



Sudbury Master Plan Update Public Forum #1 Summary

Introduction

The first Master Plan Update Public Forum was held on May 22, 2019 at the Lincoln-Sudbury Regional High School Cafeteria. The intent of the workshop was to understand what the community values and how people would like to see the town in the next 10 to 20 years.

The evening was organized around small group discussions. After a brief introductory presentation about the Master Plan update, its purpose, and process, groups focused on three questions:

1. Provide examples of Sudbury's assets, something important to the community. Are they at risk? If so, how or why?
2. What is the biggest change (good and not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?
3. What is Sudbury's biggest challenge in the next 10 to 20 years? What are strategies to meet this challenge in the future?

Approximately 50 people attended and were divided into six small groups. Participants were given broad direction for their responses and encouraged to include organizations, projects, areas of town, or local policies. Group discussions were recorded on flip charts. Large maps of the Town were provided at each table for participants to circle locations related to their ideas or simply to use as a reference tool for the people at the table.

For Question 3, prioritization techniques (dot voting) helped to highlight the most important challenges for each group. Participants were given three dots to vote on the top challenges generated during their discussion that they felt should be a priority. For the challenge that received the most votes, the biggest challenge for Sudbury in the next 10 to 20 years, the groups brainstormed strategies to meet this challenge and who should be involved in implementation. Attachment A contains photographs of all flipcharts.

Because it was anticipated that an individual would not be able to talk about all their ideas that night, attendees were encouraged to write as many comments and suggestions on Participant Worksheets that were provided. Worksheets were collected at the end of the evening and all ideas were taken into account when developing this summary. Attachment B lists all responses received on the Participant Worksheets.

In addition to the group discussions, the workshop included a gallery with informational posters and maps as well as "ice breaker" activities intended to get attendees to thinking about ideas for Sudbury's future and what they love about the town. A summary of the ice breaker responses is included as Attachment C.

Forum Outcomes

Themes

A wide range of topics and ideas were covered by participants during the forum. For the purposes of this summary, they are organized under the following themes (presented in no particular order):

Development: Responses that focused on balancing development with preservation, development pressure, and specific areas including Route 20 and Meadow Walk.

Natural Resources and Open Space: Discussions about natural resources and open space such as trees and open space conservation and protection.

Town Services: Responses that focused on services provided by the Town, such as the library, schools, and recreational programming, as well as municipal staff.

People: Responses that focused on demographic shifts, including the growing senior residents as well as the increase in overall population and diversity.

Mobility: Discussions that focused on traffic, walking, and biking as well as access to public transportation and the ability to get to important destinations without a car.

Town Character: Responses that focused on the town's historic and rural character.

Town Finances: Responses that focused on municipal revenue and expenditures, including the Town's budget, local taxes, and spending on capital improvements.

Housing and Housing Development: Discussion that focused on housing policy, needs in the community, and available options.

Sense of Community and Civic Engagement: Responses that focused on social aspects of life in Sudbury and civic engagement, including resident participation, town meetings, voting, communication, and attendance.

It should be noted that these themes are not mutually exclusive, and ideas often crossed topics and encompassed many issues.

The summary below incorporates all comments from the Participant Worksheets and notes recorded on the flip charts from the group discussion sessions.

What We Heard

Question1: What are Sudbury's assets, something important to the community. Are they at risk? If so, how or why?

Most answers focused on the themes Natural Resources, Town Services, Town Character, Sense of Community, and People.

Town Services: Participants identified many town services as assets, such as the Goodnow Library, Senior Center, and schools. Recreational opportunities were available for everyone with the pool,

playing fields, and parks. Dedication of town staff was also mentioned by participants, and the accessibility of Selectmen was noted.

Participants noted lack of maintenance and budget cuts pose risks to town facilities, including open spaces that are used for recreation. Schools may also be risk due to declining enrollment, increasing cost, lack of maintenance, and budget cuts.

Natural Resources: Participants discussed the trees, open space, wetlands, and conservation lands as assets to the community. They provide opportunities for walking, biking, and wildlife habitat. Examples included King Phillip Conservation Land, Great Meadow (U.S. Fish and Wildlife Service), and land owned by the Massachusetts Audubon Society.

