



Town of Truro

Summary of Feedback from June 27 Walsh Property Community Forum and Online Survey

Introduction

On June 27, 2019, the Town of Truro hosted a community forum to kick-off its community process to develop a plan for the use of the recently-purchased Walsh property. The goals for the forum were to

- inform about the project history, current status, and commitments for next steps
- identify core public interests and concerns about the use of the Walsh property by soliciting community members' wishes and worries
- explore process needs, opportunities, and suggestions to guide the creation of a committee to engage the community in developing a master plan for the future use of the property

After the facilitator described the meeting objectives and the agenda, Jan Worthington, Chair of the Select Board, reviewed the Town's commitment to community engagement, and Rae Ann Palmer, Truro Town Manager, provided an overview of the Walsh property. The agenda then focused on two interactive sessions – the first to focus on residents' "wishes and worries" for the site, and the second to solicit input about the community engagement process.

During the meeting, a participant suggested that the opportunity to give input into the development of the process should be shared with other residents who were unable to attend the forum. To broaden opportunities for input, the facilitators created a survey to solicit responses to the same process-focused questions posed to participants at the forum. The Town Manager publicized the survey and made it available online and in hard copy to the public between July 12 and August 15. The survey received 60 online and seven paper responses.

Summary of feedback

The following summary is a synthesis of the input collected from these various engagement opportunities and captures the major themes that emerged. To view the comments participants provided at the forum and through the survey, see the appendix beginning on page 6.

Wishes and Worries

The following section summarizes the thoughts of forum participants regarding their wishes and worries of for the acquisition and development of the Walsh property. At the forum, participants shared these with each other in pairs as well as in writing.

Wishes



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Participant wishes were focused on conducting a process that was transparent, participatory and unhurried, as well as their specific desires for what the site could look like in the future, how it could be utilized by the community, and how it could benefit the town in the coming years. The following summarizes the wishes participants expressed.

- A well-thought out master planning process that is inclusive of all the voices who should be represented, such as: a wide range of ages, different residential statuses (year-round and summer), local businesses owners, those who represent housing needs, economic development interests, etc.
- Consideration of how diverse development priorities could affect future development timelines (for instance, the needs of the Truro Central School if enrollment increased).
- Careful consideration of the financial investment required and the potential economic burden that could be placed on residents and the town.
- Inclusion of revenue-generating opportunities such as selling particular parcels for development or building a solar farm.
- Affordable and mixed-income housing with low barriers to entry that have capacity for all types of tenant who might reside in the town throughout the year: interns, seasonal/additional work force, elderly/assisted living options, year-round residents, young families, etc.
- A true mixed-use property, with specific attention placed on the surrounding community's access and uses including, but not limited to: designated hiking trails, dog parks/walking spaces, spaces set aside for outdoor classrooms and/or education, recreation areas for a senior/assisted living facility, access to the National Seashore, and other outdoor recreating areas etc.
- Consideration of the earth and environment, with special concern given to preserving open space, utilizing proximity to the National Seashore, habitat conservation.
- Maintaining a number of the existing structures on the property.

Worries

Respondent worries were primarily focused on financing the purchase and development on the property, moving too quickly at the expense of transparency, and making sure to balance potentially competing interests and the scale of development of the property. The following summarizes the worries participants expressed.

- The financial burden for the town and the impact of increasing taxes and/or town expenditures, as well as the potential of the project becoming a long-term drain on resources.
- Unequal community access to the final product.
- Inadequate preservation of viable existing structures on the property and the potential destruction of the current natural habitat and elimination of open space; overdevelopment of the property.
- Dedicating the entire project and its outcome to expanding just one use-type or to a particular kind of housing.



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- Overallocation of the property's acreage to preserving "open space" rather than strategic development for maximizing community use and enjoyment.
- Potential of the project becoming a conflict flashpoint for the town resulting in disagreement and antagonism amongst residents and towards economic development as a whole.
- A need for expediency in the process leading to a lack of transparency, communication, and community involvement.

Suggestions for Community Process

The article supported by Town Meeting to acquire the land included authorization and direction to the Board of Selectmen to "create a committee, which shall include citizen representatives from diverse sectors of the community. The committee will lead a community-wide process, beginning in June 2019, to engage a wide range of Truro residents in developing plans for the use of the property to be presented at a future town meeting for approval." In order to implement this directive, participants were invited to share their suggestions on seven questions about how best to undertake this mandate. In general, participants (and later, survey respondents) shared their thoughts about how to ensure the process would be thorough and fair, and highlighted a desire for diversity of experience, substantive knowledge, town leadership, and age. The following summarizes their answers.

Committee Make-up: What are the groups and interests (not individuals) that should be represented on the committee?

- A fair and representative mix of Truro residents as a whole including, but not limited to part-time/summer/seasonal tenants, year-round tenants, tradespeople, interns, students, young families, police/fire department, public works representatives, local business owners, affordable housing representatives, Truro Conservation Trust, etc.
- A fair and representative mix of ages that make up the town's population, with particular attention paid to the inclusion of children/youth/young people and senior residents (age 65+).
- A seat to represent the interests of the earth and environment should be reserved at the table.
- Some survey respondents expressed that there should be no one on the committee representing any kind of specific interest (e.g. affordable housing, anyone with potential financial gains, etc.), or currently holding office in another capacity for the town.

Representation: What criteria should the Select Board use to select individuals to ensure that key interests are represented?

- A fair and representative mix of experience, substantive knowledge, areas of expertise, and relationships to the town (e.g. duration of residence, type of residence, internal/external relationship, etc.).
- Overall demographics of the committee: "*Does the member add to committee diversity?*"



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- Specific suggested criteria that could be used are listed below:
 - A history of working well with others in pursuit of a shared community goal.
 - Evaluation of potential conflicts of interest and/or individual agendas (e.g. business interests, financial gain, political affiliations, etc.).
- Any criteria that are determined as useful for selecting committee members should be made public.

Information: What types of information does the committee need in order to make wise decisions?

- Accurate and the most updated data on key topics, including but not limited to Truro's history, the environment (e.g. water usage/supply, ecology, topography, National Seashore, etc.), zoning, town finances, potential economic impacts, reports on housing needs, demographics, etc.
- Information and input on historic, current, and future concerns, wishes, interests, and needs, of all relevant stakeholders
- Best practices for selecting, engaging, and running a process such as this one, as well as information on previous successful town committee/group work (both for the town of Truro and other similar towns).

Public involvement: How and in what ways should the committee engage with the broader general public?

- The committee should engage with the general public in a way that fosters transparency and facilitates lively participation and true involvement in the process.
- Emphasis should be placed on involving youth/children/young people and engaging them in ways that solicit their opinions and thoughts.
- Emphasis should be placed on encouraging feedback and soliciting input from the public. This could be done in a number of ways:
 - Online surveys, which allow for broader engagement of the Truro community (e.g. seasonal residents, those who cannot make a meeting, etc.)
 - Mail-in surveys, which allow for those who do not have regular access to computers and/or the internet to participate fully (could be left at places like the library or post office).
 - Regular communication of news and updates to the public via a website/Facebook group/email listserv/online portal so that everyone can stay informed and engaged in whatever capacity they see fit.
 - Broadcast public meetings, listening sessions, etc. on local radio/TV stations (like WOMR 92.1 or Truro TV) to bolster engagement.
 - Consider the use of tools to expand virtual engagement (WebX, GoToMeeting, Adobe Connect, etc.).
- Special consideration should be taken to intentionally lower barriers to participation in service of gathering the most representative cross section of feedback possible throughout this process.



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Ground rules: What ground rules or guidance do you think is needed to help the committee members engage with each other effectively?

- The committee needs to be an independent body, with members who are representing broader interests, not their own agendas.
- Documentation of all meetings should be made publicly accessible via a webpage, Facebook group, or another means of mass communication.
- The committee should strive for open and honest communication across the board.
- Committee members should respect each other, their differing opinions, and welcome discussion and debate over the issues. Members should strive to be open-minded and civil.
- Meetings should be organized, have a purpose, and an agenda.
- The process should be efficient and thorough, yet unhurried.
- All meetings should be broadly publicized well in advance.

Next steps: Should the Select Board hold another public forum to finalize the committee structure before moving forward, or just discuss it at a Select Board meeting?

- Broadly, participants requested that emphasis on public engagement be made a key priority. Updates on discussions and/or decisions should be shared frequently and in various forms to continue to foster transparency and broad participation.
- If the Select Board were to hold another public forum to discuss the committee, it should be well advertised in advance. In particular, outreach to folks under 25 and over 50 should be prioritized and special attention paid to times that are convenient for those key groups to attend.
- The agenda, discussion, and notes from the previous forum should be shared with the public prior to another one.
- Some respondents felt that another select board meeting, and not a public forum, would be sufficient to finalize the committee.

Other: What other considerations are needed for setting up or running the committee to ensure that the process is fair, legitimate, balanced, and wise?

- It will be important to define and agree on definitions of the words being used during this process (e.g. “diversity”, “community”, “town”, “use”, etc.).
- Evaluate the need and desire for including both an external facilitator and a land use planner (not a member of the town/community) as a part of this process
- Private discussions should be avoided/limited.
- The committee should aim to visit the site frequently at different times of year to gain an understanding of the property in its entirety.
- Applications to be on the committee should be solicited and made public, signed statements with respect to conflicts of interests could also be required, as a way to promote and maintain transparency.



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- The application process/interview process to select the committee should be standardized so that evaluation can be done fairly.
- Public participation should not be sacrificed in the name of expediency; the time required to engage is worth taking.



