

**Canton Master Plan Update
Steering Committee Meeting**

May 9, 2018, 7-9 pm

Canton Public Library

786 Washington St

MINUTES

Present: Horsley Witten Group: Nate Kelly and Krista Moravec; Camoin Associates: Tom Dworetzky; Master Plan Steering Committee: David McCarthy, Gerald Carmichael, Emilio Mauro, Meredith McLoughlin, Michael McMahon, and Tonja Mettlach; Staff: Laura Smead, Town Planner

Not Present: Tom Theodore, John McSweeney, Sonja Grauds

	Lead by		Notes
1. Welcome & Introductions	D. McCarthy	7:00-7:15	Round-robin icebreaker – What 3 words come to your mind when you think Canton’s future? Flipchart list: vibrant, green, challenging, prosperous, opportunities, innovative, connected, young, community, balance (uses), quality, healthy
2. Brief Review of Team’s Approach to the Update	HW	7:15-7:20	HW Team’s Three-Volume Master Plan Model I. The Canton Baseline Report: Baseline information for each Master Plan Element in a single volume including: inventories, projections, gap/needs analyses, and required maps. II. The Canton Community Plan: This document presents all the classic elements of a Master Plan including: the Community Vision, local policy issues, goals, and action items. III. The 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.
3. Draft Project Management Plan	HW Asst from L. Smead	7:20-7:35	Handout (at end of minutes) Facilitation/Projection: review PMP; set SC meeting schedule through August (will meet June 11 th , July 26 th , and August 21 st); established subcommittees (separate document with assignments)
4. Draft Public Participation Plan	HW Asst from L. Smead	7:35-8:20	Handout (at end of minutes) Projected/Facilitation: review/fill in missing information Branding discussion: liked the following the best: Canton on Course: mapping for the future; Destination 2035: Linking to the Future; Canton Connections: Vision to the Future; Canton Compass/ Compass for Canton: Mapping our Future; Logos might include the viaduct, blue hill, memorial hall, Pequitside, an arrow, a compass, or just a text treatment; Messaging should emphasize the comprehensiveness and long-range planning: what do residents want to preserve, strengthen, or transform? Add "How can I get involved?" to the FAQ page
5. Existing and Upcoming Plans and Studies	HW Asst from L. Smead and Team Members	8:20-8:30	Handout (at end of minutes) Facilitation: how/where plan/study could be used; ask are anything missing?; Consultants will develop an info needs list, but ask if there are any other sources/ideas that come to mind; Laura will send a link to the committee to access existing plans and studies
6. Draft Baseline Report Table of Contents	HW	8:30-8:35	Handout (at end of minutes) Facilitation: review of basic structure
7. Next Steps	HW Asst from	8:35-8:45	Discuss focus of June and July meetings, subcommittees will receive materials from Team. Coordinate call/meeting/emails to

	Team Members		review and comment
8. Open Discussion	All	8:45-8:55	Ask for any general comments, questions, etc.
9. Vote to accept minutes, Closing Remarks	D. McCarthy	8:55-9:00	The Planning board voted to accept the meeting minutes from December and March

Canton Master Plan Update

Project Management Plan - DRAFT

I. Steering Committee

The Steering Committee is the decision-making body for the Canton Master Plan update. It gives direction to the Project Team to complete tasks that meet project goals and objectives.

Below is a list of current Steering Committee members.

Name	Agency/Organization
David McCarthy	Planning Board
Thomas Theodore	Board of Selectmen
Gerald Carmichael	Conservation Commission
Emilio Mauro, Jr.	Economic Development Committee
John McSweeney	Housing Authority
Sonja Grauds	Citizen-at-Large
Meredith McLoughlin	Citizen-at-Large
Michael McMahan	Citizen-at-Large
Tonja Mettlach	Citizen-at-Large

II. Project Team Coordination

The Project Team will participate in regular calls. Horsley Witten will prepare agendas and distribute materials, as needed. Members of the consultant Project Team are listed below. Standard communication protocol is to send all correspondence to the Project Team via Town Planner, Laura Smead (lsmead@town.canton.ma.us). There may be times during the project where comments and materials would be sent directly to a Project Team member; however, Laura should be copied on all emails.

