flaherty would like to specific in this metric that it should be automated data or some word that means that.

Councilor Reynolds is looking ahead in tonight's packet, and Chapter 11 is **Implementation**. One of the bullet points is create tracking metrics to measure progress toward achieving the Master Plan goals. Councilor Reynolds thinks this discussion is more appropriate in the Implementation Period than us trying to figure out metrics this evening. We are looking to give a goal and provide direction; we are a "steering" committee. Mr. Vila states he is going to replace the metric about social media with something like: **explore automated methods to electronically track communication.** The Director points out that "exploring" something is a strategy; it's not a measurement. The Director feels this is going on too long, and she suggests a show of hands for those wanting to move on from this. We need to be mindful that there are actually people that need to carry this out and they need to have some clarify around things.

Most members are in favor of removing reference to the social media metric. Member Huang doesn't feel like the existing metrics are enough to measure the interactions or to measure those transparency. She cannot let go of adding a metric to measure our transparency. Acting Chair Holmes suggests taking a vote with a show of hands to remove the social media aspect. All agree with removing the social media aspect, but Member Huang wants to add another measure to replace it to measure engagement. Acting Chair Holmes asks if anybody has a suggestion. Councilor Reynolds wants to repeat what the Director has just said: "**We are not here to talk about the metrics this evening.**" This document is providing guidance and a strategy for the metrics to be developed, and the metrics will be developed in the implementation phase. This committee is a steering committee; there will be an implementation committee that will be named after this. It will be one of the tasks of that implementation committee to develop those metrics. Member Rubin explains that the members agreed with Member Huang that the social media metric was too broad, and they agreed to remove it. However, we don't need to come up with a new metric to replace it right now. Member Herbst thinks there have been some good points, but we have spent 25 minutes on this issue. Member Herbst would move that we delete the metric "monthly new social media followers" and not replace it with anything because we can't agree with anything to replace it with. All members agree.

Mr. Vila suggest making an addition under the **Planning Framework** area that is something like: *Some metrics are recommended here but this doesn't mean that these are the only metrics that are going to be part of this plan because new metrics are going to be developed in the implementation phase.* Mr. Vila explains that leaves the door open that more metrics will come in the following years. The Director states that is a good suggestion.

Under Chapter 11, **Implementation**, there are no changes.

Mr. Vila states, finally, we go to acknowledgements. Mr. Vila explains "Jr." was added to Peter Herbst's name. That was the only change to the acknowledgement pages. Director SantucciRozzi discusses the pictures on the acknowledgement page – a few Steering Committee Members were missing from the picture taken, and Mr. Vila is shown in the Steering Committee picture rather than the Consulting Team picture. Mr. Vila suggests the possibility of cropping missing members into the picture. There is discussion around taking pictures at the December 12th Planning Board meeting, but the Director is more comfortable with taking pictures tonight.

MPSC Vote to Forward the Master Plan to the Planning Board for Adoption

There is discussion around attendance at the December 12th Planning Board meeting. All Steering Committee members are welcome to attend. If any members want to be part of the presentation to the Planning Board, they should let the Director know, as she will be coordinating that with Jen Goldson.

Director SantucciRozzi explains that the vote this evening is for the Master Plan Steering to recommend the Master Plan to the Planning Board, who is the regulatory authority.

Councilor Flaherty would like to make a **MOTION** to forward the Master Plan to the Planning Board for adoption; unanimously voted 8:0:0; all members were in favor, and no members were opposed.

Adjournment

Acting Chair Holmes looks for a motion to adjourn the meeting.

MOTION made by Councilor Flaherty to adjourn the meeting; unanimously voted 8:0:0; all members were in favor, and no members were opposed. The meeting adjourned at 8:50 PM.

Respectfully Submitted,

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