

Sudbury Master Plan Update Project Management Plan

I. Steering Committee

The Sudbury Master Plan Steering Committee advises on the development of the Town's Master Plan. The Steering Committee charge, as adopted by the Sudbury Planning Board on January 9, 2019, is attached to this Project Management Plan for reference.

Below is a list of current Steering Committee members.

Name	Agency/Organization
Lee Swanson	Historic Districts Commission
Fred Taylor – Alternate	
Pat Guthy	Committee on Disabilities
John Riordan	Zoning Board of Appeals
Dave Henkels	Sudbury Conservation Commission
Robert May	Council on Aging
Amy Lepak	Sudbury Housing Authority
Ellen Joachim	LSRHS School Committee
Dick Williamson	Parks and Recreation Commission
Janie Dretler	Board of Selectmen
Dan Carty	Board of Selectmen
Susan Asbedian-Ciaffi	Member At Large, Vice Chair
Nathalie Forssell	Member At Large
Jan Hardenbergh	Member At Large
Jennifer Roberts	Member At Large, Vice Chair
John Sugrue	Member At Large, Chair

All meetings are posted as a joint meeting of the Planning Board and Master Plan Steering Committee meeting. Planning Board members will be in attendance.

II. Project Team Coordination

Members of the consultant Project Team are listed below. Standard communication protocol is to send all correspondence to the Project Team via Director of Planning and Community Development Adam Duchesneau (DuchesneauA@sudbury.ma.us). There may be times during the project where comments and materials would be sent directly to a Project Team member. In those instances, Adam should be copied on all emails.

Project Team Members

Name	From	Role, Contact with Questions about...	Email	Phone
Adam Duchesneau,	Town of Sudbury	Town contact, general project questions	DuchesnearuA@sudbury.ma.us	978-639-3398
Beth Suedmeyer	Town of Sudbury	Alternate Town contact	SuedmeyerB@sudbury.ma.us	978-639-3387
Nate Kelly	Horsley Witten Group	Principle in Charge, general project questions, topics not covered by subcontractors (see below)	nkelly@horsleywitten.com	401-272-1717
Krista Moravec	Horsley Witten Group	Project Manager, general project questions, public outreach and events, topics not covered by subcontractors (see below)	kmoravec@horsleywitten.com	401-272-1717
Francisco Gomes Rory Fitzgerald	Fitzgerald & Halliday, Inc. (subcontractor)	Transportation and mobility topics	fgomes@fhiplan.com rory.fitzgerald@fhiplan.com	860-256-4916
Tom Dworetzky	Camoin Associates (subcontractor)	Economic development topics	tom@camoinassociates.com	617-682-9975

III. Steering Committee Organization and Role

The Steering Committee has a Chair and two Co-Vice Chairs:

- Chair: John Sugrue
- Co-Vice Chair: Susan Asbedian-Ciaffi
- Co-Vice Chair: Jennifer Roberts

The role of the Chair is to lead regular meeting business, such as opening and closing the meeting and acceptance of meeting minutes (see below). It is also expected that the Chair will be the face of the Steering Committee by participating in interviews with the media, writing opinion pieces, participate in meetings with stakeholders, and other outreach efforts, as needed. Vice Chairs will lead meetings in the absence of the Chair and will also help with outreach and media coverage as appropriate.

The Master Plan Steering Committee charge is attached to this plan for reference.

IV. Steering Committee Work Sessions and Schedule

A. Regular Meeting Business

The Steering Committee Chair will be responsible for ensuring regular meeting business is covered during each work session. These items include:

- Determine if the number of Planning Board members in attendance constitutes a quorum. If so, then the Steering Committee meeting minutes will also have to be approved at the following Planning Board meeting.
- Ensure Steering Committee meeting minutes are drafted and approved.
- Monitor public comments at Steering Committee meetings.

B. *Session Facilitation*

Horsley Witten will facilitate all Steering Committee work sessions. Materials will be provided to members up to two weeks prior to each meeting via email, unless otherwise arranged.

Meetings will be organized to focus on high-level discussions to reach overall consensus on project tasks or important decisions regarding the direction of public outreach, plan organization, etc. Detailed discussions about text for the plan, outreach materials, graphics, or other similar items can occur in working groups (see below) with reports to the larger group. Of course, all comments on materials provided by the Steering Committee will be considered, but to ensure efficient use of limited meeting time, focusing on larger issues will be a priority.

C. *Steering Committee Schedule*

The Steering Committee will meet the third Friday of the month, 8:45-10:45 am unless otherwise rescheduled or cancelled. Location to be determined.