Development, tree cutting, and budget cuts pose risks to natural resources and open spaces. The growing population with development pressure and climate change were also noted.

Town Character: Historical features, scenic roads, natural beauty, and the rural town feel were mentioned as an asset to Sudbury. Participants specifically mentioned the Wayside Inn and the historical houses in town.

Participants noted the character and historical value of buildings might be at risk from non-adherence to historic standards/techniques and poor maintenance. Many are not accessible for those with disabilities.

People: Participants view the people who live in Sudbury as assets, including the growing senior population.

No risks were noted.

Some responses on Question 1 on Participant Worksheets

Assets....

- *The beauty of our town: safe, interesting residents, education is important*
- *Bucolic open space/rural atmosphere, strong schools, historic locations that has character that are well preserved.*
- *Schools, conservation land and sidewalks, good access to shopping and services, safety*
- *Good school system, great town social worker, the hiking trails*
- *Excellent schools, open space, somewhat rural character, historic (background) building, plans and narratives, age diversity*
- *Many people are very involved in town business and activities. Good intentions to make things better. Intergenerational programs*

Risks to those assets...

- *Global warming adverse effects - flooding (storms), droughts, fire hazards.*
- *All at risk, due to development pressure and tight budgets*
- *Lack of maintenance of historic buildings*
- *Rising costs to educate*

Question 2: What is the biggest change (good and not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?

Most answers focused on Mobility, Development, Housing and Housing Development, People, and Town Budget and Finances.

Mobility: Participants noted an increase in traffic congestion especially during rush hour. As a result, walking along roads has become unsafe. The Bruce Freeman Rail Trail is moving forward.

Housing and Housing Development: Participants noted housing development in the last 10 years has been more diverse, such as condominiums, apartments, and age-restricted or senior housing. Many noted this is good, but there needs to be more focus on more affordable options for young families. Single family homes being built are very large and expensive.

Development: Participants identified the increased overall development as being the biggest change in the last 10 years, good and bad. Route 20 and Meadow Walk were cited specifically, and the resulting traffic has impacted the community. Others noted an increase in places to eat and shop locally at Meadow Walk. The decrease in commercial and industrial businesses, specifically the leaving of Raytheon, has resulted in a tax base more reliant on residential property.

People: Participants have noticed an increase in the Town's overall population in the last 10 years. Some noted there has been an increase in its diversity, particularly with the growing Chinese community; however, others commented that the town is not diverse. Participants also noted that there are more seniors, or "mature" adults.

Town Finances: Participants noted changes in the Town's budget and finances over the past 10 years. The loss of Raytheon and the increase of residential development has impacted town revenue. The tax rate has changed and property taxes have increased in an attempt to make up for the loss of revenue. This increase in taxes impacts whether voters will support the increased need for future town investments, such as a new fire truck, senior center upgrades, office space for school administration, roadway improvements, etc. It also increases cost of living. With property taxes rising, affordability for some members of the community is at risk.

Some responses on Question 2 on Participant Worksheets

- *Not so good: development and development pressures, budgets, unfunded state mandates and traffic. Good: Town working to "get ahead" of curve through better planning and budgeting - but still a long way to go; more professional, objective town staff.*
- *...Biggest change - increase in rental units - not bad but will be a new thing for Sudbury to manage...*
- *Rte. 20 business expansion (positive), Meadow Walk development, people (staying to shop locally) more choices, more business tax base dollars; requires more infrastructure services to grow; sidewalk addition in neighborhood since we moved here and huge increase in property tax - affordability at risk.*
- *In my 5 years here, I've seen traffic increase (negative); The bike path project is inching forward (positive); Schools are keeping more children with special learning needs within town and keeping cost of those services lower.*

Question 3: What is Sudbury's biggest challenge in the next 10 to 20 years? Why?

Most answers focused on Mobility, development, housing, school, and town budget and finance.

Mobility: Participants noted traffic will be one of Sudbury's biggest challenges in the immediate futures. The Town will have to find ways to manage traffic and mitigate its impacts on the community's quality of life. The Town will need to become more walkable and bikeable, equally addressing improvements to pedestrian and cycling amenities that connect destinations with residential areas that are safe. Increasing access to public transportation will also be a challenge.

