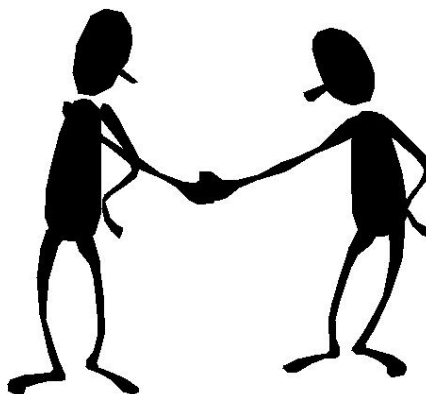


TIPS - ADVISORY COMMITTEES

Operating Practices for Meetings

1. Respect the opinions of all committee members and guests.
2. Let committee members finish their statements without interruption.
3. Only have one conversation at a time -no side conversations.
4. Keep statements and discussion focused on the topic at hand.
5. Allow non-committee members to participate but not dominate the discussion.
6. Try to reach consensus on decisions. If consensus is not obtainable call for a vote of meeting attendees once discussion ceases to be productive.
7. Once a decision has been made, only re-visit that decision if there is a deliberate affirmative vote to re-visit that decision.
8. Distribute material to be discussed at the meeting at least 3 days in advance of the meeting.
9. Come to meetings by being prepared. Review material to be discussed in advance of the meeting.
10. Inform the meeting facilitator when you are not able to attend a meeting.
11. Set schedule for meetings in advance.
12. Start meetings on time
13. Only continue meetings past the posted ending time by a decision of the committee.
14. Set mobile devices (cell phones, pagers, etc.) to vibrate. Leave the room to take calls.



What is a Master Plan and Why Would it Benefit a Town?

A master plan is a road map for the future. It is a comprehensive long range document that guides development and future growth of a community's facilities for 20 or more years. A plan helps decision makers maintain a balance between the important assets in a community and economic development.

The information contained in the plan is intended to guide decisions related to public and private use of land and public facilities. A plan is a policy-based document. It does not regulate land use, zoning, or properties. The plan itself has no authority, but instead, if formally accepted by town bodies, will provide guidance to authorities and land users to help accomplish the vision set forth.

Development of a plan benefits town decision makers by giving them:

- a consistent point of reference against which to make decisions,
- the ability to make more informed decisions,
- more predictability regarding budgeting and planning,
- potential to optimize resource use,
- means to preserve community character,
- potential to produce positive economic development.

Towns face limited revenue and opportunities and a plan can assure that important land-use decisions are not made in a vacuum.

Improved government budgeting includes a goal-driven approach that includes planning that takes into account a longer range and more comprehensive perspective of capital expenditures and better prioritization of those expenditures. A municipal facilities master plan can provide a cohesive framework to achieve those recommendations.

The following questions are answered in a Master Plan process:

1. Where are we now? What do we have (assessment, values)
2. Where are we going? (trends analysis)
3. Where do we want to be? What do we want? (visioning)
4. How do we get there? (action planning)

The typical process for master plan development begins with an inventory and analysis of existing conditions and solicitation of public input. Goals and objectives are determined and an action plan is developed.

Plans may include goals, policies, land use objectives, housing, economic development, natural resources, open space, recreation, public facilities, public services, and transportation. When a town adopts a plan, it should be flexible and dynamic so as guide change and periodically, be reevaluated to keep current with the vision. Development of the plan is an open process, with public

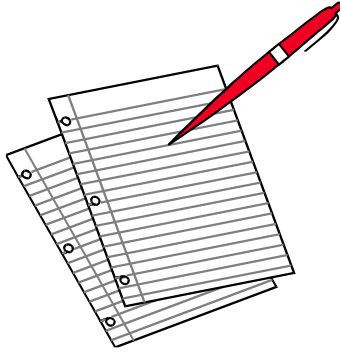
MGL 41, Section 81D provides the legal basis for the creation of Master Plans. Under this statute,

The following nine elements of a Master Plan are identified.

- Goals and Policies
- Land Use
- Housing
- Economic Development
- Natural and Cultural Resources
- Open Space and Recreation
- Services and Facilities
- Transportation and Circulation
- Implementation

In Massachusetts "A planning board established in any city or town under section eighty-one A shall make a master plan of such city or town or such part or parts thereof as said board may deem advisable and from time to time may extend or perfect such plan."

Basic Elements of a Master Plan



Chapter 41, Section 81D of the General Laws of Massachusetts provides the legal basis for the creation of Master Plans. Under this statute, the following nine elements of a Master Plan are identified.

