

# Town of Yarmouth

Per M.G.L.: All town and school boards, committees, commissions, and authorities shall post a notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays, and legal holidays. Notice shall contain a listing of topics/agenda that the chair reasonably anticipates will be discussed at the meeting.

## Notice of Meeting

Name of committee, board, etc.:	<b>Planning Board</b>
Date of Meeting:	<b>Wednesday – August 5, 2020</b>
Time:	<b>5:30 PM</b>
Place:	<b>Virtual Meeting</b>

The meeting will be held by remote participation pursuant to Massachusetts Governor Charles D. Baker's Order Suspending Certain Provisions of the Open Meeting Law dated March 12, 2020. No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. An audio or video recording, transcript, or other comprehensive record of proceedings will be posted on the town's website as soon as possible after the meeting.

**JOINING THE VIRTUAL MEETING:** Members of the public can join the meeting using one of the following methods:

- To attend the meeting online, click <https://us02web.zoom.us/j/88148355580> and follow the prompts or navigate to <https://zoom.us/join> and enter meeting/webinar ID **881 4835 5580** and follow the prompts.
- To attend the meeting by dial-in phone, call +1 301 715 8592 and enter meeting ID **881 4835 5580**. The dial-in number can also be used to access the audio while watching the online meeting (if you don't have speakers and/or a microphone).
- Please plan to join the virtual meeting at least five minutes before the start of the meeting to troubleshoot any issues you may have joining.
- The virtual meeting will also be live streamed and uploaded to the Town of Yarmouth YouTube Channel. This live feed will not be monitored for public comment.

### APPLICANTS:

- Applicants will be called upon by the Chair to present their request. Applicants can use the "Raise Hand" button to identify themselves (all participants will be muted, you must be recognized by the Chair to participate).
- Applicants attending by dial-in should press \*9 to notify the Chair of their presence when called upon. The meeting Moderator will un-mute applicants when they are called upon to speak.

**PUBLIC PARTICIPATION:** During the Public Comment period for Public Hearings, or at the discretion of the Chair for Public Meetings, the Chair will invite the audience to comment:

- Online audience members wishing to participate during the public comment section can use the "Raise Hand" button to notify the Chair. Dial-in audience members should press \*9 on their phone to notify the Chair. All audience members will be muted until you are recognized by the Chair to participate.
- As an alternative to making comments via the online audio or phone, you may also submit comments to the Moderator via the virtual meeting "chat" function. To do this click on the "chat" icon and type your message. When prompted, the Moderator will read comments and questions into the record.

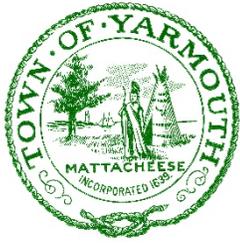
**MEETING MATERIALS:**

- Meeting materials will be displayed at the online meeting and are attached to this agenda (available at <http://www.yarmouth.ma.us/AgendaCenter>).

**PLANNING BOARD AGENDA (Topics to be discussed):**

1. **Community Visioning during COVID-19:** Discussions on ways to move forward safely with the Community Visioning process during COVID-19.
2. Meeting Minutes
3. Board of Appeals Agenda & Decisions
4. Committee Updates from Board Members
5. Board Member Items
6. Correspondence
7. Staff Updates
8. Upcoming Meetings:
  - a. August 19, 2020
  - b. August 25, 2020 - BOS
9. Adjournment

Posted By (Name):	Kathleen D. Williams
Signature:	<i>Kathy Williams</i>



# TOWN OF YARMOUTH

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Planning  
Division

## MEMORANDUM

To: Planning Board

From: Kathy Williams, Town Planner

Date: July 30, 2020

Subject: Discussions on Revised Visioning Process due to COVID-19

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With the limitations on in-person meetings resulting from COVID-19, the 2020 Visioning process has been delayed. However, the Board of Selectmen (BOS) have expressed interest in moving forward with the Visioning process now and are looking for a revised process that could address social distancing and include remote participation. The BOS are looking for a presentation on a revised Visioning process for their August 25<sup>th</sup> BOS meeting.

As you know, the Visioning process was designed to identify high level goals and overall community values and viewpoints to ascertain what's important to our community, what needs improvement and what needs to be preserved. This information will serve as an important guide to the development of action items and implementation steps that are compatible with these community values. To garner the necessary input, the original Visioning Process relied heavily on Surveys (both on-line and hard copy) and in-person Workshop Meetings (see attachments).

The Surveys remain a good avenue for obtaining input from the public. Effort will be needed to get hard copies of the Surveys in places that are currently open to the public. However, the in-person Workshops as originally envisioned would be difficult during COVID-19 restrictions due to the number of people we hope would want to participate. Conducting a modified Workshop via Zoom is possible, but alterations to the Workshop format and increased number of Workshops would be needed to keep the number of participants to a manageable level. Although Zoom meetings need to be more structured and offer a more formal venue than the small group setting originally proposed for the in-person Workshop meetings, they do provide an opportunity to move forward safely with the Visioning process. For consideration by the Planning Board, some initial thoughts on how this could be done are outlined below:

1. One way would be to have Zoom Workshops for specific groups (i.e. civic associations, boards/committees), similar to the Water Resources outreach. The participants could provide their comments on Strengths/Assets; Weaknesses/Challenges; Opportunities; and Threats through the visioning e-mail address [visioning@yarmouth.ma.us](mailto:visioning@yarmouth.ma.us) or they could drop off/mail to Town Hall. During the Zoom Workshop, we can call on the public during each segment to provide some limited input to get an idea of the flavor of the comments. Unlike a traditional presentation with question/answer period, there will be some "dead" time during the Zoom

meeting while people do the work of compiling their comments. We will monitor the Chat box during this time if people have questions. Once we have conducted a substantial number of group specific Zoom Workshops, we can advertise a couple Open Zoom Workshops for those not already providing their input (either through the Survey or from a previous Workshop). This should keep the number down to a reasonable level (Zoom Webinars are limited to 100 people). The Zoom meeting can also be livestreamed to YouTube for real time viewing or can be viewed at any time by the public who can go through the process and provide their comments to the Town. Depending on how COVID-19 progresses, in-person Workshops may be possible for those not comfortable with the zoom platform or those without access to the technology needed. Prior to the Workshops, participants would be encouraged to review the Background Data Sheets on various topics to develop a better understanding of where we are now, how trends/issues are impacting our community and note recent or on-going projects. A brief overview of the Visioning Workshop process would still be provided at the beginning of the Workshop. A concern with this option is the overall number of Workshops that might need to be conducted.