Mobility issues for more vulnerable members of the community were also discussed. These groups include seniors or low-income households where access to cars may be limited or non-existent. These groups have significant needs for increased access to transportation options and availability of those options at important times of the day..

Town Services: A big challenge for the Town will be the ability to meet overall demand for services of a growing population by balancing the needs of diverse groups, such as seniors, young families, and those with different income levels. The Town must also maintain and upgrade recreation facilities, buildings, roads, and other municipal facilities and infrastructure.

Participants also highlighted that all residents need to continue their commitment to the school system and ensure it is properly funded when student enrollment is no longer declining.

Housing and Housing Development: Challenges focused on maintaining and creating diverse housing options for low- and middle-income levels, and to address housing needs for all income levels and all age groups. Solutions might include smaller housing types on smaller lots. The Town also needs to maintain its 10% affordable housing percentage.¹

Town Finances: Participants identified challenges that focused on effective use of tax revenues, increasing the commercial tax base, and protecting capital investments made by the Town. Doing so will help manage property taxes and costs to residents.

Development: Participants identified pressure from developers and maintaining control of development in town as a challenge in the future. The Town will have to address septic and sewer system in the business area to protect natural resources and create opportunities to increase the commercial tax base. Stormwater will also be a challenge with new development, particularly along Route 20. Some participants noted that overall development is a challenge and should be limited.

¹ Mass General Law Chapter 40B sets a standard where 10% of a community's housing stock should be deed restricted as "affordable" to households at a certain income level. Communities that have not met or maintained the 10% number are more susceptible to Comprehensive Permit applications. These applications, where accepted by the state, can circumvent local zoning regulations and develop housing at a much denser levels so long as a fixed portion is affordable, subsidized, deed restricted housing. Communities that have reached the 10% threshold and maintain that percentage are in a much stronger position to deny Comprehensive Permit applications.

Some responses on Question 3 on Participant Worksheets

- *Maintain affordable housing minimum - keep control over development. Improve pedestrian/cycling/public transit healthier/greener/ alternatives to cars - mitigate traffic without expanding roads - allow kids to be more self-sufficient; expand commercial tax base in acceptable way.*
- *...Maintaining a range of housing from low income thru middle to upper, non-age restricted condos, workforce housing...*
- *Accommodating the needs and wants of all citizens, across all ages and economic situations. We are no longer the #1 town in the state for families with children under 18. Housing/land costs have gone up so much that only the wealthy can afford to buy here and increased taxes are driving out the rest of us. We are 2 wage earners, commuting and adding to traffic, needing affordable day care.*
- *Traffic and transportation; Route 20 development absent stormwater; Balance between resources for seniors and younger families; Water management /storm resilience*

Top Challenges

Each group used dot voting to select a challenge that they would talk about solving in more detail. The text below shows the flip chart notes from each group as they discussed their top challenge.

Managing Town Services and Taxes

Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ On-going communication and attendance at meetings ▪ Hold town meetings on weekends ▪ Town meeting forum to discuss upcoming topics ▪ Debate on one day, voting on another ▪ Better articulation ▪ Bottom up designing and budgeting ▪ Cost control ▪ Strengthen project management and accountability ▪ Accepting that things cost more ▪ Prioritizing improvement and maintenance 	<ul style="list-style-type: none"> ▪ Boards and Committees ▪ Board of Selectmen ▪ Town staff

Affordable Housing

Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Change town bylaw to modify stay law of 50% requirement ▪ Increase requirement on inclusionary zoning ▪ Look at Airbnb and VRBO 	<ul style="list-style-type: none"> ▪ Housing Trust ▪ Planning Board ▪ Housing Authority

Lack of Transportation

Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Transportation <ul style="list-style-type: none"> ○ Single mom going to school ○ Local continuing ed ○ Connect and other community/ opportunities ▪ Traffic <ul style="list-style-type: none"> ○ Commuter rail ○ Lack of good urban planning on Route 20 ○ Open space preservation – continuing to make it a priority, hold onto open space assets, vote for future ○ Balancing development with rural character, plan proactively for development in the right place ○ Protecting capital investments/ infrastructure, fiscal challenge ○ No town-wide preservation plan ○ Water management/resilience ○ Sewer/water ○ Satisfying competing needs ○ Attractive package for staff ○ Staff capacity 	<ul style="list-style-type: none"> ▪ Capital investments/ infrastructure: DPW, Facilities for maintenance and roads