Project Team Members

Name	From	Role, Contact with Questions about...
Laura Smead	Town of Canton	Town contact, general project questions
Nate Kelly	Horsley Witten Group	Principle in Charge, general project questions, topics not covered by others
Krista Moravec	Horsley Witten	Project Manager, general project questions, public outreach and events, topics not covered by others
Christi Apicella	McMahon	Transportation and mobility topics
Tom Dworetsky	Camoin	Economic development topics

III. Steering Committee Work Sessions and Schedule

A. Session Facilitation

Horsley Witten will facilitate all Steering Committee work sessions and provide materials to members up to two weeks prior a meeting via email, unless otherwise arranged.

Meetings will be organized to focus on high-level discussions to reach overall consensus on project tasks. Detailed discussions will be done among subcommittees (see below) with reports to the larger group. Of course, all comments on all 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.

B. Steering Committee Schedule

To Steering Committee:
Schedule will be discussed at the opening work session.

IV. Steering Committee Subcommittees

To Steering Committee:

Subcommittees will be discussed at the opening work session. Some members may want to focus on specific topics or aspects of the update. Having subcommittees can help manage and review large volumes of materials and content. Potential subcommittees are offered below.

Economic Development
Open Space and Recreation
Natural Resources and Natural Hazards
Historic/Cultural Resources
Housing
Land Use
Municipal Facilities/Services and Schools
Energy
Transportation and Mobility
Public Health
Overall document editing
Public outreach and communications
Public events coordination

Depending on its focus, a subcommittee may only meet intermittently during the project timeline. Others might meet regularly. Schedules will be determined by individual subcommittees. A member of the Project Team may also participate if needed. Subcommittees will be asked to report their progress at the larger Steering Committee work sessions.

V. Document Development and Review Protocol

To Steering Committee:

Document review protocols will be discussed at the opening session. The following is suggested.

The Canton Master Plan will be a three-volume series:

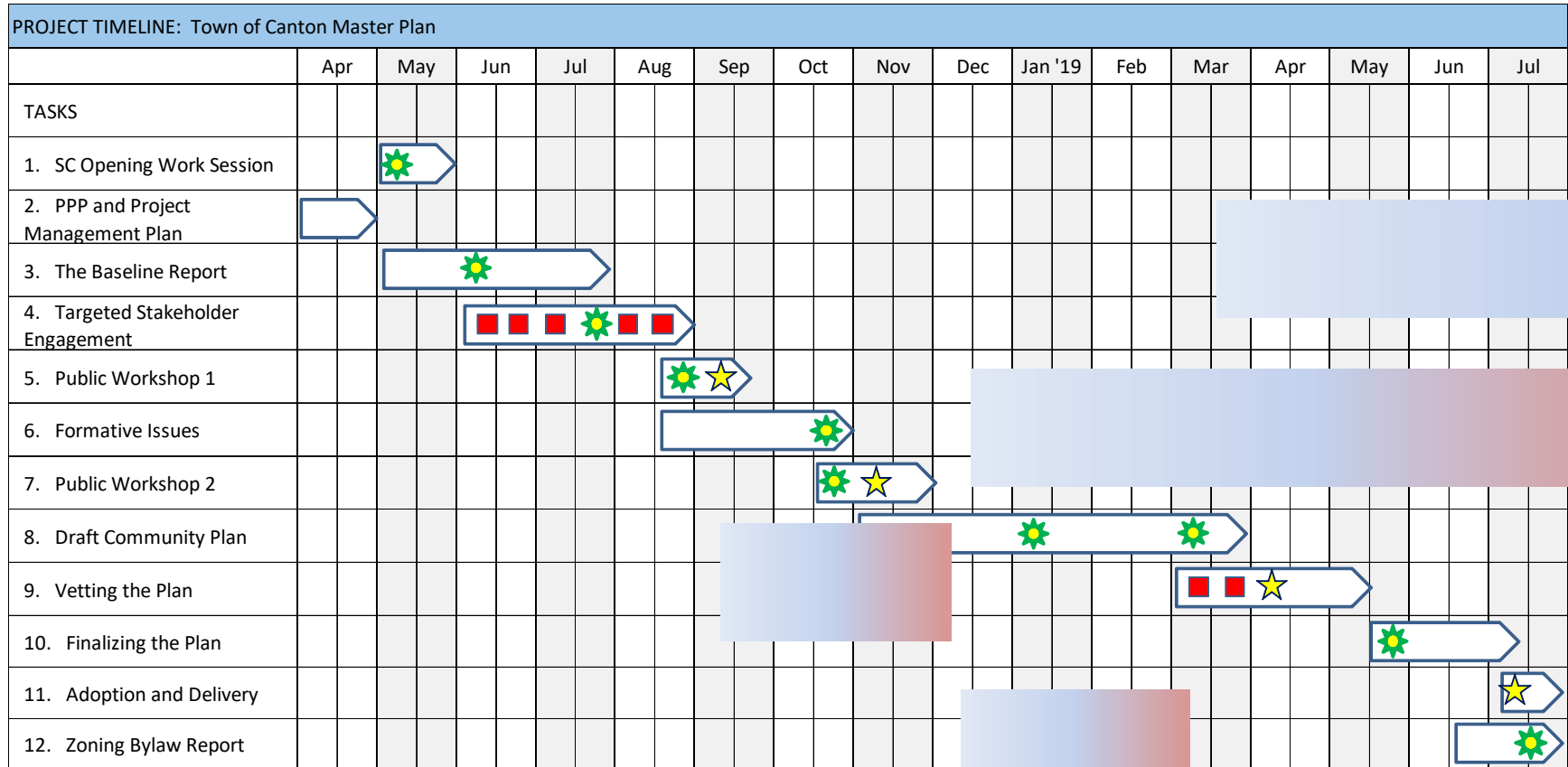
- **Baseline Report:** Baseline information for each Master Plan Element in a single volume including: inventories, projections, gap/needs analyses, and required maps.
- **Community Plan:** This document presents all the classic elements of a Master Plan including: the Community Vision, local policy 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 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 Laura 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, but 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 Laura as appropriate.