2. Another option mentioned at the BOS meeting would be to provide Zoom Workshops on specific topics, such as Housing, Water Resources, Infrastructure, Community Services, Open Space, Local Economy and Community Design & Character, etc. This would allow people to participate in the topics they are most interested in although most topics are inter-related. We would need to have multiple Zoom meetings on each topic which could be set up ahead of time and then widely advertised. In addition to the overview of the Visioning Workshop process, a short presentation of the information in the Background Data Sheets could be provided at the beginning of the topic specific Workshop. Pertinent Town Staff could also be available for these limited Workshops. The concern is whether we have touched on every topic people want to comment upon and we may need a generic Zoom Workshop to allow people to discuss anything they want.

Other things to consider would be the role of the Planning Board members in a revised process as well as the scope of work for Horsley Witten Group. Attached is the scope of work for Horsley Witten which has not been executed yet and would need to be modified. Please note that there is only \$20,000 available for Visioning.

With regard to the schedule, the August 5<sup>th</sup> Planning Board meeting will be used to garner input from the Board on how they would like to proceed with a revised Visioning Plan. Using this information, Staff can modify the documents prepared to date for review at the August 19<sup>th</sup> Planning Board meeting. Edits can then be made as needed in preparation for a presentation at the August 25<sup>th</sup> Board of Selectmen meeting.

#### **ATTACHMENTS:**

- Visioning Process Outline, February 6, 2020
- Draft First Community Workshop Format, January 10, 2020
- Public Participation/Engagement Plan, February 6, 2020
- Implementation Schedule, February 6, 2020
- Horsley Witten Scope of Services



# Yarmouth Community Visioning

## Setting Our Course • Charting Our Future

### VISIONING PROCESS OUTLINE:

Updated February 6, 2020

1. **Local Planning Committee:** The Planning Board was appointed as the Local Planning Committee by the Board of Selectmen (BOS) at their January 7, 2020 BOS meeting. The Planning Board is formally charged with long-term planning and will actively engage other Committees and Boards throughout the LCP process to garner their expertise on various topics. Planning Board members will also be trained to serve as Facilitators during the Workshops.
2. **Visioning Process Plan:** To be sure the process remains on track, develop and follow an outline of the whole visioning process which identifies preliminary dates for completion of milestones, especially the Workshops to move forward with securing locations, Facilitators and note takers. See attached Implementation Schedule. The visioning process plan was coordinated with the Cape Cod Commission and deemed compliant with the Local Comprehensive Plan (LCP) Regulations.
3. **Public Participation/Engagement Plan:** A robust community engagement process is needed to garner input from a wide range of stakeholders. The process also needs to maximize a variety of opportunities and methods for participating in the project including Workshops and Surveys. Develop a Public Participation Plan to ensure strong participation through broad outreach to Civic Groups and Organizations, Neighborhood Associations, Chamber of Commerce, Churches, Committees/Boards, Library & Recreation Newsletters, Flyers, School Notices, Channel 18 public access TV, Community Information Boards/transfer station, Newspaper Articles and Press Releases. The Town Website and “Notify Me” or “E-Alert” can also be used to keep the public informed of the process. Make provisions for those who do not get their information electronically.
4. **Background Data & Staff Input:** Providing concise, relevant information to stakeholders allows for informed decision-making to better guide the planning process. Tap into the extensive knowledge of Town Staff through a series of interviews to develop a better understanding of where we are now, how trends/issues are impacting our community, and what recent or on-going projects are being conducted that help to address these issues. Utilizing input from Town Staff, develop summaries of background data on larger topics (i.e. Community Design & Character, Water Resources, Housing, Infrastructure, Community Services, Open Space, Local Economy, etc.) Review background summaries with Town Staff for accuracy and to obtain input on questions for the Workshop Survey and Workshop Format.
5. **Workshop Survey:** Prior to the First Community Workshop, develop an online information page on the Town Website where the Background Data can be viewed prior to the Workshop by interested Participants and access is provided to an on-line Survey. The on-line Survey will be based on the questions developed for the First Community Workshops to provide an additional opportunity for input from those unable to attend the Workshops. Also provide hard-copies of the Survey at public locations.