Transportation and Traffic

Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Rail Trail ▪ Defining the needs of people ▪ Buses in and out of Boston ▪ Shuttle to public stations (Lincoln and Framingham) ▪ Continuing local education ▪ Connect to other communities/opportunities ▪ Ride share ▪ Plan proactively for development 	<ul style="list-style-type: none"> ▪ Town ▪ Eversource ▪ MBTA ▪ ISO NE

Development

Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Balance development with town character ▪ Plan proactively for development in right places/ manage development ▪ Use smart development to address town issues ▪ Business incubators to keep jobs in town ▪ More commercial development for revenue 	<ul style="list-style-type: none"> ▪ Planning Board

Preservation of Character (Historic, Conservation/Natural Areas)

Strategies	Who should be involved?
<ul style="list-style-type: none">▪ Emphasis on maintenance▪ Management/ Protection/ enforcing of zoning▪ Support historic preservation efforts▪ Support for large lots subject to change in use▪ create town-wide preservation plan▪ Balance development with rural character▪ Fund for historic preservation	<ul style="list-style-type: none">▪ None listed

ATTACHMENT A

Small Group Flip Charts

Please note that table numbers were assigned randomly. They are not consecutive.

Table 2

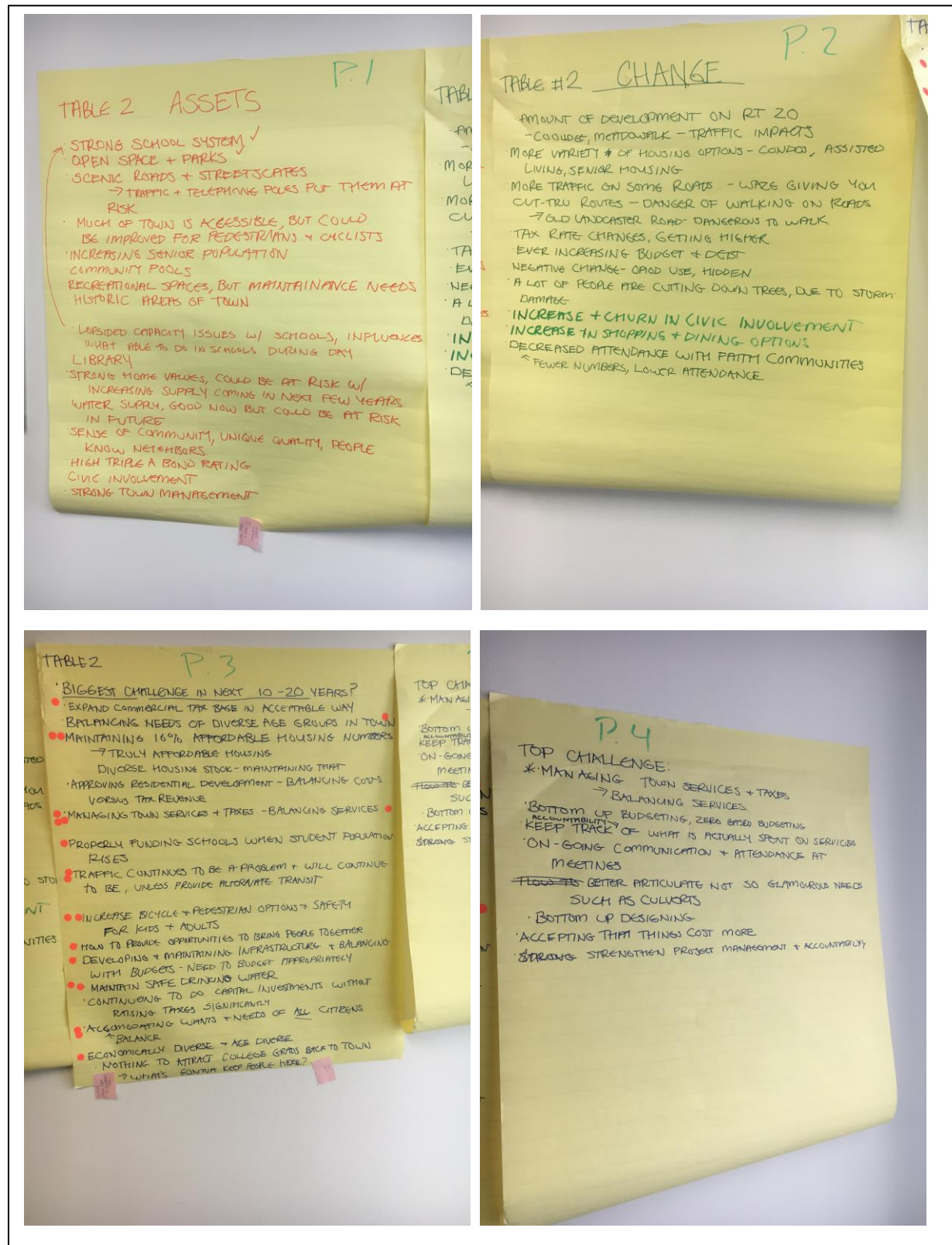


Table 3

NOTE TABLE 3 P.1

- ✓ Excellent
- ✓ Good School ✓ reputation
- ✓ Mill Village