- Goals and Policies
- Land Use and Development Patterns
- Housing
- Economic Development
- Resource Protection
- Open Space and Recreation
- Services and Facilities
- Transportation and Circulation
- Implementation

Nine Basic Elements of a Master Plan

The comprehensive plan shall be internally consistent in its policies, forecasts and standards, and shall include the following elements and activities:

Goals and Policies

- The Goals and Policies section should identify how the community hopes to direct growth and development in the short, medium and long term.
- All goal and policy setting processes should include an extensive public participation process.

Land Use and Development Patterns

- The Land Use section should present the town's historic and current land use patterns and designate the proposed distribution, location and inter-relationship of future public and private land uses.
- This section enables the town to prioritize areas of town for appropriate growth as directed by the goals and objectives section.

Housing

- The Housing section is an inventory and analysis of the pattern of residential development in a community (or region) including what types of housing stock are needed and where they might best be constructed in the future.
- This section seeks to determine best practices and strategies to provide a balance of local housing opportunities for all age and income levels.

Economic Development

- The Economic Development section should identify policies and strategies for expanding or stabilizing the local economic base and promoting employment opportunities.
- This section should seek to establish – or maintain - a sustainable local economy that offers employment opportunities for local and regional residents, opportunities for start-up and established businesses, and a healthy revenue source for the community.

Resource Protection

- The Resource Protection section inventories significant natural, cultural, and historic resources whose preservation is imperative for the retention of community character.
- This section provides strategies for the preservation and enhancement of these significant resource areas.

Nine Basic Elements of a Master Plan (continued)

Open Space and Recreation

- The Open Space and Recreation section is an inventory of public and private resource areas and ways to best manage or promote these areas for continued or future use and/or protection.
- This section provides recommendations and techniques to better protect and manage the current open space network and identifies future land acquisitions to meet active and passive recreational demand.

Service and Facilities

- The Service and Facilities section should identify the availability and status of public services, including education, public safety, water and sewer, energy, and other utilities.
- This section investigates the current delivery of municipal services and identifies best management practices and cost-efficient techniques to be implemented.
- This section looks at future growth and calculates the increased need for the provision of municipal services and facilities in planning for their expansion.

Transportation and Circulation

- The Transportation and Circulation section is an investigation of existing roadway conditions related to demand, circulation and parking patterns.
- This section identifies available alternative transportation options and considers how their future development may help to alleviate congestion.

Implementation

- The Implementation section defines and schedules the specific municipal action steps necessary to achieve the objectives under each of the plan sections.
- This section describes available funding sources and technical assistance that should be pursued to help the community put parts of the plan into practice.
- This section may include recommendations for zoning amendments, identification of responsible parties (including different municipal boards or departments), and priorities for implementing each action item.

Features of

13

Good Plans

1. A good plan communicates a sense of place and an understanding of what is special about your community and region.
2. It tells a story!
 - What was the community like in the past, and what is it like today?
 - How is the community changing, and what will the community be like in the future if present trends continue?
 - What are the qualities that give the community a sense of place, and that people value?
 - What are the forces of change acting on the community?
3. It describes alternative futures and the likely consequences of alternative courses of action.
 - It reminds citizens and local officials that no outcome is preordained or inevitable. The choices communities make *do* make a difference.
4. It expresses a **compelling vision** of what residents would like the community to be like in the future.
 - It expresses a community's deepest held aspirations.
 - It inspires and offers hope.
5. It presents essential data – but not too much.
 - It is not padded with data not directly pertinent to the substance of the plan, and therefore not so heavy that people are discouraged from taking it with them to community meetings.
 - All figures, charts, tables and maps contained in the plan are included for a reason, because they shed light on important issues addressed in the plan. (Tables, charts, and graphs presenting interesting but non-essential data are placed in a separate appendix, rather than in the main body of the plan.)
6. It puts forward goals and objectives that are capable of being translated into specific policies and actions.
 - It avoids goal statements so general that they cannot be meaningfully interpreted or applied in practice.
 - It identifies *indicators* for measuring progress toward meeting specified goals.
7. It is realistic! It does not attempt the impossible. It does not put forward goals and objectives without identifying how those goals and objectives might be achieved.
8. It comes out of a process that solicits input from a wide range of citizens and stakeholders, and describes the process that was used in preparing the plan.
9. It is fair and equitable and attempts to balance competing interests.
10. It strives to balance development needs against the need to conserve and protect environmental resources. Its aim is to achieve a pattern of land use and development that is sustainable.
11. It lets developers know the type of development the community wants – not just what the community *does not* want – and encourages development in areas most suitable for development.
12. It encourages people to think about what is best for the *whole* community (not just for their neighborhood or for them individually), and about the interests of future residents as well as those of current residents.
13. It is packaged and presented in a way that encourages citizens to want to read it. People *care* about the places where they live and work. They want to know what is happening (and likely to happen) to their community. Do not discourage them from doing so by producing a dull, dry, off-putting plan.