6. **Workshop Format:** Develop the format for the visioning Workshops to identify community values, assets, challenges, opportunities and threats to reaching the community vision for Yarmouth. Develop a “script” for the Facilitators to ensure consistent messaging and data collection throughout the Workshops.
7. **First Community Workshops:** Conduct Workshops to gather public input on what we treasure and value about Yarmouth and makes us want to live here; what are the untapped opportunities that would make our Town better; and what are the areas we need to work on including identifying the threats to our community that could impact what we value or keep us from succeeding. To maximize public participation, the same Workshop will be held on two or three different days/times to allow for opportunities for various stakeholders and demographics to participate in the process. The Workshops will be set up with smaller group tables with a Facilitator and note takers at each table to lead the groups and record the findings.
8. **Stakeholder Round Tables:** Depending upon the level of input and participation obtained through the Workshop Survey and the First Community Workshops, consider conducting smaller scale Round Tables of the Workshop for specific Stakeholders (i.e. committees, boards, chamber of commerce, etc.)
9. **Workshop Data Processing:** Gather the data identified in the Community Workshops, analyze the results, and identify the main issues or categories that were raised. Review with the Planning Board to obtain their input and insights. Summarize data to start building general goals and purposes consistent with the Cape Cod Commission Regional Policy Plan (RPP).
10. **Summary Papers & Vision Statement:** Once all major categories have been identified through the first series of Workshops, Summary Papers will be prepared on each topic to inform the public/stakeholders on the issue and provide a foundation for the second series of Community Workshops. These brief summaries (4-5 pages) will provide general background data; further identify key issues; outline conclusions gleaned from the public input; and identify potential goals and purposes to address these issues that mesh with the RPP. These goals/purposes will be the basis for the development of a Vision Statement.
11. **Second Community Workshops:** The second round of public/stakeholder Community Workshops will vet the conclusions reached in the initial round of Workshops, vet the Goals and Purposes identified in the Summary Papers and work towards finalizing the Vision Statement. This will be a series of two Workshops at different times/dates.
12. **Vision Survey:** Develop an on-line Vision Survey to vet the Goals and Purposes and determine community support for various concepts. Also provide hard-copies of the Survey at public locations.
13. **Draft Vision Plan:** Utilizing input from the second Workshops and the Vision Survey, prepare a Draft Vision Plan that summarizes the process and details the Vision.
14. **Third Community Workshop:** The final Community Workshop would be to vet the Draft Vision Plan.
15. **BOS Presentation:** Present the Vision Plan to the Board of Selectmen along with identification of next steps.
16. **Consultant Assistance:** Some limited funds for Visioning were allocated at the 2019 Annual Town Meeting and will be used to hire a consultant to assist the Planning Board and Town Staff with the first series of Workshops and Survey, and help to process and synthesize the data and input received. Any additional consultant services would be subject to available funding.

# FIRST COMMUNITY WORKSHOP FORMAT

January 10, 2020

## General:

- Potential Workshop Locations: Senior Center, Cultural Center of Cape Cod, St. Pius Life Center, Mattacheese Gym.
- Room setup: Sign-in table with large scale map. 8-10 tables with 6-8 chairs at each, view of presentation screen (projector/microphones). Wall spaces to tack up flip charts from each group. Refreshment area.
- Table Materials: Large scale map of the Town and handout packets (Background Data Summaries & Facilitator Statements for each Activity)
- General Materials: Sign-in Sheets, name tags, markers, pens, sticker dots, push pins, table place-cards, multi-colored index cards, flip charts/easel pads, easels, tape, and refreshments.
- Staffing: Moderator (Consultant) to run the overall meeting, Facilitators at each Table (Planning Board Members supplemented with Planning Staff as needed), and note takers at each table if staffing allows (Facilitators may need to serve both roles).

## Arrival procedures: (30 minutes prior to start of Workshop)

- Greeters will welcome people, help them sign in, and provide name tag.
- Locate residence or business on town map (small colored dots).
- Direct people to a table (self-select table - up to 8 people per table).
- Ask people to sit with people they may not know or have different viewpoints.

## Gathering at the tables:

- Facilitators and note takers should greet people as they arrive at their tables.
- If your table has more than 6 people, suggest they locate at other tables that are not as full. Try to maintain an equal number of people at each table with a range of 6-8.
- Direct people to handout materials at the Table.
- Have people go around the table and introduce themselves – name and where they live.

## Welcome and Introduction: (10 min)

Planning Board Chairman welcomes people to the visioning workshop and thanks them for their participation, hands over to the Moderator (Consultant) who provides a brief overview of the Visioning Workshop:

- Purpose of the visioning process and workshop
  - Initial Step in the LCP process and help with BOS Goal Setting
  - Understand local values
  - Identify issues and opportunities, not solutions
  - Begin looking forward to the future they would like to see
- Format of the Workshop
  - Facilitated Activities that are timed.
  - Four sets of facilitated activities totally 30 minutes each.
  - Moderator will inform you when there are 10 and 5 minutes left in an activity.
  - At the end of each facilitated activity, Facilitators at each table will be asked to briefly share the highlights from their table.

## **Facilitated Activities:**

### **A. Strengths or Assets:** (30 minutes)

#### **1. Facilitators to read the following** (as well as have it projected on the screen):

In this activity we want you to identify the buildings, places, characteristics, and traditions we have now that we want to be sure we still have 20 years from now.

#### Tickler Questions:

- a. What are your favorite places in Yarmouth?
  - b. What has Yarmouth as a community been doing successfully?
  - c. What makes Yarmouth a great place to live/work/play?
  - d. What are your favorite programs, events or traditions that happen in Yarmouth?
  - e. Where would you take an out of town visitor?
  - f. What are your favorite buildings in Town and why?
  - g. What is your favorite street and why?
2. Facilitator to hand out GREEN index cards to Participants and ask them to write their answers. Participants can include as many items as they wish, but should identify their top 3 Strengths or Assets (label 1, 2 & 3 on index cards).
  3. When people are done writing, the Facilitator will go around the group and ask each person to share the first thing on their list. The Facilitator or note taker will write each suggestion on the flip chart creating a numbered list. If it is a physical place the facilitator will put a GREEN dot on the table map to show its location and write the number that corresponds with the number on the flip chart on the dot. If it is not a physical place or does not relate to a physical place just write the response on the flip chart.
  4. Then ask how many others had this (place, event, tradition) on their list. Note the number of people who had the item on their list on the flip chart.
  5. Then ask the individuals to explain why they value this particular place, characteristic, etc. Multiple people can contribute to this discussion. The answers are written on the flip chart.
  6. The Facilitator continues going around the group. If an individual's first strength has been given, they should give one on their list that has not been given. The note taker will record the response and discussion while the Facilitator does the mapping. Once you have gone around the entire group, you can ask if people have other items on their top 3 list that have not been mentioned. You don't need to go around the table again, just take the strengths still remaining on peoples top 3 list.
  7. At the completion of this Activity, collect individual cards and put them in an envelope on the table. The envelope should have the activity, workshop date, and the names of the Facilitator's and note-taker on it.