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Appendix

Comments from the June 27 forum and survey responses¹:

Wishes expressed by forum participants

- Mixed-use property – options for senior and co-housing: benefit taxpayers. Future planning. Dog-friendly place to walk on trails. Community garden. Study for more data: is there a retirement need? Colony idea of deed restricted property: kids could walk to school. \$10,000 pays for itself. Use of land recovers taxpayer expenses – tax positive
- To sell it for more money – put a solar farm on it for Truro
- We need to have a wide age range of participants in deciding usage for the property so we need to come up with ways to get a range of generations
- Community concert area
- Outdoor performance center, town center shops, eateries, etc.
- Mixed-use, mixed-level housing
- Open space, school, commercial, housing
- There will be a master plan showing various uses of the property
- Housing – to maintain and preserve existing houses and make them available summers or seasonal Truro workers. Housing – to gradually make at least some of the existing houses year-round if this is possible. Housing – maybe see what additional parcels may be made available (sold?) to year-round families to build a year-round house. Open space
- Affordable housing and market rate housing apartments, Habitat houses
- Mixed affordable housing – what is "affordable?" Families, elders. No ghettoizing. Mixed types of ownership from rental through rent/mortgage to purchase/self-build. Includes all town properties in consideration. Trade all or part of Snow's Field and have athletic grounds next to the school
- Diversity of housing. Open space as developed. CCS summer intern housing
- Leave the land as natural as possible, while enabling people to enjoy its wildness
- Maximum undeveloped open space
- Housing (diverse)
- Community/affordable housing, cluster housing
- Affordable housing
- Affordable and attainable housing for 30% of AMI to 200% of AMI
- Open space for community use
- Secure land adjacent to Truro Central School so that there is enough land to meet State School Building Requirements if an addition to TCS is needed in the future

¹ Instructions requested that individuals not be named in the responses. Therefore, comments identifying individuals were not included.



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- Let the land be. Celebrate and brag widely that we're doing this out of love for nature, Truro, the Earth, and the health of the biosphere
- Affordable housing
- The land would be mostly open space until the clover leaf is built
- Sell property for 6 million. Take the extra million and put it in the kitty for affordable housing. Build shark-themed rollercoaster. Use open space for town-owned mini golf course. Dog "bark" park. Community pool. Parking lot / shuttle to P-town. Supermarket
- Deed-restricted permanent affordable housing (separate homes)
- Community garden
- Mixed-use/mixed-income housing. Intergenerational with senior care component
- That part of the property be used for dog-friendly purpose i.e. open field, trails. Left undeveloped for less pressure on environment, water, and septic
- A use of the property that recovers as much tax revenue as possible to compensate taxpayers for the expenditure
- Combination of uses including uses that are partnerships between school and community or town such as recreation space, outdoor classrooms. Dog space – trails to walk
- Training for trades. Space for dogs on trails, not dog park. Sell parcel as is to townies. Build to restrict – Habitat for Humanity
- That the animals/animal habitats are disturbed as little as possible. That the land itself is protected
- Open space with walking trails
- Comprehensive plan incorporating multiple uses
- Leave entire property as open space for perpetuity
- For the property to be largely left undeveloped
- Not be developed commercially. To be eventually developed for housing for one or two person units
- Combination of conservation and homes that are affordable
- To take our time and be thoughtful about the best use of this property
- Affordable housing – workforce, rental, senior
- Open space
- Affordable housing
- Additional workforce housing. Benefits as many residents and visitors to Truro as possible. As funded by Truro, everyone should benefit – open space, recreation, agricultural use – would hate to see special interests monopolize
- For a long cooperative process – ongoing even – to decide the best use as time goes on. Also, mostly open space
- Open space
- Preserve habitat and open space adjacent to the Cape Cod National Seashore with cluster housing type of development
- Open space. Protecting natural habitat



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- Walsh property becomes a useful addition the town's needs (all ages) utilizing the most open space. Educational and trails
- Multiple uses of property. No constraints
- Open space. Recreation. Affordable housing with advanced design – keeping hiking access to seashore
- Open space. Fairness
- I would most like the Walsh property preserved as open space. We cannot know today what this town needs maybe in 10 or 20 years and we should not develop the land but leave it for future generations
- Multiple uses
- Establish a youth hostel. After school care center when Recreation Department has overflow. Hiking trails/bicycle paths. Connection to National Park Service
- Multiple uses/developments. Proximity to National Seashore
- Exploit proximity to National Seashore (Old Kings Highway) – bike path/trail. Grey water cleaning facility

Worries expressed by forum participants

- Money pit. Loss of habitat. Too quick in planning: act quickly. Untouched and undeveloped. Pull up the ladder mentality: fear of positive construction. Open space to clover leaf. Developed and undeveloped
- Will cost town a lot of money, taxes go up
- Most of us have no idea what the property looks like, so it is difficult to brainstorm ideas for usage
- No worries!
- Lack of input
- Competition of uses, fancy houses
- N/A
- No master plan. Not well thought out – use of existing buildings. Not address needs of all ages of community
- That the existing houses aren't maintained and taken care of properly – preserved as they are
- Conflictual interactions about wishes
- "Regulatory capture" by special interests – including affordable housing developers. Preserve democratic process. Can be too hurried. Can be overbuilt – need large contiguous open space
- "Quick in the planning"
- That we fail to actually use and respect the wildness of the property
- Too dense, poorly-planned "un-Truro-like" housing
- Too many competing interests; use gets diluted to accommodate
- All of it dedicated to open space
- Efficiency of cost



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- Housing that is single-family houses on one acre lots
- That it turns into a housing development/all residential neighborhood
- Going too quickly
- Cut down a lot of trees, destroy habitat, reduce the town carbon sequestration
- Professional land planner not to be used
- Costs related to the project – insurance cost of what will happen to the cottages.
Liability of having a number of empty houses
- Raising taxes even higher. Exclusivity of Walsh property or 100 acres of town property.
No – Walsh property only. Are cottages habitable? Increase to tax base. Forcing median income families out
- No housing
- Loss of natural habitat
- Missed opportunity for planning for long-term direction i.e. families with young kids to grow community
- My worry is that property will turn into a money pit i.e. building demolition and maintenance upkeep of grounds, etc. Short term too quick in planning – seems like people want to take action quickly
- Following the \$5.1M expenditure that the property continues to be a revenue drain
- There are already decisions being made by a small group. Clover leaf #2
- Ongoing expense. Behind the scenes deals. All housing. Going too fast. Trying to make all town space needs on this property without looking for other town owned properties
- That the housing is spread out and is not affordable for poor and middle-class year-round people
- That affordable housing will be taking over this space
- Division – different agendas. Full-time versus part-time?
- The town will have an ongoing expense for maintaining the property
- That this process of decision making is focused on short term. I would like this to be an ongoing process of public consultation with no time limit
- Negativity will prevent positive constructive plans for the property
- Too much affordable housing
- Overbuilding on the property
- Antagonism. Conflict. Inability to reach consensus
- Overdevelopment
- Too much commercial development
- That the property will end up looking like another suburban subdivision. Under-utilization. No consensus and we fight about uses forever. Stays open but no other benefit to citizens or visitors
- The "powers that be" push this process in order to promote building
- Not enough open space
- Multiple level high-density housing adjacent to the Cape Cod National Seashore
- Project will be rushed



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- Pressure to build affordable housing beyond our true needs
- This property will fall out of hands of the democracy and into the minority interests control. Natural habitats for hundreds of years will be destroyed
- Totally dedicated to housing or one purpose. Need to ensure access to Cape Cod National Seashore – no restrictive use
- Developers seeking acquisitions without careful oversight. Hard to make a decision without seeing the land. Climate change concerns re: housing design
- The present obsession to build affordable housing will result in the construction of apartments over most of the land
- People will latch onto only one idea/use
- Too much emphasis on "affordable housing" and the Truro or Cape Cod 10% obligation
- Erosion and housing
- Too much "open space." Use for "harvesting" trees. Restrictions of use. Deed to hunting or fishing

Committee Make-up: What are the groups and interests (not individuals) that should be represented on the committee? (feedback from the forum as well as online survey)

- The land itself, and all the wildlife living there, and all the natural elements and formations existing there should be represented. There should be a literal seat for the land. It could be filled by a series of individuals who agree to represent the land and spend time immersing themselves there to get an intuitive sense of what the land wants. This is not an original idea. There are many precedents and techniques for how this can be done in the permaculture, ecological restoration, and aboriginal ceremony. Also, GET THE KIDS INVOLVED (New comment: I agree)
- Avoid overrepresentation of developers and realtors (including "affordable housing" developers) (New comment: I agree)
- Have committee recommended or appointed by existing town boards and committees. Housing, open space, recreation, education, historic preservation, economic development, etc. Others appointed at large by select board
- Tradesmen, fishermen
- Representation from young adults and families with kids
- Assure diversity
- Representatives from housing, open space, recreation, young families, businesses
- Multi-age professional mix, families, singles, under-represented groups
- Online portal, great idea
- Local business owners. People who work in Truro
- Young people with families, people who were born and/or grew up there, full-time workers, elderly or retired, town employees?
- Part-time residents, seniors, tradesmen
- Tradespeople, business owners. How about two or three 6th grade students from Truro Central? Do any of the teachers live in Truro?