- ✓ Conservation Lands
- ✓ Historic buildings, places, narratives
- ✓ Sense of place
- ✓ Sense of community
 - sense of pride for residents
- ✓ bucolic farms, rural
- Close to Boston
- Beauty of the town
- Very interesting people
- Safe
- Excellent Social Worker
- STAFF in general
- Age Diversity/Tenure

P.2

LACK OF TRANSPORTATION

- ① - DEFINE THE NEED
 - CITIZEN INVOLVEMENT
 - COMMUTER
 - BUSINESS OWNERS
 - WHAT DO WE CONNECT TO?
 - REGIONAL
 - R.R.F
 - REDUCE SHORT TRIPS
 - IDENTIFY OPTIONS
- HOW MANY PEOPLE HAVE DIFFERENT NEEDS
- LOCAL NEEDS ARE GOING TO GROW
- COMMUTING IS BIGGEST PROB
- HISTORY: SUB-BUS
 - : RT 20 Commuter Bus

P.3

●●● LACK OF TRANSPORTATION

- PROTECT INFRASTRUCTURE INVEST
- BALANCING GROWTH/PRESERV.
- PROTECTING H₂O
- BALANCING INTERESTS
- KEEPING JOBS LOCAL

③ P.4

- ✓ ① Transportation
 - single mom going to school
 - local continuing ed
 - connect + other communities/opportunities
- ② TRAFFIC
 - Commuter Rail
 - Lack of Good Urban Planning on 20
 - Open Space Preservation
 - continuing to make a priority
 - Hold onto open space assets
 - Vote for future
 - Balancing development w/ rural character
 - Protecting Capital Investments/Infrastructure
 - DPW
 - Maintenance
 - Facilities
 - Roads
 - Plan proactively for development in the right place.
 - No Town-wide Preservation Plan
 - Water Management/Resilience
 - Sewer/Water
 - Keeping jobs in town
 - SATISFYING COMPETING NEEDS
 - Fiscal Challenge
 - Attractive package for STAFF
 - Staff capacity