### **Report out:** (5 min)

The Moderator will ask the Facilitators to briefly share the highlights of their table discussion on Strengths and Assets. If there are a large number of Participants the Moderator may select 3-4 tables at random.

**B. Weaknesses or Challenges:** (30 minutes)

**Facilitators to read the following** (as well as have it projected on the screen):

In this activity we want to identify those things we want to have in the future that we don't have now or that could be enhanced. These things can be physical, environmental, social, political or an economic condition.

Tickler Questions:

- a. What is missing in our Town?
  - b. What population is being underserved?
  - c. What areas need to be improved?
  - d. What did we use to have that we liked?
  - e. What things do other Cape Towns do better than us?
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1. Facilitator to hand out RED index cards to Participants and ask them to write their answers. The rest of the process is similar to the first activity with Participants writing as many items as they wish and identifying their top 3 Weaknesses or Challenges (label 1, 2 & 3 on the index cards).
  2. When people are done writing, the Facilitator will go around the group and ask each person to share the first thing on their list. The Facilitator or note taker will write each suggestion on the flip chart creating a numbered list. If it is a physical place the facilitator will put a RED dot on the table map to show its location and write the number that corresponds with the number on the flip chart on the dot. If it is not a physical place or does not relate to a physical place just write the response on the flip chart.
  3. Then ask how many others had this item on their list. Note the number of people who had the item on their list on the flip chart.
  4. Then ask the individuals to explain why they think this is a Weakness or significant Challenge. Everyone at the Table can contribute to this discussion. The answers are written on the flip chart.
  5. The Facilitator continues going around the group as was done in the first Activity.
  6. At the completion of this Activity, collect individual cards and put them in an envelope on the table. The envelope should have activity, workshop date, and the names of the Facilitator's and note-taker on it.

**Report out:** (5 min)

The Moderator will ask the Facilitators to briefly share the highlights of their table discussion on Weaknesses and Challenges. If there are a large number of Participants the Moderator may select 3-4 tables at random.

**Break:** (10 min)

**C. Opportunities:** (30 minutes)

**Facilitators to read the following** (as well as have it projected on the screen):

In this activity we want you to identify external factors, trends or untapped resources that could contribute to our success or add to our strengths.

Tickler Questions:

- a. What external factors outside Yarmouth are likely to contribute to our success or add to our strengths?
  - b. What opportunities exist that we want to use or build upon to make our community better?
  - c. How do we leverage our strengths?
  - d. What opportunities would reduce or eliminate our weaknesses?
  - e. Are there State/Federal Government programs we could tap into?
1. Facilitator to hand out BLUE index cards to Participants and ask them to write their answers. The rest of the process is similar to the first activity with Participants writing as many items as they wish and identifying their top 3 Opportunities (label 1, 2 & 3 on index cards).
  2. When people are done writing, the Facilitator will go around the group and ask each person to share the first thing on their list. The Facilitator or note taker will write each suggestion on the flip chart creating a numbered list. If it is a physical place the facilitator will put a BLUE dot on the table map to show its location and write the number that corresponds with the number on the flip chart on the dot. If it is not a physical place or does not relate to a physical place just write the response on the flip chart.
  3. Then ask how many others had this item on their list. Note the number of people who had the item on their list on the flip chart.
  4. Then ask the individuals to explain why they think this is an Opportunity. Everyone at the Table can contribute to this discussion. The answers are written on the flip chart.
  5. The Facilitator continues going around the group as was done in the first Activity.
  6. At the completion of this Activity, collect individual cards and put them in an envelope on the table. The envelope should have activity, workshop date, and the names of the Facilitator's and note-taker on it.

**Report out:** (5 min)

The Moderator will ask the Facilitators to briefly share the highlights of their table discussion on Opportunities. If there are a large number of Participants the Moderator may select 3-4 tables at random.

**D. Threats:** (30 minutes)

**Facilitators to read the following** (as well as have it projected on the screen):

In this activity we want you to identify trends, conditions or external factors that pose potential problems or risks to our Town.

Tickler Questions:

- a. What could keep us from reaching our vision?
  - b. What economic/market trends impact Yarmouth?
  - c. What are the external environmental factors?
  - d. What State or Federal level (regulations/legislation/politics) activities are impacting Yarmouth?
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1. Facilitator to hand out YELLOW index cards to Participants and ask them to write their answers. The rest of the process is similar to the first activity with Participants writing as many items as they wish and identifying their top 3 Threats (label 1, 2 & 3 on index cards).
  2. When people are done writing, the Facilitator will go around the group and ask each person to share the first thing on their list. The Facilitator or note taker will write each suggestion on the flip chart creating a numbered list. If it is a physical place the facilitator will put a YELLOW dot on the table map to show its location and write the number that corresponds with the number on the flip chart on the dot. If it is not a physical place or does not relate to a physical place just write the response on the flip chart.
  3. Then ask how many others had this item on their list. Note the number of people who had the item on their list on the flip chart.
  4. Then ask the individuals to explain why they think this is a Threat. Everyone at the Table can contribute to this discussion. The answers are written on the flip chart.
  5. The Facilitator continues going around the group as was done in the first Activity.
  6. At the completion of this Activity, collect individual cards and put them in an envelope on the table. The envelope should have activity, workshop date, and the names of the Facilitator's and note-taker on it.

**Report out:** (5 min)

The Moderator will ask the Facilitators to briefly share the highlights of their table discussion on Threats. If there are a large number of Participants the Moderator may select 3-4 tables at random.

## **Closing Remarks & Next Steps:** (5 min)

The Moderator will briefly let people know what will happen next:

- Feedback from the Workshops and the on-line Workshop Survey will be digested and evaluated to identify the main issues or categories that were raised. Summarize data to start building general goals and purposes for the Vision Statement
- Summary Papers on Key Categories will be developed with background information, key issues, challenges and opportunities and potential goals and purposes
- Second Community Workshop Series – Fall 2020 to vet conclusions from initial workshops, Goals and Purposes identified in the Summary Papers.
- Second Vision Survey will be launched.