VI. Project Schedule



-  Stakeholder Group Interviews
-  Steering Committee Meeting
-  Public Meeting

Canton Master Plan Update

Public Participation Plan - DRAFT

VII. Steering Committee

Below is a list of current Steering Committee members for the Canton Master Plan Update.

Steering Committee Members

Name	Agency/Organization
David McCarthy	Planning Board
Thomas Theodore	Board of Selectmen
Gerald Carmichael	Conservation Commission
Emilio Mauro, Jr.	Economic Development Committee
John McSweeney	Housing Authority
Sonja Grauds	Citizen-at-Large
Meredith McLoughlin	Citizen-at-Large
Michael McMahan	Citizen-at-Large
Tonja Mettlach	Citizen-at-Large

VIII. Messaging

A. Branding

A logo and tagline can help market the update process and continue through implementation.

To Steering Committee:

HOMEWORK: Think about if you want to brand the update with a logo and tagline. See Support Materials.

B. Key Messages

To ensure that all Steering Committee members are sharing the same message about the Master Plan and the update process, the following are primary talking points.

To Steering Committee:

HOMEWORK: Please bring your ideas about messaging the Master Plan and the update process to the Opening Work Session. See Support Materials.

Elevator Speech

You have two minutes to talk about the Master Plan and the update process. What three points do you want to make?

Cocktail Party

You have someone’s undivided attention. What are the most important aspects of the Master Plan and the update process that you want to get across?

C. Frequently Questions Asked

Below are anticipated questions that may be asked about the master plan and the update process. This list is posted on the project website and available as a handout.

To Steering Committee:

HOMEWORK: Please bring your ideas about common questions the public might ask about the Master Plan and the update process to the Opening Work Session. See Support Materials.

D. Key Project Information

- Key Contact:
Laura Smead, Town Planner
lsmead@town.canton.ma.us
Office of the Planning Board
Memorial Hall, 801 Washington St.
2nd Floor
Canton, MA 02021
- Timeline: May 2018 to August 2019

IX. Project Website

The Town has a dedicated project page for the Master Plan update. Regular updates with draft materials, announcements, events, etc. will be coordinated between the Town and the Project Team.

Update/Content

Date Posted

Website Blog

Similar to an op-ed, blogs posted on the project website can be written by Steering Committee members or other interested stakeholders, if asked. Blogs are typically around 300 to 500 words. An E-News blast (see Promoting Public Events and Project) can be sent when one is posted on the project website.

To Steering Committee:

HOMEWORK: If you are interested in writing a blog post for the project website, please bring your ideas to the Opening Work Session.

Topic	Responsible SC Member	Date Posted

X. Media Outreach

A. Local Media

To Steering Committee:

HOMEWORK: If you have contacts at local news organizations, or if an outlet is missing from the list below, please let us know.