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- No one who has monetary interest in the development of property
- Year-round residents, summer/seasonal residents, schoolchildren, tradespeople, chamber/business community members. No members of the select board
- Diversity in age. No select board members
- Median income members have greater representation
- Environmental
- Committee is to lead community process – should NOT be filled by representatives of groups. Committee is to make sure voices/interests are heard
- Wide range of age, income, sex, race
- Percentage of committee NOT town employees or board/committee members
- Need larger outreach for idea from younger groups
- There should be no interest groups on the committee. It should be made up of people with no agenda
- Should include fairly equal number of women and men, different age groups, people born here and wash-ashores, retired and still working, different income levels – not just people already on town committee
- Part-time residents should be in the majority. Unable to vote in Town elections, including those that will ultimately vote on Walsh property use, contributions to committee recommendations will be their major source of input and influence.
- People who have a passion for the mission. Expertise and ability. Ability to work in groups and to lead. Diversity, Inclusion, and Equity. Multi-generational. Different ethnicities. Different genders and gender identities. Multi race. Veterans. Students, local business owners, artists, teachers, tradespeople, retired, parents, etc. Housing advocates, not just open space minded people. Full-time residents and non-residents. Different socioeconomic backgrounds.
- No groups or interests should be represented at all.
- Ag commission rep. , towns people, affordable housing rep, TCT Rep
- Highland Affordable Housing, Housing Authority, Community Preservation.
- open space/conservation, subsidized housing, development of year-round businesses
- conservation, wildlife protection, naturalists, land preservationists
- TPRTA
- Truro tax-payers. Three-quarters of the committee should be part-time residents because they pay approximately three quarters of the taxes. Whatever the outcome of this process, whoever serves on the committee, the part timers will be paying the lion's share to support and maintain the property.
- Families, seniors, year-round residents, small business owners, environmental considerations, economic considerations, chamber of commerce/tourism considerations, safety/traffic considerations.
- Please include part-time as well as full-time residents. It would be wonderful to include a range of ages, abilities, and household incomes. Would be wonderful to have the committee members approach this task with open minds, enthusiasm and optimism



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that a collective process with true community input can make this opportunity a wonderful asset for Truro going forward.

- Exclude individuals with a financial interest in specific development outcomes. Specific skill sets that committee should seek to include among membership is familiarity with environmental impact studies, familiarity with Cape Cod Commission policy objectives and process, understanding of National Seashore regulations.
- I am increasingly annoyed at the relentless harangues by former Selectmen and others about affordable housing at public meetings. I am utterly sick of it, and I deeply distrust the motives of these people who are trying so hard to stampede the town to do what they want. I do not want any members of town boards or committees or state officials past or present serving on this committee, who have used their positions to exert undue influence in this matter before the public. It is the general public, not this small group of self-righteous cheerleaders who need to explore how best to use this property.
- Property owners part time and full time. Those that have or provide jobs in town
- Young people (under 40). Families. The school. Seniors. Year-round residents. Experts in planning, housing, use, sanitation, and conservation.
- Housing Authority, Highland Affordable, Truro Conservation Trust, Students, Friends of the COA, Non-Resident Taxpayers, Recreation, Seniors, Year-round residents, Select Board liaison, Town staff support - technical, regulatory, administrative.
- Committee members should not represent specific interest groups, but rather they should represent a cross section of our community such as age and socio-economic group. The most important "interest" is to carry out a fair and open process.
- Elderly people, low income families, conservation interests, agricultural products, preservation of open spaces
- To get the best possible use out of the land keeping in mind that they don't make land anymore
- Housing, rec parks/ open space
- Registered voters only, broad mix from that pool
- open space, water issues, environmental protection,
- The committee should be comprised of people who have an open mind and are forthright about their potential conflicts of interest. The committee should NOT be comprised of people whose role is to represent interest groups. Interest groups should present to the committee and provide it with information but not be the decision makers.
- Why are you asking this if the committee has already been selected?
- Truro Housing Authority, Highland Affordable Housing, Commission on Disabilities, Community Preservation, Open Space Committee, Conservation Commission, Agricultural Commission, Energy Committee, Zoning and Planning.
- Representatives of the state should not be, members of the THA should not be, members working for private housing entities should not be.
- Young residents of Truro



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- "One representative from each of these committees should be represented. Depending on what it is decided to do with the property, any or all may have an interest.
 - Agricultural Commission, Beach Commission, Bike and Walkways Committee, Board of Health, Building Committee, Cable and Internet Advisory Committee, Cemetery Commission, Charter Review Committee, Commission on Disabilities, Community Preservation Committee, Concert Committee, Conservation Commission, Council on Aging, Cultural Council, Economic Development Committee, Energy Committee, Finance Committee, Historical Commission, Housing Authority, Human Services Committee, Library Trustees, Local Comprehensive Plan Committee, Municipal Vulnerabilities Preparedness, Open Space Committee, Part-Time Resident Advisory Committee, Planning Board, Recreation Commission, Recycling Committee, School Committee, Shellfish Advisory Committee, Smart/PAYT Ad-Hoc Committee, Taxation Aid Committee, Water Resources Oversight Committee, Zoning Board of Appeals
 - No Select Board Members and No staff should be on the board.
- environmental, sustainable development (including affordable housing and community development groups)
- The groups I hope could be represented: 1) full time Truro residents, 2) part-time Truro residents (of whom I am one), 3) retired - 65 plus Truro residents, 4) Truro business owners, 5) Truro residents with grammar-school children
- Conservation minded individuals, housing professionals, financial persons who would know how to balance budgets. Some seniors who can determine what type of housing would they consider to move into on this land, if it was built. Is it rentals, or is it condos?
- Seek variety of voices and interests. Make sure abutters get a say (and that includes the school, maybe even some students).
- Local businesses, TPTRA, affordable housing groups, biking associations, year-round resident group
- Seniors
- Year-round residents Property owners Business owners Town government
- Low-income housing and green space.
- Year-round residents, working people, residents under 40, advocates for affordable & community housing, advocates for open space, low to moderate-income residents
- Local businesses: electricians, landscapers, auto repair shops, restaurants, seafood dealers, construction companies, real estate agents, plumbers, farmers. I did not see a single person from any of these areas represented either at the town meeting or the input session on June 27. Of course, I don't know everyone but it seemed to be a glaring hole. Interest groups could include environmental and conservation interests, hunting advocates, bicyclists, hikers, walkers, dog owners; local real estate developers, non-resident taxpayers.
- Conservation; Affordable Housing; Recreation; Environmental Protection; Future Needs of Truro



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- Housing, Taxpayers, Emergency Services, Environmental etc.....
- Abutters. Town employees. Tourism.
- Housing groups, school dept
- For profit revenue generation to reduce our taxes
- I don't think specific groups should be represented. This isn't about groups getting what they want; it is about what is greatest good for the Town of Truro. No groups who stand to gain financially should be represented, as that would be a conflict of interest and taint their decision making.
- While diversity of viewpoints and backgrounds is key, people should not be selected to fill a certain "slot" or represent a certain interest e.g. real estate person, environmentalist, fisherman, etc. That is a recipe for divisiveness.
- I would recommend that no realtors, developers or builders be selected. Especially, would like to have someone who really cares about the environment and someone who wants to keep Truro rural.
- Environmental professionals who understand the systemic and fragile nature of outer cape ecology and the Walsh parcel in particular. 2. Representation from the Truro DPW and water quality experts. 3. Audubon Society professionals who can speak to nature education opportunities. 4. Financial development professionals who can intelligently project costs, budget, and tax implications. 5. Land use management professionals who can do a full study of the parcel. 6. Year-round and part-time tax payers.
- The committee must NOT be filled with people who have a personal interest in a pet project, for example, affordable housing. It is common knowledge that certain influential people have a personal stake in the creation of affordable housing and these people and those who carry their water must not be allowed to unfairly influence decisions. Many people will be watching for this and will fight it, in court if necessary, fair warning!
- Business owners, Center on Aging members, age cohorts [school age up to mid-life], trades people, young parents of children up to 18 years old, Members of town committees, reps from police, fire, EMTs, several "town planners"--rep from Cape Cod Commission.
- Part time residents. Full time residents.
- As I understand it, there will first be a committee tasked with "organizing a community wide process...to engage a wide range of Truro residents" in discussion of possible uses of the Walsh property. Once the community has had this opportunity to air its views (its wishes, its worries, its ideas) a second committee would be appointed to formulate proposals based on the views expressed in the community discussions and on other relevant information. Any and all proposals would be presented to Town Meeting for a vote. The people appointed to the Community Engagement Committee should, in my view, have some experience in organizing public gatherings, in finding ways to involve all segments of the community in discussions, and in democratic, inclusive processes.
- People interested in making sure all voices are heard
- TCT, Community Preservation, Recreation, National Seashore



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- Ensuring an equitable representation of community members who live here- full or part time
- People who understand that the Cape Cod National Seashore, part-time residents, and summer tourists are important long-term stakeholders. They need to be viewed in a positive rather than a negative manner.
- housing, small business and recreation to include both open space (woods) and physically related open space (ball field or park)
- Aging population, families who live here year-round with school age children, preservation groups
- No more than 10 including Chair, Town Manager, Public Safety rep, and up to 7 residents.
- Cape light compact, Police, fire, public works
- People from conservation, arts, environment, etc.
- Open space planning zoning
- Disabled, Elderly, PTA, Rec
- Accessibility committee, artists, CPC, Housing Authority, School Committee, COA rep, DPW rep, business rep, Library liaison
- Housing
- Non-resident tax payers should be included
- Friends in the Truro Library or Trustees

Representation: What criteria should the Select Board use to select individuals to ensure that key interests are represented? (feedback from the forum as well as online survey)