The Planning Board Chairman will make closing remarks.

- Thank everyone for their participation
- Thank the Facilitators and note takers.
- Suggest that they encourage their neighbors and friends to participate in the on-line Survey (Town Website) or one of the remaining Workshops (if any remain).

## **Last Exercise:** (5-10 Min)

Moderator will ask everyone before they leave to provide a short statement to describe how they envision Yarmouth ten years in the future. Facilitators to hand out PURPLE index cards which can be left on the table.

## **Material Collection:**

After people have had a chance to look at the sheets prepared by the different groups, each pair of Facilitators and note takers should collect and organize their workshop materials. Be sure that your names, the table number and the date are on all of the flip chart sheets, map and the envelopes that contain activity cards. Leave them on table for collection.



# Yarmouth Community Visioning

Setting Our Course • Charting Our Future

## PUBLIC PARTICIPATION/ENGAGEMENT PLAN:

February 6, 2020

**General:** A robust community engagement process is needed to garner input from a wide cross section of stakeholders and residents including those that may not traditionally participate in town initiatives. Different demographics get their information from different sources and the public participation plan needs to be broad enough to capture these variables. The process needs to maximize a variety of opportunities and methods for participating in the project including Workshops and on-line/hard copy Surveys. Publicity materials need to clearly state the purpose and objective of the Visioning process and emphasize this as a new community driven initiative with no set outcome.

### 1. Town Website:

- a. Develop a new web page on Visioning and include a sign up for “e-alert” for people to keep up with edits to the website.
- b. Populate and regularly update the Website to include information on the purpose of the Visioning, Surveys, Workshop Details, Background Data Summaries, Workshop/Survey Results; Summary Papers, Draft & Final Vision Statement and Plan, along with links to other resources (i.e. RPP, existing LCP).
- c. Provide regular updates as “News Items” which are prominently displayed on the Town Website.
- d. The Town website will be a central hub for information and the link will be included in all publicity for the Visioning process.

2. **Facebook/Twitter:** Regular updates/reminders will be provided through the Town Facebook/Twitter accounts as well as the Police Facebook which has a significant following. Encourage other groups and individuals to share information on their Facebook pages.

3. **Newspapers:** Newspapers, especially featured stories, can be an important way of getting the word out. Periodically throughout the process reach out to the Newspapers (Cape Cod Times and the Register) with Press Releases and requests for Featured Articles. Featured Articles should include input/interviews with Planning Board members.

4. **Radio:** Radio is a great way to get information out regarding Workshops and the purpose of the Visioning through short interviews with radio personalities.

5. **Newsletters/Brochures:** The Recreation Dept, Senior Center and Library print and distribute electronically their Newsletters and periodic Brochures. Coordinate inclusion of information on the Workshop dates in these Newsletters/Brochures along with where additional information can be found.

6. **Flyers:**
  - a. Develop Flyers on the Visioning Process, Workshops and Survey Link and distribute at Town Hall, Libraries, Senior Center and Chamber of Commerce.
  - b. Investigate other posting opportunities throughout Town at places people regularly gather such as the Post Offices, Fire Stations, Cultural Center, Churches, Markets, Schools, Businesses, etc.
  - c. Planning Board members to assist in distribution of Flyers.
7. **Channel 18 Public Access:** Provide information on Channel 18 regarding the Workshop Dates and where additional information can be found.
8. **Information Kiosks:** Understanding that not all people obtain their information on-line, consider the development of several information kiosks which include a statement of the purpose of the Visioning, identifies the Workshop dates/locations and on-line resources, but also has physical copies of the Background Data and Survey. These could be placed in the Libraries, Town Hall and the Senior Center.
9. **Town Meetings:** The ATM on April 28<sup>th</sup> (and possibly the Fall STM) provides a good opportunity to distribute Flyers on the Workshops/Survey Link and for the Planning Board members to answer questions from the public. Providing an Information Kiosk with copies of information may be cost prohibitive, but we could include additional general information on the backside of the Flyer.
10. **Community Information Boards/Transfer Station:** Coordinate information on the Workshops with the two stationary and one portable Community Information Boards and investigate ways to showcase this information at the Transfer Station, which most residents regularly frequent.
11. **Civic Organizations and Neighborhood Associations:** Reach out with Flyers and other information to various Civic/Community Groups and Neighborhood Associations who are often willing to distribute information to their members regarding important Town initiatives. Also reach out to prominent businesses and community leaders with invitations to the Workshops/Surveys. A good list was developed by the Water Resources Advisory Committee (WRAC) for their outreach program that touches on a wide demographic.
12. **Boards & Committees & Town Staff:** Yarmouth has active and engaged citizens on our Boards/Committees and on our Town Staff who often participate in workshops and meetings on a variety of topics. Send formal invitations to the Workshops to Town Staff and to the various Boards/Committees (i.e. BOS, CEDC, DISUC, ZBA, Recreation Commission, Conservation Commission, DRC, CHC, AHT, OKH, Council on Aging, Finance Committee, BOH, Capital Budget, CPA, etc.). Share information with Town Staff to enable them to respond to questions from the public. Provide updates at the monthly Department/Division Head Staff meetings.
13. **Chamber of Commerce:** Coordinate distribution of information to the business community through the Chamber of Commerce. The Chamber has a full page article running in the Register on a monthly basis which can be used to get the message out regarding Visioning.
14. **Schools and Parents:** Engage school administration and parent/teacher organizations on possible ways to engage students and parents in the Visioning process.
15. **Board of Selectmen (BOS) Updates:** Throughout the process, regular updates to the BOS will keep the public engaged on the process and progress being made. These televised meetings also offer an opportunity to make brief update announcements on the Visioning Process.