V. *Steering Committee Working Groups*

The purpose of a working group is to help review draft material. Given the time constraints of Steering Committee meetings, discussion of draft material with the larger group will be broad, focusing key findings, conclusions, and themes. Working groups offer an opportunity to get into the data details of each topic, including the identification of missing data, information that may be incorrect, or other guidance to ensure a complete document before it is sent to the Steering Committee. This does not preclude Steering Committee members outside of a working group from also providing this type of input during their review.

Depending on its focus, a working group may only meet intermittently during the project timeline. Others might meet regularly. A member of the Project Team will lead working group meetings. Meeting agendas will be posted on the Town’s website in accordance with open meeting requirements.

Working groups may be asked to report out to the larger Steering Committee meetings. Potential working groups may be:

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

Overall document editing
Public communications
Public events coordination

VI. Document Development and Review Protocol

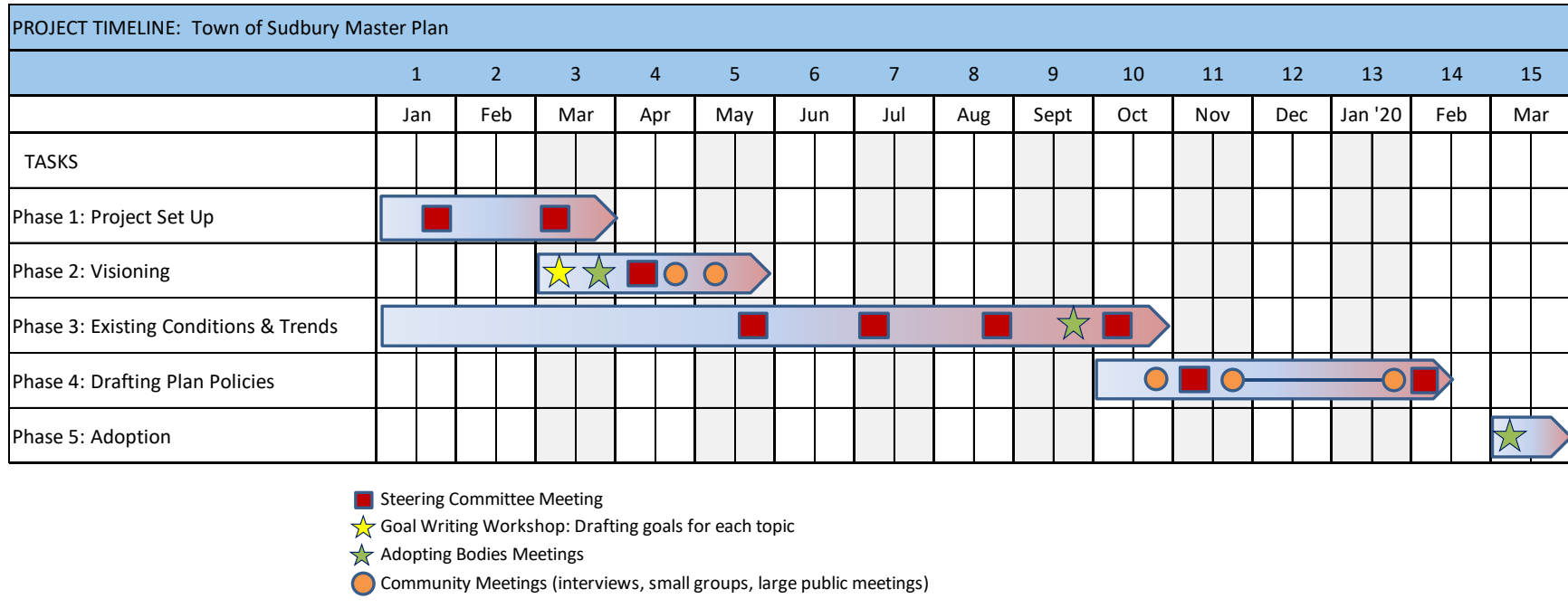
The Sudbury Master Plan is proposed to be organized into a three-volume series:

- **Baseline Report:** Baseline information for each Master Plan Element in a single volume including: inventories, projections, gap/needs analyses, and required maps.
- **Community Plan:** This document presents all the classic elements of a Master Plan including: the Community Vision, local policy issues, goals, and action items.
- **Action Plan:** This document extracts action items directly from the Community Plan, presents them in an implementation matrix, and identifies responsible parties, resources, and timeframe for achievement.

All electronic materials provided to the Steering Committee will be in MS Word format. Mapping or standalone graphics will be as PDFs.