- Retired residents and part-time residents, family members with grammar-school children, some Conservation Commission members, tradespeople, Historical Society input (on refurbishing existing structures)
- Be cautious about special interest groups (New comment: I agree)
- The land representative should demonstrate a knowledge of or sincere interest in "land listening" practices and techniques, and an openness to the possibility of plant consciousness – that the land itself may possess consciousness. This is no longer a "fringe" idea in the environmental and scientific communities
- Thoughtful people, people from different backgrounds
- Better age mix for wider identification of needs
- Committee members should not represent specific groups. Rather, they should be adept at working with diverse groups, community members
- People who are focused on engaging lots of voices/interests NOT representing their own interests
- Open-minded! Are we assuming reps will be selected?
- Try to seek out "locals" – business shop owners and tradesmen – that are *not* here tonight for input



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- Availability (understanding work schedules). Must allow remote participation. Consider age diversity
- Full-time residents, not non-resident taxpayers (New comment: I disagree!) (New comment: I agree!)
- Vary time and day or evenings of meetings
- Does the member add to committee diversity? Should not be loaded with builders
- Knowledge of creative building and development
- People who are selected for committees should not be in the position to make money by how the land is used. Ethics (New comment: I agree)
- Define diverse
- Sworn affidavits that individuals will not financially benefit from the property's development and use, as well as other committee recommendations. No conflicts of interest. Commitment to participate in a long-term process.
- Each Candidate should: -Be an individual of the highest integrity and have an inquiring mind, a willingness to ask hard questions and the ability to work well with others. -Be free of any conflict of interest that would violate any applicable law or regulation or interfere with the proper performance of the responsibilities of a committee member. -Be able to devote sufficient time and be diligent in fulfilling the responsibilities of being a committee member. · - Have the capacity and desire to represent the best interests of the shareholders as a whole.
- The committee should be made up of individuals of varying ages. They should be part of the Truro population that works here, is retired here, has grown up or spent many years here, and has more recently moved here. The common denominators should be an open mind, and the ability to speak with people and share information.
- Willingness to work collaboratively, no personal agenda
- Experience. Some years of living in Truro. Diverging points of view (with respect of each other)
- individuals have no business interest in the outcome
- experience in area of concern
- No conflicts of interest
- Of the Truro taxpayers on the committee, half should be over 50 years of age and half under 50.
- Select a range of individuals who adequately cover all those groups/interests listed in question 1. Avoid individuals with potentially pre-conceived agendas, if possible.
- Whatever the criteria are, please include a history of working well with others in pursuit of a shared, community goal.
- Ethical considerations to exclude self-serving individuals. Year-round residents. Do not include individuals currently holding office in another capacity on Select Board, Planning Board or Zoning Board
- Especially see my answer to #1 above. Choose ordinary working people who have lived in Truro at least five years. Make a real effort to reach out and find these people. The



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"key interests" have had too much influence already. If this selection principle works for the trial jury system, it should work here.

- How long have they resided in town or owned property?
- Experience, appropriateness of representing a given group, willingness to listen, the ultimate goal of public service and the greater good.
- Same answer as question one, select individuals from those interests and groups.
- Individuals should not be biased toward any one or more uses for the property.
- Diverse cross section representing all levels of income,
- Year-round residents who have lived in Truro 25 years or more, not just opened
- Qualified individuals
- impartiality, no financial connections,
- Committee members should have an open mind, be persuadable, be honest about their potential conflicts, be prepared to make decisions they will be proud of 50 years from now. This is about the future, the long-term interests of Truro. Not short term financial or other interests.
- People from all walks of life, i.e., elderly, handicapped, working class, public safety personnel, and homeowners.
- Common sense, conflict of interest, affiliation with Town committee
- Representation might include one member from the following committees: Open Space, Conservation, Planning, Select Board, LCP, as well as members at large who do not serve on committees.
- Diversity in age, race and culture
- Obviously, the board will select people that have the same interests as the board. Therefore, it would be better to have each committee pick their representative and then have that group pick the additional members. There should be 3 laymen/ taxpayers on the committee. No Select Board Members and No staff should be on the board.
- Open-mindedness, willingness to learn and understand other points of view, diversity of age and residency (i.e. full time and part time), and of course willingness and ability to serve
- Ask each potential member the top three reasons why they want to join the committee, and learn why they want "skin in the game" and then select a group with relevant and diverse interests.
- Don't pick all liberals who don't care about budgeting and how it will affect Truro long term
- Established registered town voters and their children should be primary, but non-resident taxpayers should also have a say.
- Ability to regularly attend meetings
- 2. Ability to gather data, input from public
- Seniors needing affordable housing and seniors wanting to downsize.
- Create a checklist of key information (i.e. length of connection to town, depth of connection, related experience, etc.) , determine minimum criteria rating, optimal and exceptional. Make the process transparent to all.



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- Experience: developing low-income housing and families, conservation, and collaboration with existing committees.
- In addition to the groups/interests outlined above, the Select Board should select a mix of individuals who have served on town committees and individuals who have not served. Information and support should be provided to people who are not experienced in serving on town committees so that they can be effective in sharing their views.
- Truro taxpayers who are willing to work with others, maintain an open-mind to diverse ideas, and be committed to attend meetings and provide input (or reaction to input).
- Questionnaire requiring full disclosure of financial interests, business relationships, political affiliations, background, work and non-work experience, education
- Homeowners ("year-round" and "seasonal") who have owned for over 20 years. Educational backgrounds in governmental areas, people sciences, or environmental. Other successful town homeowners/business owners.
- Interest, availability and experience.
- Community advocates for long term sustainability including housing and year-round families
- Business development experience
- There should be no representatives on the committee who stand to personally profit financially from any decisions made for the use of the property.
- Don't exclude anyone - people who live here all year and part-time, diversity of ages, jobs, backgrounds. The key criteria should be willingness to truly listen to other viewpoints, commitment to Truro, the time and capacity to make a positive contribution.
- To make it fair, I would suggest one man for each woman, one person over 50 and one under 50. and so forth. I do not know how many members will be selected but I do know that too many can make a committee very difficult to work with.
- 1. Individuals/professionals who have scientific, evidence-based knowledge - not just opinions. 2. Members should have NO financial incentive related to any land use decisions. 3. Gender and age balance in the citizen representation. 4. Demonstrated dedication to the rural nature of Truro, as defined in the town charter.
- The most important criteria are that the ONLY interest the individuals must have is the preservation of the special nature of Truro. In my opinion this special nature is the rural beauty of this unique town. The greatest danger Truro faces is overdevelopment and the town itself should not contribute to the destruction of the land. Killing the goose that laid the golden egg is the stupidest thing we could possible do and Truro's goose is it's rural beauty or rather what little is left of it. The ONLY reason we are wealthy as a town is because we are beautiful, if we destroy this, we will become New Jersey and we are rapidly getting there.
- accept resumes and choose from some already doing the committee work for the town--be sure to include renters and other year rounders---I am undecided about summer residents.



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- All residents who do not have a vested interest in developing the property for personal financial gain.
- The second committee the Planning Committee should be the body that is representative of the diverse elements of the community: retirees, young families, environmentalists, farmers, the fishing industry, the building trades, the tourist industry, service workers, home owners, renters, year rounders and part time residents, etc. My preference would be that the Select Board steer clear of appointing developers and realtors, but that's not my call to make.
- Make sure there are people who have skills in the community engagement, listening and facilitation. They can ensure that the different points of view are heard which is critical to the process. Individuals past public behavior in either encouraging or shutting down conversation should be considered.
- fun, non-judgmental, smart, good listener
- People who are committed to doing the work and showing up
- People who are able to holistically understand Truro's strengths and weaknesses and its opportunities and challenges. Open-minded people capable of coping with diverse and potentially opposite viewpoints. Beware of narrowly-focused interest groups, such as realtors, developers, private employers, farmers, artisans, bureaucrats, etc.
- knowledge of zoning, ability to read survey plans including contours, metes and bounds and orientation, knowledge of infrastructure layout and relationships to each structure, understanding of community needs, ability to know where to go to for additional information, team player, able to work within the group as opposed to acting as a puppet for outside groups or influences
- Who/what will be impacted most? Year-round residents and the future of our town
- Knowledge of Truro future planning, industry experience (any), business owners, no conflicts (no HAC people).
- Year-round residents, more than 5 years
- Anyone with financial interest or benefit should not be on committee
- No hidden agendas, no real estate agents, no developers
- People with time
- Creative thinker, experience with committee work
- Common community members (teachers, staff, seniors, young)
- From a variety of professions and interests – town workers, conservation, school, builders, police, fire, artists, architects
- Open minded, articulate – not people with a vested interest

Information: What types of information does the committee need in order to make wise decisions? (feedback from the forum as well as online survey)

- Legal and financial information where needed. Who is taking care of the property now that the town owns it? What are responsibilities of the town for properties it owns?
- Much input from year-round residents. Environmental impact on anything that is alive



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- Representatives of school parents, town employees (police, school, fire, library, DPW, etc.), Council on Aging, library, volunteers, town committees, business owners and employers
- Range of possibilities for development i.e. commercial, residential, etc.
- NO RUSH. Hard data re: who actually lives in Truro, what the real needs are
- Information and data for external town planning advisor (not a town employee) and environmental advisor. Research on types of rental ownership – subsidized, workforce, elder, rent-to-buy, etc.
- Representation of parents and children, elders, physically challenged, young working folks, part-timers, someone in research. NO RUSH. Will give thought and more input later
- What is the housing demand in Truro? Characterized
- Environmental input, water use, septic (New comment: I agree)
- What are the policy needs of the town re: housing, recreational development, environmental preservation (e.g. water and water treatment)?
- Listening to the land. Asking what it wants. Consulting the Wampanoag or experts in restorative ecology for how to do such listening
- Knowledge of the property topography, physical features, size – provide "tours"
- Environmental concerns. Effect on water supply
- Surveys on needs/wants
- Land surveys – how many town employees would consider moving here if there was affordable housing?
- Greater input from an event to get people involved
- Clear understanding of debt schedule and what this really costs the town over 20 years
- Information on SR needs and on family needs i.e. housing cost
- Topography, habitability of buildings, regulatory steps
- Environmental impact analyses. Truro-specific housing needs and projections using unimpeachable data sources. Lists of the widest array of property use possibilities. Recommendations from non-Cape independent sources.
- The Select Board should have the candidates for the committee outline their skills, experience, expertise, backgrounds, and other characteristics that should be represented on the committee to enhance its effectiveness.
- Committee needs the facts about the property - any environmentally sensitive areas for example - in order to answer questions from residents.
- Prior land use, environmental impact of development, Asses town needs
- Data on Affordable housing.
- look at what other towns of this size have for completed projects
- options for achieving goals of diverse stake holders
- IMPACT ON WATER SUPPLY IF ANY HOUSING IS STUPIDLY CONSIDERED.
- Data, data, data.