# Yarmouth Community Visioning

Setting Our Course • Charting Our Future

## IMPLEMENTATION SCHEDULE

Updated February 6, 2020

DESCRIPTION	TIMELINE	2019		2020												2021									
		Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	
Develop Conceptual Visioning Process	Nov-Dec 2019	█	█																						
Review Visioning Process with Planning Board (PB) & BOS & CCC	Dec 2019 - Jan 2020		█	█																					
Procure Consultant to Assist with Visioning	Jan-Feb 2020			█	█																				
Develop Public Participation/Engagement Plan & Vet with PB	Jan-Feb 2020			█	█																				
Conduct Staff Interviews	Feb-March 2020				█	█																			
Develop Background Data Summaries & Vet with Staff & PB	Feb-March 2020				█	█																			
Develop Workshop Format & Vet with PB	March 2020					█																			
Develop Workshop Survey based on Workshop Format & Vet with PB	March 2020					█																			
Identify First Community Workshop Dates & Secure Locations	Early April 2020						█																		
Launch Workshop Survey & Availability of Background Data Summaries	May 2020							█																	
Implement Public Participation/Engagement Plan	April 2020-June 2021						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Conduct Planning Board Workshop to garner PB input and Fine-Tune Workshop Process	May 2020							█																	
<b>First Community Workshops (2-3 on different days/times/locals)</b>	June 2020								█																
Select Stakeholder Round Tables (if not enough participation in Workshops)	July 2020									█															
Workshop Data Processing & Vet with PB	July-Sept 2020									█	█	█													
Summary Papers & Vision Statement with Goals/Purposes & Vet with PB	Sept-Oct 2020										█	█													
Develop Vision Survey on Vision Statement, Goals & Purposes & Vet with PB	Sept-Oct 2020										█	█													
Launch Vision Survey & Availability of Summary Papers	October 2020											█													
<b>Second Community Workshops (2 on different days/times/locals)</b>	Nov 2020												█												
Draft Vision Plan & Vet with Planning Board	Dec 2020-Feb 2021													█	█	█									
Launch Draft Vision Plan	March 2021																█								
<b>Third Community Workshop (1)</b>	April 2021																	█							
Revisions to Draft Vision Plan & Presentation to BOS	May 2021																		█						
Launch Approved Final Vision Plan	June 2021																			█					
Begin Process for Development of the Local Comprehensive Plan (LCP)	June 2021																				█				

Notes:

1. Board of Selectmen (BOS) vetted the draft Visioning Process and voted the Planning Board as the Local Planning Committee on January 7, 2020.
2. Cape Cod Commission (CCC) reviewed and accepted draft Vision Process as being compliant with the LCP Regulations on December 12, 2019.

█ Completed Tasks  
█ Ongoing Tasks  
█ Workshops

## ATTACHMENT A SCOPE OF WORK

# Horsley Witten Group

*Sustainable Environmental Solutions*

90 Route 6A • Unit 1 • Sandwich, MA 02563  
508-833-6600 • horsleywitten.com



February 25, 2020

Kathy Williams, Town Planner  
1146 Route 28  
South Yarmouth, MA 02664

Re: Revised Cost Proposal—Consultant Assistance with Visioning Process

Dear Kathy:

HW was pleased to receive an invitation to provide a cost proposal for the consultant services listed in your January 17, 2020 memorandum. Further, we acknowledge discussion that has occurred since then and attempt herein to address the Town's suggestions.

As we stated in our first letter, we acknowledge the considerable amount of work that has already taken place to develop the Public Participation Plan for this process. HW recognizes our role as supporting municipal staff, providing professional peer review and advice on the public process, providing survey implementation, building capacity of the Planning Board to execute the process, attending workshops, and processing results.

### Approach

*Task 1: Review the attached Visioning Plan, Implementation Schedule, Draft Public Participation/Engagement Plan and Draft First Community Workshop Format and offer written suggestions or modifications to the plans as warranted.*

HW will perform a thorough review of the documents provided by the Town and develop a memorandum that describes our observations related to each document. HW will submit to municipal staff for initial review and make edits as directed. We anticipate two conference calls as part of this Task.

*Task 2: Develop a Workshop Survey in survey monkey which is similar to the questions outlined for the First Community Workshop. Data from this survey will be used to supplement the input obtained at the First Community Workshop series.*

HW will develop the text for an electronic survey and submit to municipal staff for review. This survey will likely be deployed along with the first series of public workshops (see Task 3) and the format could change in response to staff edits. Once any edits are made, we will enter the survey into the SurveyMonkey platform and deliver a link to the Town. The Town will deploy the survey through its website

or other media as identified in the Public Participation Plan. We anticipate one conference call as part of this Task.

*Task 3: Train Planning Board members as Facilitators for the First Community Workshops. Serve as the Moderator at the first series of three (3) Workshops.*

In advance of the first Community Workshops, HW will lead a two-hour training session with members of the Planning Board (and other interested individuals) on group facilitation. Items we will cover include, but will not be limited to:

- Body language, demeanor, and energy.
- Communication and word choice.
- Managing individual participation (too much or too little).
- How to say “no.”
- Managing poor or distracting behavior.
- How to use (and how not to use) handouts.
- Documenting discussion.

Depending on anticipated attendance at the public workshops, HW will bring two senior-level staff members to the first series of three (3) workshops to serve as moderators, scribes, or occasional direct support to a group discussion as directed by staff. For these workshops, HW will also serve as the ultimate document keeper. However, we expect that staff and Planning Board facilitators will remain working for one hour after the workshops are complete. This post-workshop effort will include:

- A review of all notes and discussion of the content of the discussions to ensure everything is documented correctly.
- Discussion of any challenges the facilitator may have faced and how these challenges were (or were not) met.

HW will provide all materials for the public workshops including:

- PowerPoint Presentation
- Projector and power cords
- Handouts and posters
- Easels
- Flip charts
- All markers, pens, post-its, and similar supplies.

HW will not provide a projector screen, refreshments, interpretive services, transportation, music, or childcare for the workshops.

We anticipate approximately four conference calls as part of this Task and four trips to Yarmouth.