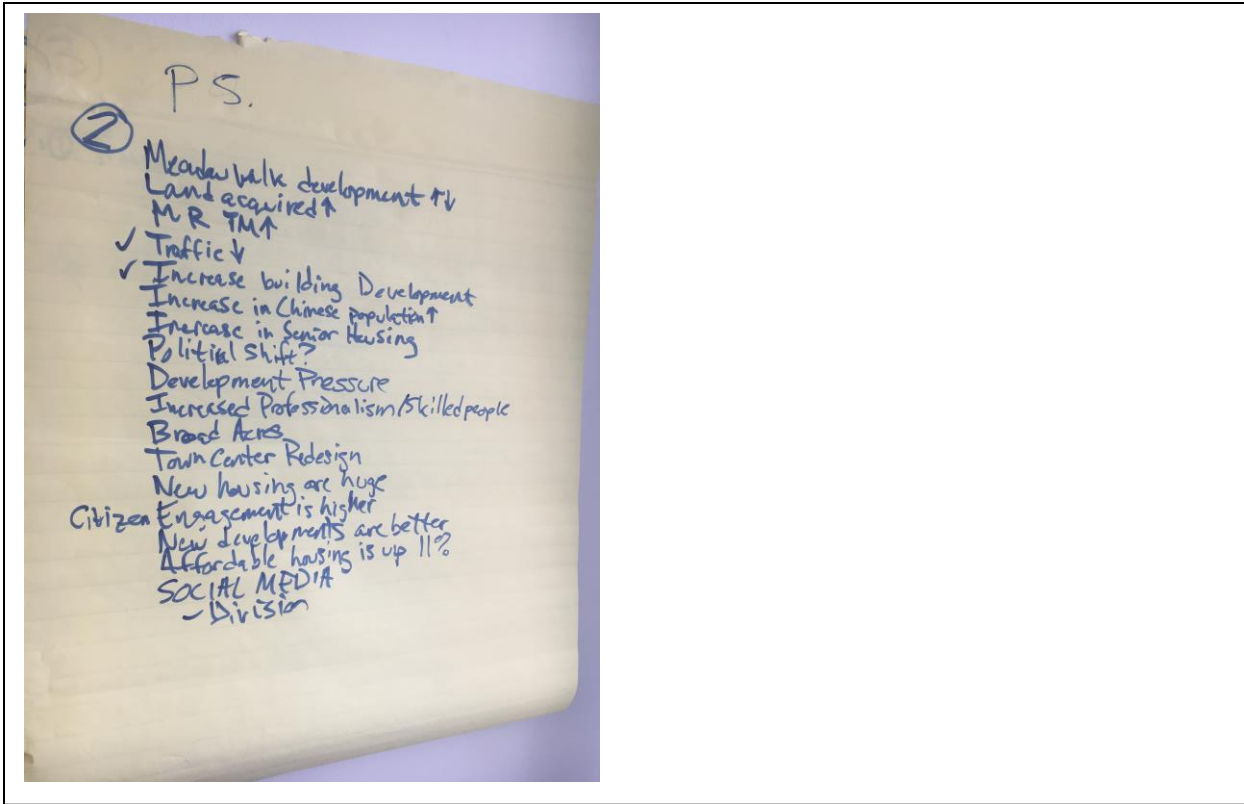
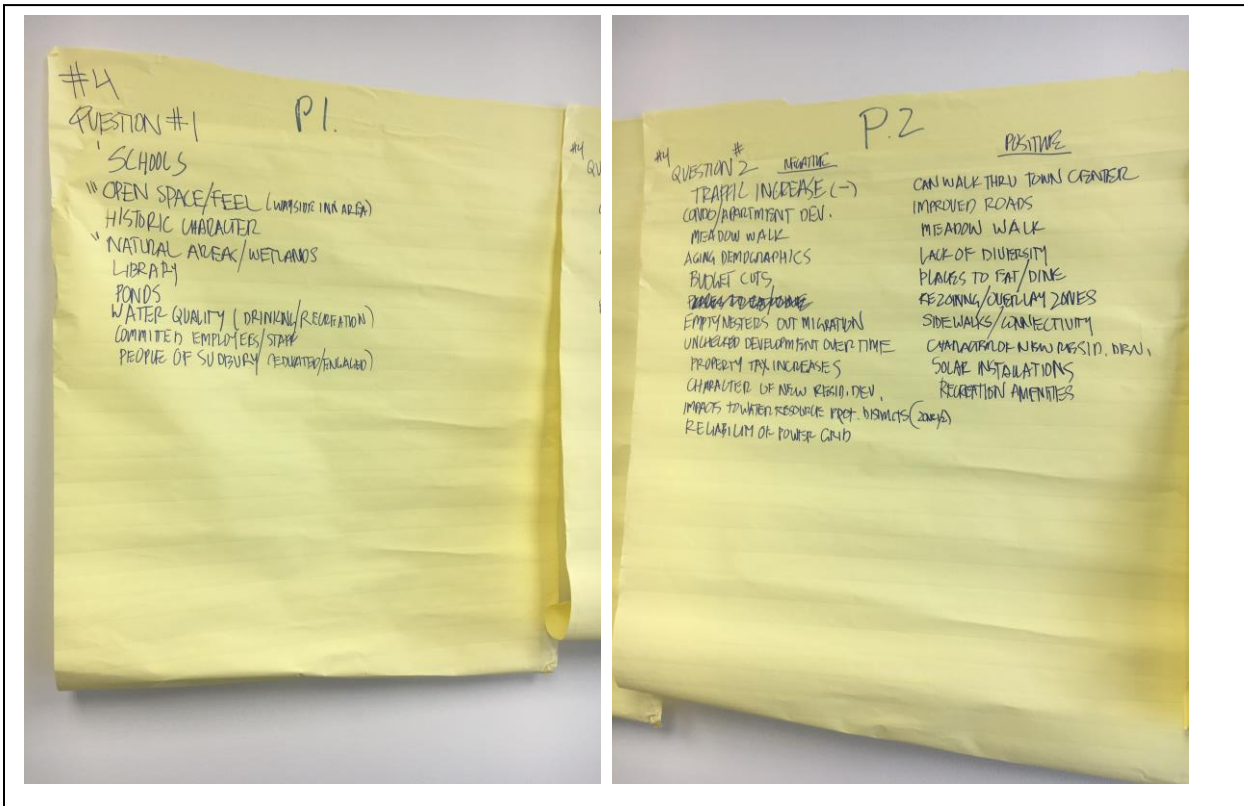