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- Perform community outreach in an effective manner; elicit a determined effort to gather input from all groups/interests listed in question 1. This survey is a great start.
- I think there is likely a set of best-practices for this type of community planning that have been formed through trial and error. I think it would be great for the committee and the Select Board to go into the process having read a history of others' efforts on projects like this and also please consider hiring someone to lead this process, preferably someone who has a wealth of experience in different communities and who has faced a wonderful opportunity/challenge like this one before.
- Required checklist format for all recommendations to the Select Board to include at a bare minimum an environmental impact survey, financial impact and proposed method of financing, compliance with and reference to existing town policy on any proposal, alignment with Cape Cod Commission objectives itemized
- Listen to the ideas and concerns of the people I described in my answer to #2 above. Again, avoid the egotistical I-know-what's-best-for-Truro types who have been lecturing the town for the past four years.
- Conservation and zoning Proximity to municipal water supply
- Public hearings, focus groups, surveys, charettes, and other planning exercises.
- Any appropriate zoning regulations, role of the Cape Cod Commission, tour of the property, funding alternatives for implementation of potential uses, topographical map of the property, assessment of the condition of existing buildings, demographic data regarding citizen needs, utilities availability, aquifer related issues, restrictions on use, e.g., zones of contribution for water resources.
- The interests of as many people as possible
- Impact of the various possible uses on all aspects of whatever future decisions are made for the Walsh tract
- The history of the land Actually know where the land is and what the Walsh property abuts
- Professional consultants and lots of public input
- impacts on water, infrastructure, job development, schools and budget in general of cloverleaf housing development, future water needs of town, water impacts on Truro regarding growth in Provincetown, quality of life preferences for current residences, needs of current employees for housing, % of Truro people placed in local affordable housing,
- The use of the lands should cover the cost of purchase plus provide some return to the town. Obviously, the committee needs to understand the possible uses of the land, environmental and community impact and viability of any plan intended to provide a financial return to Truro. Any development of the land should NOT fundamentally alter Truro and should add to, and not detract from, the beauty and ruggedness of Truro. If lower cost housing is to be part of the plan, the development should not be/become a housing barracks for summer or transient workers, as some writers for the Cape Cod Times advocate. If lower-cost housing is to be provided, it should be for families or



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seniors and should be cottage based, not multi-unit apartment blocks occupied by people with no long-term interest in the community.

- On whether or not the people of Truro can support the increase in services if we allow more housing units. We already have 42 units going in which in itself will be a drain on our resources.
- Demographic, environmental, water, waste water, septic
- Do they have any conflict of interest, real or perceived? Do they have a strong bias regarding a singular use? Are you open to hearing alternative proposals?
- The committee will decide what information it wants and needs. By giving them information, you provide and create you will be guiding the process. Understandably you want to guide the process in the direction you want but you should let the committee decide the process and what information they want and or need.
- Costs - environmental, social and economic, both short and long term, of various options with a goal of making the BEST long-term choices
- Create a full overview of the property to provide an informative guide to how the land might be used: include a breakdown by land mass, physical features/topography, history, level of access.
- Environmental assessment regarding water, drainage. A Truro building official looking at the land and saying what is the most that could be built on the property under current building and zoning regulations
- Maintenance of property and structures and clearly defined responsibilities of the town until any changes in the use of the property are made.
- Cost 2. Environmental impact 3. How the decisions will be paid for 4. User density of any options chosen - how many will it benefit?
- Legal, historical, community impact, environmental impact
- Knowledge of Truro's demographics for people, plants, and animals.
- The Committee should work a consultant who has experience in community engagement and developing master plans for municipal-owned parcels. The Committee should be familiar with the town's Affordable Housing Production Plan and the Cape Cod Commission's Housing Market Analysis.
- Information from the above mention parties with a constant eye to benefit/cost trade-offs. It would also seem that we need a clearer understanding of the nature of the property, which areas can be developed, which areas might suit more of a conservation approach, identify any wetlands, critical habitat and so on. Rather than thinking of the property as a 70-acre monolith, information that allows for the ability to consider multiple uses, each suited to the nature of that part of the property. I would also like to have a better sense of the needs of the town. What is missing that would improve quality of life either directly or indirectly.
- Interests and needs of Truro; Costs of alternative uses; Present and long term/future needs of Truro; Environmental impacts of different potential uses;
- Environmental impact. Future costs or endgame. Successful models from towns with similar issues.



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- Public input. Market data. Best practices from other towns.
- Housing and economic data. Housing on Cape Cod the high cost of doing nothing
- Business plans for revenue generation.
- Reliable, irrefutable, Truro-specific housing needs must be ascertained as a part of the decision making, if housing development is to be considered. Not generalities that were extrapolated from the Outer Cape data for Truro, in the 2015 Ryan Report.
- Are there any properties of the land that warrant special protection, e.g. wetlands, species habitat? Are there any special needs of the town in the next 20 or so years that the land could uniquely meet?
- I think the committee should come up with their own ideas and do research when necessary.
- 1. Clear guidelines to avoid conflicts of interest and unethical goal setting 2. Scientific facts from forward-looking environmental impact studies. 3. An understanding of the history of Truro's development and its demonstrated consequential impacts on the aquifer, wildlife, and quality of water bodies. 4. Demographic projection study. 5. Clearly articulated goals for the town of Truro, that will serve as touchstones for all decision making. 6. Guiding principles based on Truro's charter and established policies.
- A correct understanding of what will allow Truro to maintain its special place as the most rural and beautiful town on Cape Cod and not obviously biased "studies" of what Truro needs such as the studies of our need for affordable housing done by people with an axe to grind. This bias is not lost on us and is deeply resented by many who may not always be vocal about their opinions in public but who certainly tell me how angry they are. We must never allow the pushy loudmouths to control Truro as has all too often happened in the past.
- Choose committee members wisely and use experts as needed. Include a "City Planner" who has worked with smaller communities.
- Long view concerns of the town. Water, open space, emergency shelter, noncommercial concerns of the residents.
- Every other town committee should be asked to provide relevant and useful information, such as on preserving water quality, reducing the community's carbon footprint, income creation, protecting our ecology and natural resources, maintaining population diversity, and providing economic relief to those who might otherwise be forced to leave the community.
- Updated Housing Production Plan with current numbers, Accurate demographic data on who actually lives/works in Truro, up to date information on condo conversions to year-round and Accessory Dwelling Units
- Best conservation practices
- Past surveys of town needs. Pay attention to environmental issues
- Demographic, economic, and historic information related to Truro.



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- current reports from housing, current reports from needs analysis of the town, needs reports related to building a stronger small business community, green incentives, county and state incentives for wastewater and drinking water
- Past successful committee/group work because this process will be long deliberated. Equal representation (elderly disabled LGBT nonwhite youth business owners farmers teachers, etc.) an accountant with no special interests or ties
- Seashore planning/perspective, walk the ground, understand nature's design, reinforces natural topography, connection to bike trail, engineer/architect, constraints, school impact.
- Best interest of town, not individuals
- Wait until Clover Leaf housing is complete and see impact on Truro before any talk of housing
- Good socioeconomic community-minded, forward-thinking residents of all age groups
- What can the property be used for; what are our needs/costs?
- Budget, goals, leadership
- Community input, financials
- Land use – a map of the 70 acres usable and not usable; preserve existing buildings? Jobs for builders
- Our need for low cost housing based on income and people to use it year-round

Public involvement: How and in what ways should the committee engage with the broader general public? (feedback from the forum as well as online survey)

- Celebrate the inclusiveness – hold festivities that engage the full representation of the town (emphasize youth!)
- Schools. Young people 19-25
- What commercial opportunities could be available such as supermarket, amusement park with shark themed rollercoaster, community pool, etc....
- Neighborhood meetings by captains
- Hold open meetings with status briefings (New comment: I would add "many open meetings")
- Come up with a slogan or campaign on Facebook, etc. Dance, pizza party, tour of the property in question
- Regular updates on website / through email. Do surveys – online? Mail? Push information out through other organizations such as Chamber, PTRTA, other Facebook groups. Regular info gatherings / public hearings
- More forums, survey, posters to advertise meetings
- Have forum at Truro Central School. See if the students have ideas! Get the kids involved
- Publish proposals before reporting back to selection committee. Online bulletin board for public ideas