Proposed Master Plan Update Scope of Work

GOAL

The Town of Lenox (“Lenox”) will engage a Consultant to assist in preparing an update to its 1999 Comprehensive Master Plan. Topic areas include Land Use, Housing, Economic Development, Open Space & Cultural Resources, Circulation and Complete Streets, and Town Services & Facilities.

The Consultant will provide high level guidance, insight and inspiration to the Steering Committee to develop an action-oriented Master Plan that will be accessible to Lenox residents in a user-friendly format, both online and in paper report form. The Steering Committee will be looking to the Consultant to propose creative ways for the Plan to be an actual living document used by Lenox leaders and residents to guide policy creation based on prior success stories from communities similarly situated to Lenox in terms of demographics and both economic resources and challenges.

To use the expert services of the Consultant in the most efficient and strategic way possible given limited resources, Lenox proposes to enhance the initial research and fact gathering phases of this project by creating Core Assessment Teams who will provide key issue analysis, overviews and guidance to the Consultant for each topic area. As described below, the Core Assessment Teams will accelerate the learning curve to get the Consultant up to speed on related efforts to date and focus the Consultant on the issues of most concern to Lenox leaders and residents.

SCOPE OF WORK

The Consultant will provide assistance to the Town of Lenox in preparing an update to its 1999 Comprehensive Master Plan.

The Consultant will report to the Lenox Land Use Director/Town Planner, the Planning Board, and the Steering Committee, and will facilitate regular steering committee meetings, facilitate public meetings and workshops, and provide direct technical planning services such as preparation and analysis of existing conditions within the Town of Lenox through data updates, analysis and stakeholder interviews. The Consultant will prepare a draft and final Master Plan document for review, comments, and adoption.

Task 1: Coordinate Activities of the Steering Committee

The Steering Committee will meet periodically during the course of the plan update to vet plan elements, preview draft materials, including materials for public meetings, and the like. The Steering Committee will be composed of various elected and appointed Town boards and committees as well as at large members who have made the time commitment to participate in the Master Plan update. The Steering Committee will include members of the Planning Board (or, if preferred, the entire Planning Board).

Task 2: Conduct Stakeholder Interviews and Meet w/ Core Assessment Teams

Working with the Steering Committee and staff, the Consultant will develop a stakeholder interview list and conduct interviews.

Concurrently, the Consultant will work with Core Assessment Teams, small groups of local experts or individuals with specific knowledge regarding the subject matter of each topic area. The Core Assessment Teams will meet with the Consultant in smaller group settings to discuss key findings from the existing plan documents and to develop key questions for the updated Master Plan to explore. This will include reviewing what's been accomplished to date from existing plans, identifying additional information needed to answer key questions, discussing their vision and goals for the Town, and identifying tools or resources they think will help the Town get there.

Task 3: Collect, Prepare, Analyze and Share Standard and Local Data Concurrent with Task 2, Collect, analyze and share standardized and local data to demonstrate what is different today in Lenox from the last Master Comprehensive Plan to identify challenges/opportunities in Lenox. The Consultant will provide the data and its independent analysis and review with the Steering Committee and at individual Core Assessment Team meetings. Standardized and local data will be used to inform existing conditions.

Task 4: Develop, Distribute and Analyze Public Survey using findings from Task 1, Task 2 and Task 3 to develop questions. The Consultant will be responsible for developing the survey, revising the survey based on Steering Committee feedback, and analyzing final results. The survey will be distributed in multiple ways to ensure broad outreach, including mailing out in property/water bills and online.

Task 5: Neighborhood Meetings

The Consultant will facilitate neighborhood meetings. These meetings can take a non-typical format such as neighborhood walks, a neighborhood potluck, a neighborhood charrette.