*Task 4: Process the data from the first series of Community Workshops and Workshop Survey and put it into some general categories and synthesize goals/purposes/objectives for review by the Planning Board. This information will be utilized for the second series of Community Workshops and Vision Survey.*

HW will receive and process all survey results and input obtained at the Workshops. HW will deliver the raw data from the survey and final notes from the first series of workshops, along with a Summary Memorandum and PowerPoint presentation that explains the results of the survey and workshops and identifying general categories of comments. HW will coordinate the drafting of this information with municipal staff and incorporate input. HW will present the results to the Planning Board and obtain their input and insights and incorporate.

In addition to the analysis and summary of input noted above, HW will develop a series of goals/purposes/objectives or similar mechanism that can be used to organize discussions moving forward. HW will coordinate draft concepts with municipal staff and incorporate input.

We anticipate two conference calls and two presentations to the Planning Board as part of this Task.

## Town of Yarmouth

### MINUTES OF THE PLANNING BOARD MEETING OF July 1, 2020

The Yarmouth Planning Board held a Business Meeting at **5:30** p.m. on Wednesday **July 1, 2020** via a Virtual Meeting pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law in response to the COVID-19 pandemic.

**Planning Board Present:** Tom Roche, Chris Vincent, Liz Hartsgrove, Lee Rowley, Joanne Crowley and Tom Baron

**Planning Board Absent:** Brad Goodwin (Mr. Goodwin continued his recusal for the South Yarmouth Living Retirement Community project due to a conflict and therefore did not attend the meeting)

**Staff Present:** Kathy Williams, Town Planner

**Guests:** Attorney Andrew Singer; Kieran Healy, BSC Group; Jack Hynes; and Chris Wise

1. **Meeting Opening:** Chairman Tom Roche opened the virtual meeting at 5:39 PM and took a roll call to establish quorum. Kathy Williams, Town Planner, served as the Moderator for the virtual meeting and read the attached statement regarding the reason for the virtual meeting and provided an overview on how remote participation works. All votes were taken by roll call and the meeting was livestreamed to the Town of Yarmouth YouTube Channel.
2. **Village Center Overlay District (VCOD) Site Plan Review (SPR) #2020-1A and #2020-1B:** Applicant: Wise Living Development LLC. Owners: Maclyn LLC, 834 Main Street Realty Trust, and Baker Frank LLC. South Yarmouth Wise Living Retirement Community project at 822 and 834 Route 28 and 30 Frank Baker Road, South Yarmouth, Assessor Map 33/Parcel 70.1, Assessor Map 41/Parcel 12, and Assessor Map 41/Parcel 11.1, Zoning Districts B2, HMOD1, ROAD and VCOD VC2. Applicant is proposing a redevelopment under Section 414 – Village Centers Overlay District (VCOD) on three parcels totaling approximately 6.09 acres. Formal Site Plan Review for VCOD projects is done through the Planning Board at a duly posted public meeting.

The Applicant is proposing amendments to a previously reviewed project (VCOD 2020-1) which includes the redevelopment of the Cape Cod Irish Village hotel property (822 Route 28) from 128 hotel rooms to a 120 unit Wise Living Requirement Community for senior housing, a leased medical complex, and upgrades to the building façade and parking area. The existing commercial property at 834 Route 28 will also be upgraded with some building modifications and parking lot improvements. 30 Frank Baker Road will remain vacant in its natural state.

The proposed amendments include revisions to the facades for both buildings to add additional building modulation, along with corresponding minor site modifications. Two options are being proposed, one to reduce the amount of zoning relief needed (**Option A - #2020-1A**); and one that proposes to eliminate the need for any further zoning relief (**Option B - #2020-1B**).

- a. **Presentation:** Attorney Andrew Singer provided a quick overview of the reason for the two options noting that the Zoning Board of Appeals (ZBA) was not inclined to give the level of relief they had originally requested. Although Option A still requires ZBA relief it is significantly less than that previously seen by the Planning Board and the ZBA. Attorney Singer reviewed the Option A Benefits for 822 Route 28 including additional sunlight in the apartments, private outdoor sitting areas for the residents, preference of Option A by the Design Review Committee (DRC), lack of visibility from Route 28 of the portions of the building requiring relief, and the expense of enclosing these areas without providing significant improvements to the building aesthetics as noted by the DRC. Option B would

not require ZBA relief.

Kieran Healy of BSC Group gave an overview of the proposed changes for both Option A and B, noting the following:

For 822 Route 28: Both Options A & B include: 1) enclosure of bump outs at entrances on the east and west sides of the front portion of the building where there used to be just overhangs with columns; and 2) addition of a new, enclosed bump out to the dining room along the south side (front) of the building. Option A retains the open air porches and balconies on the east and west sides of the residential portion of the building as previously reviewed by the Planning Board and would require relief from the Board of Appeals. Option B encloses the open air porches and balconies on the east and west sides of the building to conform to design standards.

For 834 Route 28: Both Options A & B enclose the entry way on the west side of the building where it used to be open. Option A includes an enclosed new bump out on the east side of the building for added modulation but would require a Special Permit from the ZBA for encroachment into the side yard setback. Option B includes an indentation in the building with new roof line on the east side of the building to conform to design standards.

Except as shown on the plans and noted herein, the previously-approved aspects of the elevations and building materials for both buildings and the site improvements will remain the same as previously permitted.

- b. Staff Comments: Kathy Williams noted the June 26, 2020 Planner Memo which outlined the comments from the Design Review Committee (who approved both options but had a preference for Option A), and also included suggested motions for the two VCOD applications.
- c. Planning Board Comments/Questions:

The Planning Board members had general questions to clarify the differences between Option A and Option B, specifically as it related to the open air versus enclosed porches/patios for 822 Route 28. The Board understood the difficulties of adhering to the design requirements of the VCOD bylaw for redevelopment projects versus new construction. There was a general consensus of the Planning Board that Option A provided more advantages including additional light into the units and useful outdoor space for the residents.