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- Have meetings for info and questions at: library, school, community, center, stores, farmers market, Facebook, town website, post office, banks, etc. More public forums
- Make sure committee meeting was advertised and held at a reasonable time so working people can come
- Have each of us present tonight reach out one person who could be in attendance
- Offer childcare
- Internet surveys from part-time residents, most of whom are unavailable to meet off-season in Truro.
- Create a website where the community gets frequent updates and make it possible for people to provide ideas and public comment. A mission of the committee should be to strive for demographically representative engagement that reflects the community or region where planning is occurring. Committee members should reach out and engage people in the community that traditionally have not participated in such work, for reasons of place, economic status, age, education levels, mobility limitations or other disabilities, or cultural and ethnic differences. Design effective feedback loops to inform community members about the ways their input was considered and acted upon. Ask community members to sign up for email updates or to follow you on social media.
- Great effort should be made to not just inform the public but to ENCOURAGE feedback and involvement. Use social media, fliers, be creative and offer gatherings at different times of day/night.
- Open info meetings, survey by mail
- Open meetings. But maybe wait until some guidelines have been established.
- open meeting feedback on interim proposals
- Listening sessions
- Publish notice of meetings on, and have votes on ANY proposed usage.
- Open meetings during which any and all taxpayers can respond and exchange ideas with the committee. In initial meetings, the committee should take input from the community of taxpayers. Subsequent meetings could be directed toward getting feedback from taxpayers about the committee's formal proposals, with real possibilities for shaping what goes forward.
- Surveys like this. Email updates. Meetings.
- Regular and well-advertised meetings at local community centers; a regularly updated web-site for those of us who are off-Cape during the winter.
- This is unlikely to be a short-term process as there was no requirement to buy the property and no rush therefore to allocate its usage. Each individual proposal should be carefully considered and prepared as per 3 above prior to going to Select Board. Recommendations of the Select Board on usage should be subject to approval through inclusion on ballots in annual town elections. Open meetings, web-based questionnaires, discussion forums should precede any recommendation to the Select Board.



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- Reach out with a Post Office bulletin board notice asking unelected/unappointed people to volunteer. Put it on WOMR.
- Full transparency
- Many, many opportunities for diverse stakeholder input, with barriers to participation (transportation, childcare, time of day/season) removed. No event should occur without many, many types of advertisements/notifications in advance.
- Develop and distribute a citizen survey, all Committee meetings open to the public, with comment period, and held during hours when public is most available, members attend meetings of other organizations for briefing and input, record meetings for public viewing, solicit written comments from those who can't attend meetings and file to the Committee's record, i.e., no need to read them all at meetings.
- Continuously
- Provide a forum for public comment
- They shouldn't.
- Open meetings at different times of day to allow people in different situations to participate
- All possible avenues... online, meetings, at coffee shops, post office etc.
- questionnaire to all residents, several open hearings, televised meetings, possibly neighborhood meetings. Do not rush into development because it's impossible to change that, so the more involvement and time, the better
- Regular communications through email and meetings open to the community.
- Send surveys to homeowners, etc. - many people won't use a computer for surveys.
- Offer forums periodically, post on Town website
- First another forum to review results of the initial forum and the results of the survey. Then a discussion about representation in the make-up of the committee. Do any town staff need to be available for input on specific questions or ideas regarding use of the property as the committee moves forward? Could the committee appoint neighborhood captains to sponsor meetings over coffee to get neighborhood input which the captains would take back to the larger committee.
- Public hearings
- All meeting and discussions should be recorded and provided on Truro TV. All meetings and discussions should be open to the public with a period of time allocated for public comment. All meetings and discussions should use the Truro Alert system to keep the public advised of all meetings.
- Online presence will be important for part-time residents, participation at various town events/festivals
- Hold well publicized open meetings for all Truro residents, full time and part time. Engage with students at Truro Central School. Really push information out in as many ways as possible: in print, online, etc.
- Whatever is recommended, needs FULL town support, so PUBLIC meetings.



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- I don't see a need to rush into anything until a strong need presents itself. At that time the need should be presented to Town Meeting.
- 1. Town web site - Alerts 2. Facebook 3. PO Box mail inserts 4. Public update meetings
- Research
- Social media, press releases, public meetings and events
- Request input, facilitate discussions, and education.
- All Committee meetings should be posted, open to the public and allow for public comment.
- I do think it's a problem that meetings are held at 6:00pm. This is very difficult for younger and working people (see my comments in #1) who work all day, then come home and need to parent children, maybe eat some dinner, and have a moment to wind down. Possibly having input methods that use technology so that people can participate from home such as using WebX, GoToMeeting, and similar collaboration technologies.
- Continue to hold public meetings; continue to update the public; continue to seek public input; be transparent;
- Continue to utilize social media, town website notifications, reminder of next town meeting(s) at the end of other board or committee meetings.
- Website and blog. Social media. Public hearings that are televised live in cable TV so residents can dial in to comment.
- Significant community engagement targeting various sectors. Go to them
- Surveys and transparent communications
- Advertise meetings in the Banner; Post upcoming meetings in the Post Office. Have another facilitated meeting like the first on a weekend, whereby, more working people can attend who could not get to the first meeting.
- Set up a Facebook page that is routinely updated with all developments. Schedule routine public meetings (perhaps every other month?) to provide updates.
- The web page should be utilized when possible. The public could sign up to have emails sent maybe once a month to let the public know some of the ideas. Maybe meetings could be recorded.
- Forums and surveys Published minutes Information tables at Truro's farmers' markets Local radio broadcasts Highlight important facts rather than burying information in lengthy reports. Concise fact-sheets sent home with students from school.
- The public must be involved and made aware of ALL aspects of the decisions. If we see any "back room deals", as so often happens in Truro, there will be hell to pay!
- Open meetings and quarterly reporting.
- All of the relevant boards should be asked to address the process of the ongoing development considerations on a regular basis and include such discussions in the minutes for public distribution.



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- Hearings focused on the concerns and ideas of specific segments of the community, focus groups meeting in homes, a door-to-door survey (perhaps coordinating this with neighborhood captains when that program takes off), get other ideas at other round-table gatherings.
- Online surveys and online forum; tables at community/school events (meet people where they are at); Opportunities to people to get information and provide input using paper copies (colorful posters, paper surveys, etc.); Information Table at the Library
- Local media
- Through portals and surveys
- Transparency. Readily available agendas and minutes. Possibly meetings shown on cable TV.
- public meetings, lots of focused public meetings focusing on phase by phase workings of the group as opposed to the entire project laid out all at once at the end. A large committee will allow some members to represent the committee at these numerous meetings as opposed to trying to get everyone at the same meeting which is usually impossible.
- Quarterly reports available online and biannual public meetings in response to reports and community input on moving forward
- Everything is transparent and public is kept informed of our agenda and steps. Drafts along the way for commentary.
- Direct mail.
- Regular forums should be held
- Open communication, forums, e-newsletter, banner, Cape Code Times
- Facebook page, Community Meeting on Site
- Periodic open meetings – list of skills, experience, team building
- Surveys! (Like this)
- Meetings, banner, Truro NRTP, emails
- Have a couple of forums to provide opportunities for people to respond to speaker discussions as they have had them

Ground rules: What ground rules or guidance do you think is needed to help the committee members engage with each other effectively? (feedback from the forum as well as online survey)

- The committee should not be controlled or dominated by people with personal motives such as building affordable housing. No backroom deals! Selection must be open and democratic and balanced. No domination by the housing mafia!
- All interested parties write a statement of interest and why they should be selected
- Should not be representative of interest groups. Should be good communicators. Recommendations should involve community through ballot box (New comment: I agree)
- Members need to listen and be civil with each other



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- Open-minded members
- Timescale for the process. No rush to develop a plan. 20-year timeframe with a robust process for ongoing input from community expressing its needs (New comment: I agree)
- Role of members is to engage others and ensure diverse views are heard NOT to represent their own interests
- Input from all sectors of town
- What requirements should committee members have?
- Clear documentation of all meetings to be made public
- Hire an independent consultant specialized in project management to avoid money pits
- Dept pay off schedule for taking town loan over 20 years
- Don't want special interests or people that will financially gain from any of the projects to be undertaken
- Go slow!
- All ideas welcome. Respect those who have different points of view. Prevent behind-scenes lobbying
- Clear communication and ways to connect members i.e. forum
- No conflicts of interest, both explicit and implicit. For example, individuals with commercial interests that could possibly benefit from housing should be disqualified from relevant discussions.
- As planning goals are set and decisions are made, consider the impact of those decisions (before they are finalized) on all constituent groups and sectors in a community or region. In public conversations, media releases, and reports published for public consumption use plain, everyday language accessible to anyone (including considerations of reading level and translation from English to other languages as appropriate). As plans and goals are developed, take into account their impact on diverse groups, including best judgments about what groups could be advantaged and what groups could be disadvantaged by those decisions, and taking steps to mitigate any anticipated losses of resources, status, or power by those who might be disadvantaged. Plans and goals that require regional collaboration (for example in areas such as transportation, natural resource management, public school governance, and economic development) should strive to maintain community identity and integrity as much as possible.
- No talking over each other. Agree on rules for discussion at the outset and make them clear.
- Respect, listening. Help from Truro Housing Authority.
- have a moderator from the beginning as a permanent role
- Assume all needs are going to be addressed, assume all ideas are valid and worth exploring
- A dumb question...if you don't know, you should not be involved at all.
- What? If we have to ask this kind of question, things are much worse in Truro than I thought, from a civility standpoint. I suggest that every member of the committee be



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required to read Ms. Manners' Guide to Excruciatingly Correct Behavior prior to serving on the Committee. It's about the list art of civility.