For local coverage of project events:

- Canton Citizen
Contact: Jay Turner, submissions@thecantoncitizen.com; 617-827-4987
- The Patch
Contact: Dan Libon, Dan.Libon@patch.com
- Canton Community TV
Contact: Tanya Willow, Canton.TV@comcast.net; CantonCommunityTv.org

B. Op-Ed and Letters to the Editor

Having op-eds or letters to the editor in the local paper can bring awareness to the project. They can also allow Steering Committee members to express, in their own words, why they feel the Master Plan is important and residents should participate. Always include website.

Op-eds will require contact with the publication up front. Letters may not necessarily be published.

To Steering Committee:

HOMEWORK: Consider writing an op ed for the project. Bring your ideas to the Opening Work Session.

Publication	Topic	Responsible SC Member	Date

XI. Promoting Public Events and Project

A. Targeted Community Groups and Organizations

Keeping a running list of community groups and organizations that should receive announcements about the Master Plan is critical and must be updated regularly. Organizations can be asked to distribute announcements to their members or post on their website, online calendar, or social media presence. This list should include those that have physical or digital newsletters or email distribution lists. Identifying a Steering Committee member that will be the primary contact and reach out to the group/organization will ensure that everyone is contacted.

To Steering Committee:

HOMEWORK: A preliminary list has been developed of local resources. Please offer any edits, as needed and additional organizations that are missing. Please identify those you can be the primary contact to help with the distribution of announcements for public events or updates.

Groups/Organizations with email distribution lists, online calendars, newsletters

Group/Organization	Responsible SC Member	Email List	Online Calendar	Newsletter (paper or electronic)	Social Media
Canton Alliance Against Substance Abuse		?	Main Town Event Calendar		Facebook group; Twitter

Group/Organization	Responsible SC Member	Email List	Online Calendar	Newsletter (paper or electronic)	Social Media
Board of Selectmen/ Town Hall		?	Main Town Event Calendar		Facebook Group; Twitter
Council on Aging/ Senior Center		?	Main Town Event Calendar	X; both	Facebook group
School Committee/ School Department		X	Canton Public Schools website	"Virtual Backpack" email updates	Twitter
Canton Association of Parents and Teachers (CAPT)		?	On websites	On website	Facebook- (Galvin)
Public Library		?	On library website	Website Announcements; Blog	Facebook
Walk, Bike and Hike Committee			Main Town Event Calendar		Facebook
Planning Board			Main Town Event Calendar		Facebook
Police Department		?	On police website	On website	Facebook; Twitter
Fire Department		?	Main town event calendar		Facebook; Twitter
Building Department			Main town calendar		Twitter
Parks and Recreation		X	On P&R website	Both paper and electronic	Facebook and Twitter

Group/Organization	Responsible SC Member	Email List	Online Calendar	Newsletter (paper or electronic)	Social Media
Canton Housing Authority		?	Main town website	News section on website	
Emergency Management		?	Main town event calendar	Website on town page	Facebook; Twitter
Canton Association of Business and Industry		X	Events page	Online and physical	Facebook; Twitter
Canton Historical Society		X	News page	Digital newsletter	Facebook; Twitter
Everything Canton					Facebook
Canton Bulletin Board					Facebook
Canton Confidential					Facebook
Canton MA Mommies and Daddies					Facebook
MOMs Club of Canton		X	X	?	Facebook
Canton Garden Club		?	X	Website	Facebook
Canton Community Club		?			Facebook
Blue Hills Trailside Museum		?	X	Website	Facebook; Twitter, etc.
Neponset River Watershed Association		X	Events page	Online blog/ events	Facebook, Twitter
Museum of American Bird Art at Mass Audubon		X	X	Website	Facebook, Twitter, etc.
American Legion Post 24					Facebook
Religious Centers and Organizations					

Group/Organization	Responsible SC Member	Email List	Online Calendar	Newsletter (paper or electronic)	Social Media
Massasoit Community College		X	X	Website news	Facebook, Twitter, etc.
Canton Democratic Town Committee		X	x	Website news	Facebook, Twitter, etc.
Canton Lions Club		?	X	Website	Facebook, Twitter, etc.
Bradley Estate		?		Blog	Facebook, Pinterest
Republican town Committee		?	X	Website	Facebook
Rotary Club		?	X	Website	Facebook
Boy Scouts		?	X	Website	Facebook
Girl Scouts		X	X	Website	Facebook, Girlscouts of Eastern MA

B. Methods

To Steering Committee:

HOMEWORK: Please let us know other ways to get the word out about the project or public events.