Task 6: Facilitate Up to 3 Town-wide Public Meetings

Meeting 1: Existing Conditions, Visioning and Goal Setting (present and confirm vision and goals drafted vetted by Steering Committee)

Meeting 2: Review goals by topical area, neighborhood stations

Meeting 3: Plan Presentation (stations set up by topical area, input solicited for ranking of priorities)

Task 7: Deliverables

Deliverables will include a written plan structured so that it is easily readable and also can be easily featured online. Up to 20% of funding (\$10,000) shall be reserved for editing and graphic design of the final written and online presentations.

An envisioned Table of Contents, which may be amended as the project is under way, includes:

- I. Plan on a Page: Vision for our Town, including what measures of success
- II. Plan on a Page: For each Core Element:
 1. Aspiration statement including what success will look like measure(s)
 2. Top goals/actions, listed in priority order, to be achieved over the next 10 years
 3. Succinct description of why we chose strategies and goals.
 4. Implementation

MORE DETAIL – the background, data and discussion behind each Plan on a Page:

5. Plan decision-making process – greater detail
 - i. Key findings (what do the data tell us) currently and regarding the future
 1. Key measures annually since 1999 – focus on those that are most important
 - ii. Discussion of the most meaningful policy questions identified including relevant data/measures to watch.
 - iii. Community engagement/Stakeholder input on the policy questions and how it helped guide ultimate goals
 - iv. Assessment of 1999 Plan accomplishments
 1. Key strategies, goals/actions, and targets
 2. Explanation of how/why we did or did not meet goals in 1999 plan – call out success factors, impediments in more detail
6. Appendix: Summary of the process used to complete the section, including stakeholders and actions involved
7. Appendix: Additional supporting studies, documents, or analyses

Task 8: Presentation to the Steering Committee and Planning Board for Adoption (Board of Selectmen as well)

The Consultant will be responsible for preparing a final presentation of the plan to the Steering Committee and Planning Board for adoption.

Task 9: Assist the Steering Committee and Land Use Director/Town Planner in Ongoing Outreach and Community Engagement at Lenox community events such as the Apple Squeeze, Town Meeting, the Farmer's Market, etc.

Task 10: Facilitate an Implementation Meeting to share the Implementation Program. This meeting can take a non-typical format such as a community potluck, a charrette, a block party, etc.

REVISED TIME LINE

Award Contract: July/August 2018

Project Completion: December 2019

UPDATE TEAMS

Steering Committee

12-15 members, including representatives from all appointed/elected Town boards/committees (including the Planning Board).

Will review draft materials, vision, goals as plan is developed.

Will help w/ outreach as plan is developed.

Land Use Director/Town Planner

The Lenox Land Use Director/Town Planner will provide the roll of project manager and will be the key contact for the Consultant.

Planning Board

Legally responsible for creating, maintaining and updating the master plan and will need to vote to approve the Master Plan.

Core Assessment Teams

Experts in the community will review existing plans available and participate in core assessment meetings with the consultant. These core assessment meetings will feed into existing conditions analysis, data collection and analysis, development of the most meaningful policy questions, and into plan materials to be reviewed by steering committee.

- 1) Land Use: review land use element of last plan
- 2) Housing: review Housing Production Plan
- 3) Economic development: review 1998 economic development survey and memo, meet with business community
- 4) Natural, Cultural, Open Space and Recreation Resources: review Historic Preservation Plan as well as Open Space & Recreation Plan, and review Columbia University students' sustainability memo to the Town of Lenox
- 5) Services and Facilities: meet with DPW, Water, Wastewater staff, Town Manager, and Permanent Building Committee
- 6) Circulation: review Complete Streets plan document, meet with DPW, Chief of Police and Town Planner to discuss ongoing work challenges, opportunities and future projects.

Outreach Team

A sub-committee of the steering committee will assist with outreach and community engagement to ensure broad awareness of the Master Plan update through its development and implementation.

The outreach team will work with the Land Use Director/Town Planner and Consultant to prepare materials, attend community events and meetings to share information about the Master Plan and solicit broader community feedback.

Consultant

The Consultant will be responsible for:

Convening and Conducting Periodic Steering Committee Meetings
Convening and Conducting Core Assessment Meeting

Facilitating Public Meetings

Providing draft plan materials to the Steering Committee and Core Assessment Teams in advance of meetings in timely fashion

Incorporating steering committee and core assessment team feedback into plan revisions as plan is developed

Preparing materials for public meetings

Providing data, analysis and key findings to Steering Committee for review in order to see what has changed since the last Master Comprehensive Plan and where the Town is today

Provide additional information identified by Core Assessment Teams and Stakeholders to be significant to decision-making.