- Everyone's opinion should be heard; yet compromises should happen which benefit the most groups/interests.
- I think you first need to screen committee members for a history of working well with others in pursuit of a community goal. Also, there should be a job description, well-articulated rules of engagement, and ability to remove members if needed. (I have examples of this type of thing if there is an interest.)
- Format of recommendations should force structured evaluations prior to recommendation. Two thirds majority minimum for any recommendation to go forward to Select Board, budget availability for proper evaluation prorated in proportion to proposed cost of any proposal. Maximum 3-year tenure for any committee member. All new committee members to be confirmed through ballot inclusion in annual town elections.
- Elect a moderator. Establish rules: No one talks for more than three minutes unless the group agrees to hear more. Everyone must feel safe enough to participate - no verbal duelists or bullies. No one gets interrupted.
- Civility
- Committee members should be chosen based on their ability to work well with groups and listen to hear.
- Consensus-driven discussion controlled by an experienced and successful chairperson; chair recognizes members to speak in order - no shouting out, talking over others, or interrupting; voting only when legally necessary; no verbatim minutes - use notes that capture only "significant points noted, agreements reached and action items"; Roberts Rules as a guideline as needed, not an enforcement tool.
- Open to all ideas, respectful, willing to compromise
- Follow existing format in form of select board
- Schedule Structure Respect for the committee
- Respect and professional behavior are required
- Roberts rules of order should suffice
- Committee members do not represent interest groups. They represent the future. Committee should include a broad range of full and part time Truro residents (i.e. who own Truro residential property).
- That they be totally unbiased and are not serving merely to be the voice of those that want a certain use for the property but don't want to be involved in voicing their opinion because they may already be advocates of a certain group in town.
- Respect for differing opinions and priorities of both year-round and seasonal Truro residents.
- Civility and respect at all times. No demeaning comments about other members ideas. No bullying. Everyone has a right to be heard. No one member may dominate a discussion. Participation for each member should be elected by a rotating chair.
- Let the committee make their own ground rules.



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- Members should not have potential conflicts of interest (i.e. potential to profit) And they should understand that members and the public will have different points of view and be willing to listen and try to understand those as valid even if they don't agree.
- Be sure all committee members have a fair and equal voice. All meetings should be open, with detailed notes taken or videotaped for future review.
- If they are all at the same meetings, then politeness is required. Everyone should have a right to their opinion, and then they need to hear responses from the public as to why their ideas are reasonable or not.
- Please! No expensive planners who spend a few weeks talking to people and then draw up a "visionary" plan which pleases a few vocal dreamers. We need the ideas of local people based in our own reality—thinking a very broad base, and, as noted above, based on a real need.
- 1. Set criteria that any option must meet to be considered - take the emotion out of it
2. No yelling!
3. Set a standard format of data required for any option to be considered - all on a level playing field
- Listen to the needs required. Treat seniors with respect and truly care.
- Whatever they are they should be ready and publicly available
- Include people with experience leading teams, facilitation skills, good communication skills, and open minds.
- Respect. People need to be able to express opinions without fear of ridicule or embarrassment because they disagree with other members.
- Mission statement; Legal parameters provided by town counsel, state law; compliance with MA Open Meetings Law;
- Ensure everyone understands that this needs to be a property that will be used for long term benefits of all taxpayers. It's not an us vs. them opportunity.
- Robert's Rules. And civility.
- Open mind. There's plenty of land to share
- Open mindedness; Don't talk over anyone else; Base decisions on real data, not generalities or feelings.
- Each participant gets a card. You write your name on it. No interruption is allowed. When you want to be recognized, raise your card and people are recognized in the order in which their cards were raised.
- With most boards and committees, it is up to those chosen to decide how they want to engage and what subjects they will tackle.
- 1. Start by building consensus on shared goals for the town. 2. Establish rules of engagement, speaker power, etc. 3. Create jigsaw groups with special interests and then combine specialized members into heterogeneous groups for consensus building and reporting out.
- No one with a vested interest and none of their "friends" must be allowed on the board. Many people in Truro know all about these "special interests" and we know who will be



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their puppets because of financial and other considerations. There are no secrets in a small town and many of us will be watching very carefully.

- Hire experienced "facilitators" set up some parameters.
- All meetings of the committee should be open to the public and the dates should be widely published.
- Focus on getting input from across the community NOT pushing your individual point of view; value all opinions, ask questions in order to better understand, get & use accurate data
- Don't bother with professional "facilitators"
- Civility
- Discussion and debates should focus facts and brainstorming. No interpersonal biases or feuds allowed.
- with each other, the open meeting laws must be adhered to. transparency is a must, private ad hoc committees broken off from the committee to work with other private groups is a bad idea
- Roberts Rule of Order with committee chair to ensure rules are followed
- Great Chair, Rules, meeting management, facilitator (Town Manager/Assist Town Manager), time management, keep to published agenda.
- Education on mediation Classes, seminars etc.
- Power is dangerous.
- Robert's Rules of Order
- Respect each other's perspectives; compassion
- Hire a professional coach on team building
- First establish the group participants; review this year with them, public meetings
- Listen and talk in equal measure

Next steps: Should the Select Board hold another public forum to finalize the committee structure before moving forward, or just discuss it at a Select Board meeting? (feedback from the forum as well as online survey)

- Digitize every step, use only local developers. Open meeting – yes. Full and transparent disclosure of plans, agendas, meeting results, dynamic (open). Statement(s) from individual businesses, neighbors, National Seashore. No conflicts of interest
- NO HURRY TO DO ANYTHING
- Representation under 25, 25-50-year-olds, 50-70-year-olds, 70 and over. Public forum will draw more people
- More public meetings. Outreach to young families
- Yes, the BOS needs to get as much input throughout the summer and fall to get as many folks involved
- Yes, I liked the public meeting idea at the school
- Another forum devoted only to how committee should be formed (New comment: I agree)



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- An additional public form – yes
- Yes. Another public meeting including young people and retirees (New comment: Definitely)
- Yes, public forum – maybe at the school with child-care provided
- Tour of land. Representation diversity of committee – full-time residents, part-time residents, retirees, students, builders, engineers/surveyors, Truro Conservation Trust, artists, commercial interests (Bayberry?), teachers
- Another forum like this for getting younger folks – i.e. not at dinner time
- Town votes for usage should not be an open vote but a private one
- YES
- Yes – another at a different time so other folks can attend
- Yes, after initial thoughts are made available
- Hold a party for pizza, send schoolkids home with invite. Create a Facebook slogan for wider publics
- The more open meetings the better, so yes!
- Yes! We need a diversity of ages, professions, interests
- Yes, another public forum. Well-advertised
- Need more public process before knowing how to select committee. The proposal criteria should be discussed by public – not just select board
- Engineer report drives timeline to either rehab houses or raise them
- Recommend another public forum.
- Yes, the Select Board should hold another public forum at the school after advertising it so children and their families can attend.
- At least one more public forum should be held. And why not more? It will take a few, no doubt, before a bigger cross-section of Truro's population shows up!
- Public forum
- Select Board meeting.
- public
- Discuss at select board meeting
- Depends on how sensitive the select board is about folks bitching about their procedures.
- Another Public Forum. There are worries afoot in the community that the select board is subject to higher powers over which taxpayers have no say.
- Public Forum.
- PLEASE CONSIDER HIRING A PLANNER/consultant TO DO THIS and yes, please do this in a public forum.
- Public forum
- Of course, they should have another public forum, except this time, nobody gets to stand up and question the audience, or tell them they are not statistically representative of Truro.
- Yes, before Labor Day



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- I didn't know about the first forum so I can't comment on how that worked. But my not knowing about it indicates there's a gap in getting the information out to the public. In the end though, you just need a committee of a reasonable size (7 or less) of committed folks who are willing to listen to the community and have experience and a knowledge base that can help guide the committee through a thoughtful planning process.
- Just at a meeting, please!
- There should be more forums at different times of day to get feedback from as many people as possible. These can be carried out by the committee once it is determined who the members should be. Committee volunteers should be solicited by the Select Board to the community to get people involved who aren't the "usual suspects".
- Discuss at select board meeting
- Board meeting
- More public forums the better
- Discuss in open meeting, no need for another forum on formation
- another public forum at very least
- The Select Board should hold another public forum to finalize the committee structure before moving forward. This was a big (and smart) purchase for Truro and must be managed in plain sight. If it is not well managed, the purchase will not be well regarded.
- Another forum!!!!!!!!!!!!!!!!!!!!!!
- Yes, hold another forum to finalize committee structure.
- Another forum first.
- Select board meeting
- If it is a transparent and open plan then you should proceed at a Select Board Meeting.
- If the public forum is well facilitated it could be useful to hold another.
- The Select Board should hold another, well publicized, public forum. Ask for and obtain documented feedback from the community. Set an inclusive tone early - so that this project will not be perceived as being rushed and controlled only by the Select Board.
- Hold another Public forum
- Is there a big rush? What issues on this property need to be addressed now, and what can wait for later? I think the Select Board should have a firm grasp of this before a committee is formed.
- Discuss at Select Board meeting
- Another public forum with enough time to voice concerns and answer questions.
- Select board meeting
- Public forum.
- The Select Board should hold a public forum where they present a draft plan for appointing the committee to seek public input.
- I would like to see another public forum. Possibly share key findings from this survey. I think a lot of people are still unclear on, and would like to have input into, how the committee is formed.
- Yes, another public forum to finalize committee structure.