Posters: Post at Town Hall, businesses, schools, library, restaurants, and other locations throughout the town. Emphasize businesses in town. Can be rotating focusing on different topics/issues.

Fliers: Paper and electronic. Smaller than posters and easier to distribute/post. Town Staff can also have these on hand at other public meetings and events. Steering Committee can pass out to other organizational/committee meetings they are involved in.

Master Plan E-News: E-News distributed to emails collected during public events sponsored by the project.

Email Signature: Town Staff and Steering Committee may consider adding brief “advertisements” to their email signatures, encouraging people to visit the project website or an upcoming public event (this would be attached to all outgoing e-mail messages).

Town’s Website: Post information/updates about the project throughout the Town’s website and calendar of events page that directs people to the project website.

Social Media: Postings on the Town’s Facebook page and Twitter account. A list of posts can be prepared ahead of time for continuous and consistent messaging.

Tv: Coordinate with Canton Community Television (<http://cantoncommunitytv.org/CantonCommunityTV/Home.html>) to promote the Master Plan process and public events. Is there an opportunity to do a short promo?

Contact: Tanya Willow, Canton.TV@comcast.net; www.CantonCommunityTv.org

XII. Public Input Opportunities

A. Interviews and Group Meetings

Interviews will be conducted with non-municipal individuals and organizations as part of either the fact-finding effort or public input (or both). Where there are opportunities, group meetings will be organized to encourage an exchange of ideas. The Project Team and/or Town Staff will schedule and conduct interviews/facilitate group meetings.

To Steering Committee:

HOMEWORK: Please provide individuals and/or organizations that should be contacted.

Agency/Organization	Contact	Email	Phone

B. Informal Public Input

To Steering Committee:

Informal public input strategies will be done throughout the update process. They can be used to develop interest in larger public events or help with data collection. A schedule will be developed.

Diverse informal public input techniques can be deployed at strategic times to collect input at project milestones.

Purpose:

- Allow individuals and groups to provide input at their own pace and on their own schedule
- Allow individuals and groups to provide input via tools they are most comfortable with

Format Options:

- Online surveys via project website: traditional questionnaires with accompanying graphics
- Geo mapping/survey via project website: questionnaires asking participants to pinpoint locations on a map, upload photos, etc.
- Remote question boards: Board/poster in Town Hall asking a question with sticky notes for responses
- Mini open houses/listening posts: Set up staff with a table and project information to survey visitors, answer questions, etc.

C. Public Workshops**To Steering Committee:**

Below is a sketch of larger public events. As we get closer to holding an event, details will be developed. Estimated timeframe is based on proposed schedule.

Below are suggested outlines for four public workshops.

Workshop #1 – Identifying the Issues (estimated September 2018)**Purpose:**

- Explain the importance of the Master Plan.
- Present the findings from our Baseline Report research.
- Present the findings from targeted stakeholder engagement.
- Clearly convey the project schedule and opportunities for future engagement.
- Solicit feedback on residents' concerns over specific elements.

Format Options:

- Formal presentation with small group discussion

Workshops #2 & #3 – Taking Action (estimated November 2018)**Purpose:**

- Distribute plan content over two public events.
- Present the list of formative issues in poster format with visualizations and summary narrative.

- Solicit feedback on potential actions, projects, or other initiatives that could address the formative issues.
- Solicit feedback on responsible parties related to different issues.
- Remind attendees of what has been completed in the project and the schedule moving forward.

Format Options:

- Open house format, interactive stations

Workshop #4 – Vetting the Plan (estimated April 2019)

Purpose:

- Present highlights of the plan, noting refinements made from the prior workshops.
- Show linkages of the plan to other planning studies.

Format Options:

- Open house format, interactive stations

D. Other Events

Existing events provide great opportunities to set up a table or hand out flyers/information.

To Steering Committee:

HOMEWORK: Below is a preliminary list of upcoming or future events that offer an opportunity to help get the word out about the update. Please identify those that you will be able to assist, either in coordinating a physical presence of the Master Plan Update (e.g. a table with staff), or have materials available for attendees.