- All Steering Committee members will be asked to review materials at a minimum for factual errors, comments about document organization, subject matter that may be missing, or other “big picture” issues. These issues can be e-mailed to Beth or discussed at Steering Committee meetings.
- A subgroup of committee members, or even one individual, may serve as a quality control reader. This is not necessary, as HW is prepared to provide this service. However, HW finds this is often something member(s) offer to do. This group or individual will review the document for grammar, spelling, and word choice. These comments will be provided as “tracked changes” in a single unified version to HW.
- Where members of the consultant team may have questions about comments, these shall be forwarded to the committee or to Beth as appropriate.

VII. Project Schedule



Master Plan Steering Committee Charge
December 12, 2018 (draft updated 12/20)

The Planning Board and Board of Selectmen have designated updating the Master Plan as a priority. The new Master Plan will be used as a guide for the Town of Sudbury in the areas of land use, economic development, housing, transportation, community services, and capital/facilities planning among others.

Nearly two decades old, the 2001 Sustainable Sudbury Master Plan sought to provide recommendations and an implementation plan for addressing the impacts of residential growth including identifying strategies for land use, economic development, natural and cultural resources, housing, transportation, and community services and facilities. In the seventeen years since, Sudbury has flourished in population growth and land use. The updated Master Plan will reflect, among other things, changes to the Zoning Code, current projects, new environmental and other regulatory constraints, and plan for appropriate land uses to support the long and short-term needs of the community as it continues to grow as a suburban destination. The concepts of community sustainability and resiliency will be considered throughout the Master Plan and permeate all topic areas.

Items identified for consideration in the Master Plan update include, but are not limited to the following:

- Identifying areas for Inclusionary Zoning and other Affordable Housing measures
- Evaluating the need for Public Transportation
- Revisiting sewer lines along commercially zoned districts
- Identifying opportunities for improved connectivity with neighboring communities
- Examining places for public use spaces and amenities
- Identifying sustainable environmental measures
- Analyzing the impact of new residential development on the public schools
- Evaluating infrastructure needs for the area
- Strategizing economic development measures to entice businesses to town, while maintaining its rural feel

CHARGE:

The Master Plan Steering Committee advises on the development of the Master Plan document. The Committee also fosters openness and inclusion in the master planning process through dialogue and communication with the consulting team of Horsley Witten and various stakeholders in the Sudbury Community.

VISION:

The Master Plan will develop a physical document for the Town of Sudbury that optimally reflects and supports the Community's priorities and goals.

MEMBERSHIP:

The Master Plan Steering Committee is comprised of designated Sudbury Board and Committee members, and several at-large community members. The Committee is guided and led by the

Planning Board, Horsley Witten, the Master Plan Consultants, and the Office of Planning and Community Development. Membership will be in existence for approximately 18 months to two years in order to direct the preparation of the Master Plan.

The Master Plan Steering Committee shall be convened and charged by the Planning Board. Members will be appointed for the term of the update process.

The Committee shall consist of 15 voting members and non-voting members from the Planning Board, as follows:

- Two members of the Board of Selectmen, appointed by the Board of Selectmen
- One member of the Conservation Commission, appointed by the Conservation Commission
- One member of the Council on Aging, appointed by the Council on Aging.
- One member of the Parks and Recreation Commission, appointed by the Parks and Recreation Commission
- One member of the Historic Districts Commission, appointed by the Historic Districts Commission
- One member of the Lincoln Sudbury Regional School Committee, appointed by the Lincoln Sudbury Regional School Committee
- One member of the Sudbury Housing Authority, appointed by the Sudbury Housing Authority
- One member of the Zoning Board of Appeals, appointed by the Zoning Board of Appeals
- One member of the Committee on Disabilities, appointed by the Committee on Disabilities
- Five members at large, appointed by the Planning Board

The Master Plan Steering Committee shall appoint a Chair and Vice Chair to guide its efforts and a Clerk to maintain the record of the Committee. The Master Plan Steering Committee shall appoint working groups as it deems necessary to the fulfillment of its duties.

Final approval of the Master Plan will be subject to the Planning Board upon completion of the document by the consulting team and Master Plan Steering Committee.

MEETINGS:

The Master Plan Steering Committee and its working groups shall establish regular meetings and shall abide by the Massachusetts Open Meetings Law and Town General Bylaws. Meetings will be open to the public and posted with the Town Clerk and in designated spaces.

In addition to regular meetings, Committee members will be asked to serve on working groups, which will schedule their own meetings and post them with the Office of Planning and Community Development.

The Committee members must attend community-wide meetings.

Adopted by the Planning Board

January 9, 2019