- d. Planning Board Vote VCOD 2020-1A – Option A: After the discussion noted above, the Planning Board voted on Option A – VCOD SPR #2020-1A as follows:

**VOTE: On a motion by Liz Hartsgrove, and seconded by Tom Baron, the Planning Board voted (6-0) that Option A – VCOD SPR #2020-1A for the project at 822 & 834 Route 28 and 30 Frank Baker Road as presented at the Planning Board meeting of July 1, 2020, is in general compliance with the VCOD Design Standards, with the exception of the building modulation requirements outlined in Section 414.8 and the Architectural & Site Design Standards for which relief is being sought through the Zoning Board of Appeals, and subject to the following conditions, with Tom Roche, Chris Vincent, Liz Hartsgrove, Lee Rowley, Joanne Crowley, and Tom Baron voting in favor:**

1. Applicant shall adhere to all conditions from the Planning Board VCOD 2020-1 decision dated April 24, 2020 and the Planning Board Decision 115 dated May 27, 2020.

- e. Planning Board Vote VCOD 2020-1B – Option B: Subsequent to the Vote taken above, the Planning Board had the following discussion:

Tom Baron made a motion to strike Option B altogether which was seconded by Liz Hartsgrove for discussion purposes. Mr. Baron explained that he has reviewed this project many times and Option A is more than adequate, was the preferred option of the Design Review Committee, and the process has gone on too long. Although Attorney Singer appreciated the sentiments and acknowledged that Option B is less desirable and more costly, VCOD SPR approval for Option B is needed if the ZBA doesn't approve Option A. Option B is the backup to Option A to avoid having to come back again to the Planning Board. Joanne Crowley questioned whether the Planning Board's approval of Option B would make it easier for the ZBA to decline relief for Option A. Attorney Singer noted that timing was of the essence as the project is trying to take advantage of the Opportunity Zone financing which is critical for the project to move forward. After this discussion Tom Baron withdrew his motion and Liz Hartsgrove withdrew her second of the motion. As a point of order, Kathy Williams noted that the Planning Board could not just strike Option B, but would need to deny it with reasons for the denial, approve it, approve it with conditions, or possible defer to another meeting, but simply not acting on the application was not an option.

Subsequently, the Planning Board voted as follows on Option B – VCOD SPR #2020-1B:

**VOTE: On a motion by Liz Hartsgrove, and seconded by Lee Rowley, the Planning Board voted (5-1) that Option B – VCOD SPR #2020-1B for the project at 822 & 834 Route 28 and 30 Frank Baker Road as presented at the Planning Board meeting of July 1, 2020 is in general compliance with the VCOD Design Standards, and subject to the following conditions, with Tom Roche, Chris Vincent, Liz Hartsgrove, Lee Rowley, and Joanne Crowley voting in favor, and Tom Baron voting against:**

1. Applicant shall adhere to all conditions from the Planning Board VCOD 2020-1 decision dated April 24, 2020 and Planning Board Decision 115 dated May 27, 2020.
3. **Meeting Minutes:**
  - a. June 3, 2020: **On a motion by Liz Hartsgrove, and seconded by Joanne Crowley, the Planning Board voted (5-0-1) to approve the meeting minutes of June 3, 2020 with Tom Roche, Liz Hartsgrove, Lee Rowley, Joanne Crowley and Tom Baron voting in favor, and Chris Vincent abstaining.**
4. **Board of Appeals Agenda & Decisions:** The ZBA meeting for July 9, 2020 has been canceled due to lack of applications and the July 23, 2020 meeting is anticipated to include the Wise Living Retirement Community.
5. **Committee Updates from Board Members:**
  - a. Community & Economic Development Committee (CEDC): Joanne Crowley noted that CEDC met on June 11<sup>th</sup> and discussed budget items including the potential loan of Tourism Revenue Preservation Funds (TRPF) to address potential budget shortfalls due to revenue losses associated with COVID-19. Although no formal request has been made, the CEDC was open to discussing this option. Funds were also allocated to the DPW for Route 28 cleanup and beautification.
6. **Board Member Items:** None.
7. **Correspondence:** Attachment noted below was sent to the Planning Board via e-mail.
8. **Staff Updates:** Kathy Williams noted that the Board of Selectmen approved leasing the former drive-in property to Innovations Arts & Entertainment (iAE) for drive-in style entertainment. Kathy Williams also noted that Lee Rowley would not be seeking reappointment to the Planning

Board when his term expires on July 31, 2020. Lee Rowley expressed his appreciation for his experience on the Planning Board and his wish to continue with the Water Resources Advisory Committee (WRAC). Kathy Williams also noted that Tom Roche would not be seeking reappointment, but would serve as chairman through the September officer elections and committee appointments. Tom Roche has been a long standing Planning Board member and he hopes the Planning Board can move forward with changes to the VCOD bylaw to simplify the process.

9. **Upcoming Meetings:**

- a. July 15, 2020
- b. August 5, 2020

10. **Adjournment: VOTE:** On a motion by Chris Vincent, seconded by Tom Baron, the Planning Board voted unanimously (6-0) to adjourn at 6:36 PM.

**ATTACHMENTS:**

- **July 1, 2020 Agenda**
- **Script - Explaining Remote Access Planning Board Meeting**
- **VCOD #2020-1A & VCOD #2020-1B:** June 26, 2020 Planner Memo with the following attachments:
  - Option A Benefits prepared by Attorney Singer
  - Design Review Comments dated June 23, 2020
  - VCOD #2020-1A: Option A - Application Materials and Plans
  - VCOD #2020-1B: Option B - Application Materials and Plans
- **Draft Meeting Minutes:** June 3, 2020
- **Miscellaneous Correspondence:**
  - Conservation Commission Agenda for June 18, 2020

**Approved on \_\_\_\_\_:**

**On a motion by \_\_\_\_\_, and seconded by \_\_\_\_\_, the Planning Board voted (?-?) to approve the meeting minutes of July 1, 2020.**