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- Another public forum.
- Another public forum would be helpful to understand the possibilities under consideration.
- Just do it
- Another meeting as stated above, on a weekend, so that working people have the ability, besides this survey, to give their input in person.
- Discussion at a Select Board Meeting should be fine.
- I believe another forum is absolutely needed - one with clearer goals and a more reasoned process. The notes from the June 27th forum appear disorganized and seem to leave us with little information to guide this very important project.
- These decisions must be public and transparent to the public. Many people do not trust certain members of the Select Board and resent the interests of Truro being pushed aside to satisfy to whims of people who seem to think that they are the kings of Truro and can impose their personal interests simply because they are on the SB, not so.
- Have another public forum to include those who were unable to attend the first session.
- Both.
- Several more under the sponsorship of the "Community Engagement Committee." Until such time as there is consensus that the process is no longer productive or needed, and that we're ready to move on to the planning and proposal stage, with a new representative "Planning Committee."
- Yes, another meeting specifically focused on the committee, member criteria and people's worries about the committee would be very helpful
- probably not
- Yes
- Yes, more forums, but also reveal what was discussed and favorably received during the initial public forum.
- discuss it at a selectmen's meeting as opposed to a special meeting. the selectmen need to always understand that they are the owners of the property. this property and process is their idea and they need to hold the committees feet to the fire to produce. dragging it on for years will only allow the project to fall out of site and by the wayside. quick and decisive decisions will need to be made as opposed to long drawn out feet dragging.
- Present the board's suggested committee structure online, welcoming feedback. Adjust accordingly and within common sense reason then discuss at select board mtg
- Discuss @ next meeting and publish on website.
- Forum
- Definitely another forum
- Yes
- Public meetings and transparency are best for all
- Yes
- Public forum



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- Another public forum. Forum should include tour of the property.

Other: What other considerations are needed for setting up or running the committee to ensure that the process is fair, legitimate, balanced, and wise? (feedback from the forum as well as online survey)

- The whole concept of "use" can be problematic. It assumes that the land only produces value if it is somehow "used." It assumes that the land is there to be used. It assumes that we are the only users, not also, for example, the non-humans living there, or the biosphere as a whole. The whole Earth "uses" each bit of land as part of its intricate homeostasis. So once in a while, we should mention these ideas and problems with the word "use." Of course, we will mostly use the word "use" as it normally is, as that's okay. But there should be some mention of this more expansive viewpoint
- Send out notes from tonight via email and post on website. Set up section of website for all with planning info, notes, etc.
- The terms "town" and "community" when we talk about who is deciding how to use the land, who is being consulted, and who the land should benefit, should be expanded to include the non-human beings and other natural elements currently on the land, and the land itself. Those families and lineages are part of our community
- Professionally facilitated, like today
- Hire land use planner
- Have a planner consultant for this project
- Do not rush the process. Maybe it should not include anyone who can profit from this acquisition
- Open-minded members
- Process needs to be slow. Careful consideration
- Explore grant availability for land use planner
- Transparency in the process (New comment: agree!) (New comment: agree!) (New comment: agree!)
- Regular updates. Online process with rolling input
- Multi-age representation (New comment: agree)
- Planner?
- Online portal to gather input
- Good communication
- BOS and other committees should avoid or limit private discussions at the property
- Committees should be elected. Hire pro consultant to help with the formation of the committee
- Make this the central question of the next forum.
- All discussions, decisions, preparations having to do with the committee need to be public, out in the open.
- Ensure representatives from a diverse group of committee/ board members as well as lay people



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- Some degree of compatibility. Discordant ideas are fine, disrespect is not.
- take notes at each meeting and make them accessible to all
- All meetings open (already required by open meeting law). All meetings include public comment session. All minutes are published
- Before any well intentioned "affordable housing" is approved, ALL the ramifications should be researched and discussed: i.e., will traffic light be necessary ANYWHERE, water usage, increase in fire and police budget. etc.
- Use common sense.
- Please continue to post updates on the committee formation and ask for public input as done in this survey.
- I think there's a role for an outside consultant or planner and I would suggest that you create a list of people who can help lead this effort. Also, please screen committee members for past experience working well with others, as well as creativity, sense of humor, and experience advising on and executing complex projects.
- Reevaluation of efficacy and performance of the committee after first year of operation in similar public open forum.
- Be sure the committee's primary mission is to listen, not to talk, direct or voice opinions. Try having the forum at the school on a weekend so people who work can make it, or parents can bring their children.
- As many new people that are willing not the same group that you see everywhere
- At least half of the committee should be under 40, at least a third of the committee should come from Truro school-aged families, and another third should be those with professional expertise in housing, development, sanitation, or conservation. Staff support should be provided to do outreach on meetings and planning exercises, including postering around town.
- The Selectpersons need to create a uniform interview process that strives to select Committee members who, despite their opinions and/or experience (which we all have) going into the process, will listen to others, discuss in an open and friendly manner, and be willing to compromise and be flexible - no one with a rigid agenda. Wise? I don't know!
- No one on the committee should have any financial gain from any project decided upon, for example, Affordable housing. No one who works at/volunteers at/represents an organization that has financial gain should be on the committee either.
- Common sense and open ears
- If it is not, town meeting will ultimately vote down all of the hard work the committee does so it's important that it is balanced
- each relevant Board should select members. For example, the planning board, conservation, open space nonprofit, housing, not just select board
- Documentation by each committee member of his or her potential conflicts and special financial or other interests. Ensure committee members disclose potential conflicts in the broadest sense all along the way - including family members. Minutes should be



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maintained and they should be comprehensive. Information presented to the committee by interest groups and others should be documented and publicly available.

- Be smart and don't be taken in by people that say they will be "unbiased" when in actuality they may be fronting for a certain group.
- Video record meetings and send out alerts to the public that they are available to view. Stress that conflict of interest regulations be strictly adhered to.
- A timeline for moving forward. More information on how other information for use may be required by entities outside the town. For example: the Cape Cod Commission DRI process, MEPA process, how will a surveyor be chosen. Perhaps a reference list of relevant material for all members to read in preparation for serving.
- This is the task you give to the committee. Having all of the meetings open and publicized will make the process fair, legitimate, balanced, and wise.
- Transparency - post applications, selection process etc. so the community knows that there weren't any backroom deals happening.
- Have open, consistent, frequent communication with the broader community so everyone knows the process is being managed fairly.
- Every time we here about budget surpluses, or extra free money, affordable housing always is mentioned as where the money should go. Maybe some other issues in Town like the growing shark issue, senior housing, less police, etc. should all be considered. Why has our Town budget increased so much over the last 7 years in relation to other similar towns?
- An open call for interested people and a finite directive of responsibilities and processes in relation to the property.
- See # 5
- Diversify age, gender, race
- Full transparency and guidelines for removal of those who violate established rules
- Get input from existing committees (Health, Conservation, Counsel on Aging, etc.). Learn from other communities' experiences. Work with county, state, and nonprofit groups for their expertise.
- The Committee needs a strong facilitator/consultant.
- Someway needs to be found to minimize conflicts of interest. These can be personal or financial. I know this is difficult in a small town.
- Hold discussions when seasonal owners can also participate and/or on weekends.
- Open dialogue in various media.
- The committee members must be focused on what is best for the entire Town of Truro and not about what the use of this property can do for their personal gain/objectives.
- Transparency and openness are key.
- Size of this committee is important.
- Don't rush it! Start with some kind of mission statement based on existing principles and policies for the town. Hire professional facilitators who have a proven track record and some knowledge about group dynamics and group process for consensus building.



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- The wisest thing we can do with the Walsh property is as little as possible. To retain most or all of it as open space not only helps preserve the only thing that has made Truro a rich town, i.e., our rural beauty, but it allows future generations to also make decisions about what is the best use of this wonderful gift of land. Who are we in 2019 to make all the decisions about this towns future?
- Be aware of opposing "cliques" such as Needed housing vs. Open Space. 70% of Truro's land is already open space plus Conservation Land. Age groups needs and wants. Business interests.
- I think applications for the committee should be published and several convenient times for a vote for all should be scheduled once the size of the committee is established after forum meeting are done.
- At any point, if it's felt that more input is needed from the community, the "Community Engagement Committee" could be re-activated to facilitate that. For example, if a conflict over some proposed use, emerges, further discussion seems warranted.
- Keep the process very public. Reach out broadly for this meeting
- The Committee should go on site frequently in different seasons and with different weather
- Ultimately, the Walsh property should be used in ways which are not micro-managed by a government entity. Thus, the process should merely be coordinated, but not be controlled, by the selectmen, town planner, and/or the town manager.
- the selectmen need a fair and informed interview process and appoint people that have the ability and brains to commit to the project as opposed to some that may want to be on the committee as a social club. the selectmen need to establish a schedule or timeline for productivity and if not met, new people should be appointed to bring in fresh faces and inspiration. decisions need to be made immediately to establish what the committee will be working with and then have the committee report to the selectmen with proof of gain.
- Truro residents need this process to be transparent and also need a chance to have a say whether on committee or otherwise. No small group should choose the committee formation process and then choose a committee. Those decisions should be by all of us since we all will be greatly impacted
- Transparent, rules, agenda, no material conflicts.
- External impartial review
- No one should have financial gains.
- Honesty, integrity, morality
- Transparency, acceptance not tolerance, vision sharing
- Quarterly meeting with professional coach to share progress/goals and objectives should be clear
- Manage it well!
- Diversity with all respects to include and match the diversity of the town