Event	Date	Contact	Responsible SC Member
Council on Aging Events	Year Round	Diane Tynan, Director Council on Aging	
Paul Revere Heritage Site public tours	Arranged as needed	George Comeau, Paul Revere Heritage Commission; Historic Society	

Event	Date	Contact	Responsible SC Member
School Events (plays, concerts, fun runs, art shows, celebrations.)	During School Year	School Department	
Open Space/ Non-profit events, e.g. Bradley Estate, Museum of Bird Art	Throughout the Year	http://www.thetrustees.org/things-to-do/events.html?srelated_property=56508442 ; https://www.massaudubon.org/learn/museum-of-american-bird-art	
Easter Egg Hunt	March/April	Parks and Recreation	
Canton Volunteer Fair	April	Carolyn Elkort, Outreach Librarian	
Recreational Sports (Baseball, Soccer, Football)	April - August	Parks and Recreation	
Town Meeting	May	Charlie Aspinwall	
Summer Safety Fair	May 18, 2018	Board of Health/ Parks & Rec	
Memorial Day Ceremony	May 28 th , 2018	Veterans Services Dept	
Public Swimming	7 days a week, June – August	Parks & Rec	
Canton Farmers Market	Thursday afternoons; late June – mid-October	781-830-8475; monica.Bassila@state.ma.us ; Mass Hospital School	
Summer Concert Series	Wednesday evenings July and August	Parks & Rec	
Family Fishing Clinic	June 6 th	Parks & Rec	
Canton Senior Olympics	June 8-9 th	Council on Aging/ Parks & Rec	
Movie in the Park	July 27 th	Parks & Rec	

Event	Date	Contact	Responsible SC Member
51 st Annual Road Race	July 4 th	Canton Town Club/ Parks & Rec	
Fireworks Display	July 4 th	Irish Cultural Center/ parks & Rec	
Playground Program	July and August	Parks and Recreation	
Canton Veterans Golf Outing	August 13 th	Veterans Services Department	
Back to School nights/ Open Houses	August/ September	School Dept	
Canton Road Race 5k/10k	September	Parks & Rec/ CABI	
Billy Armando Golf Tournament	October	Parks & Rec	
School Fall Festival	October	School Dept	
Halloween Parade and Party	Last weekend in October	Parks & Rec	
Canton Halloween Fest – Great Pumpkin Feud	Last Weekend in October	Parks & Rec	
Election Day	November	Town Clerk	
Senior Citizen Christmas Party	December	Canton Council on Aging	

Title	Author	Publication Date	Topic(s)
Canton Master Plan	Planners Collaborative	2004	REFERENCE
Canton Public Schools Demographic Study	McKibben Demographics	2017 January	Services and Facilities
Community Preservation Plan Update	Canton Community Preservation Committee	2017	Recreation, Open Space, Housing, Historic/Cultural
Complete Streets Prioritization Plan	VHB	2018 March 20	Transportation, Public Health
Creating Transit Links in Canton MA	Hanna Schutt	2017 May 8	Transportation, Public Health
Development Handbook	Town of Canton	2006	Land Use
Earl Newhouse Waterfront Master Plan	Kyle Zick Landscape Architecture	In process	Recreation, Land Use, Open Space
Energy Reduction Plan	MAPC	2017	Energy
Hazard Mitigation Plan	MAPC	2010	Natural Resources
Hazard Mitigation Plan (updated)	GHG Associates	2018	Natural Resources
Housing Action Plan	MAPC	2015 August	Housing
Livability Ranking	MAPC	Unknown	Transportation, Public Health
Open Space and Recreation Plan & Trails Master Plan	Weston and Sampson	In process	Recreation, Open Space, Public Health
Open Space and Recreation Plan	Roger Nicholas	1997	Recreation, Open Space, Public Health
Paul Revere Heritage Site Feasibility Study and Business Plan: Final Report	ConsultEcon, Inc.	2017 April 13	Historic/Cultural, Land Use, Economic Development
Redevelopment of the Draper Knitting Company Site	Edgardo Sara	2018	Economic Development
Reservoir Pond Study	MAPC	2016 April 29	Recreation

Route 138 Priority Corridor Study	Boston Region Metropolitan Planning Organization (MPO)/ MassDOT	2018 February	Transportation
Scenic Way By-Law	Town of Canton	2007 May 6	Historic/Cultural
Scenic Way Rules and Regulations	Town of Canton	1992	Historic/Cultural
School Master Plan	Dore and Wittier	2017 October 13	Services and Facilities
Stormwater Master Plan	Kleinfelder	2014 October 30	Natural Resources
Street Map	Town of Canton	2016	REFERENCE
Subdivision Regulations	Town of Canton	1998?	Land Use
Town Building/Facilities Assessment Report	Gorman Richardson Lewis Architects	2017 January	Services and Facilities
Washington and Randolph Intersection Study	Boston Region Metropolitan Planning Organization (MPO)	2018 March	Transportation
Zoning By-Laws	Town of Canton	2017	Land Use
Zoning Map	Town of Canton	2016	Land Use
Long Range Plan for Parks and Recreation	Allen Benjamin	1959	REFERENCE
Canton Commuting Characteristics	US Census/ACS 5-Year Estimates	2010-2014	Transportation
Crash Data	MassDOT	1990-2014	Transportation
Downtown Parking Study and Management Plan	Stantec, DHCD grant for Downtown technical assistance	Summer 2018	Transportation
Route 138 Corridor Economic Development/ Zoning	MassDevelopment	Begin July 2018	Economic Development/ Land Use
Community Engagement Policy/Plans	Firm TBD	2018-2019	Public Services

Community Preservation Plan update	Community Preservation Committee	2018	Historic, Housing, Open Space, Recreation
Redevelopment of the Draper Mills Site/ Zoning	Camoin Associates	Summer 2018	Economic Development
Parks and Playground Assessment	Weston and Sampson	Summer 2018?	Open Space & Recreation
ADA Transition plan update	Weston & Sampson? TBD	Summer 2018?	Transportation/ Mobility; Public Facilities
MVP Communities Climate Change Mitigation/Adaptation Plan	TBD	Summer/Fall 2018?	Hazard Mitigation/ Natural Resources/ Public Facilities and Services
MAPC Arts & Culture Technical Assistance – Paul Revere Heritage Site	MAPC	TBD	Historic, Cultural

DRAFT BASELINE TABLE OF CONTENTS

I. Introduction [same for all 3 volumes]

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 - State Requirements
 - Who Uses the Master Plan and How
 - Structure of the Canton Master Plan
- B. Community Vision
- C. Regional Setting

II. Demographics and Trends

- A. Population Growth and Projections
- B. Household Composition
- C. Age
- D. Race and Ethnicity
- E. Educational Attainment
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- G. Poverty

III. Land Use Trends

- A. Historic Development Trends
- B. Current Land Uses and Zoning
- C. Buildout Analysis

IV. Housing Trends

- A. Housing Characteristics
- B. Housing Development and Past Trends
- C. Housing Affordability
- D. Housing Needs

V. Economic Development

- A. Local Workforce
- B. Local Businesses and Employment
- C. Regional Economic Development Trends
- D. Economic Development Needs

VI. Natural, Cultural, and Historic Resources

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 - Resource Inventories
 - Threats and Opportunities
 - Tools to Protect Natural Resources
 - Natural Resource Protection Needs
- B. Cultural and Historic Resources
 - Resource Inventories
 - Threats and Opportunities
 - Tools to Protect Cultural and Historic Resources
 - Cultural and Historic Resource Protection Needs

VII. Open Space and Recreation

- A. Open Space and Recreation Resource Inventories (2018 OSRP)
- B. Open Space and Recreation Resource Needs (2018 OSRP)

VIII. Public Services and Facilities

- A. Municipal Services and Facilities
 - Inventories (Town Hall/Administration, Public Library, Public Works (roads, stormwater, water, sewer, solid waste), Public Safety (Police, Fire))
 - Energy Use
 - Services and Facilities Needs (structural, financial, technical etc.)
- B. School Buildings and Facilities
 - Inventories
 - Student Population and Trends
 - School Department Needs

IX. Transportation and Mobility

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- B. Existing Networks
 - Roadways
 - Public Transportation
 - Walking and Biking
 - Accessibility
- C. Threats and Opportunities

X. Energy

- A. Municipal Energy Usage/Baseline
- B. Inventory of Locations on Municipal Properties/Facilities Suitable for Installing Renewable Energy Technologies

XI. Public Health and Social Services

- A. Public Health Indicators
- B. Inventories of Social Service and Public Health Agencies and Resources
- C. Threats and Opportunities
- D. Public Health and Social Service Needs