Table 4



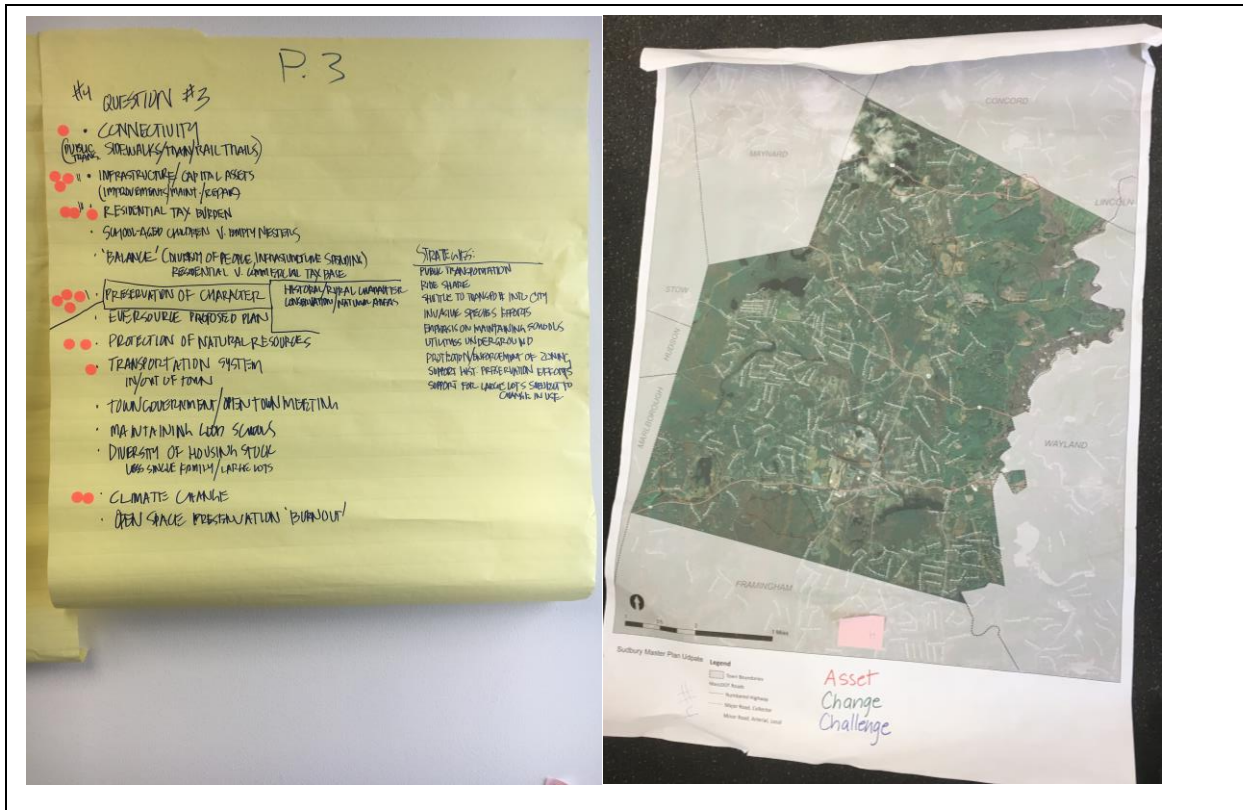
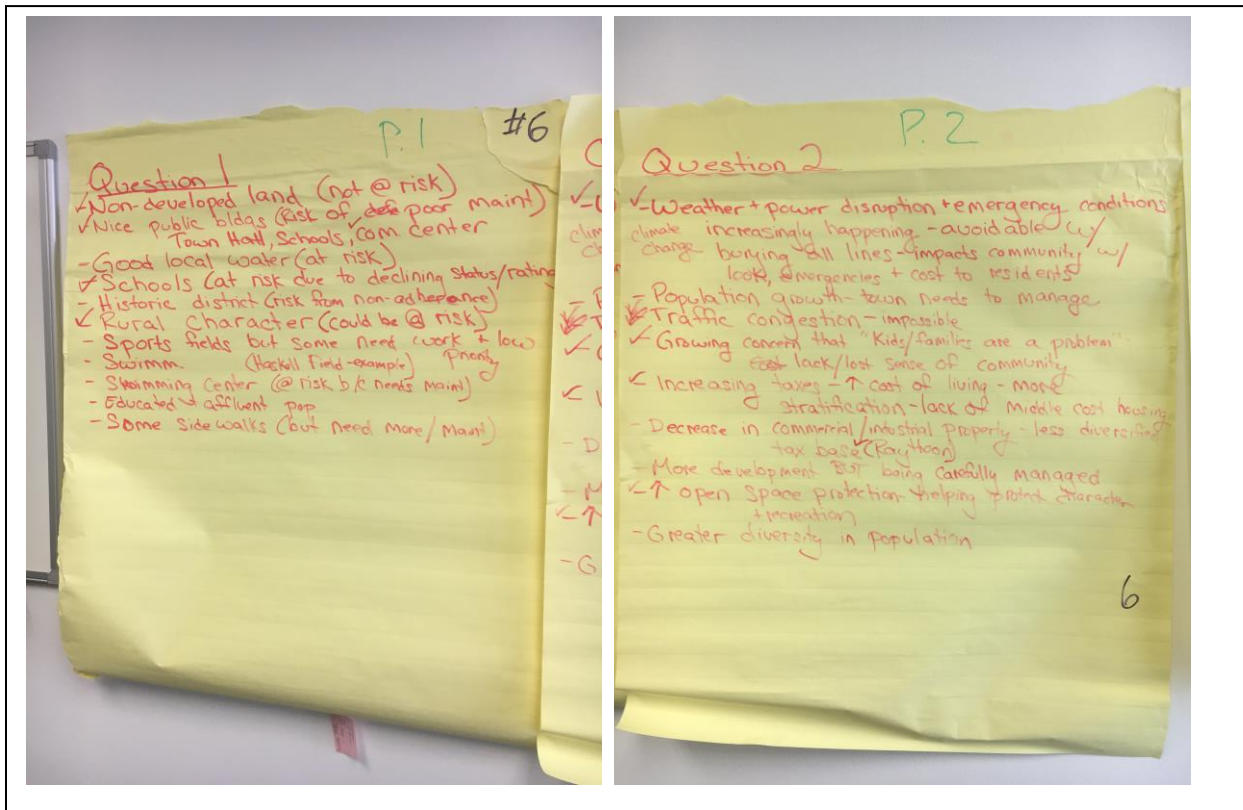


Table 6



P.3

Question 3

- 1 Retain rural character, historic bldgs, less traffic, maintain beauty ●●
- 2 Manage the growth including residential + commercial areas ●●
- 3 Need more money to make improvements ●●●
- 4 Become more proactive to address issues ●●●●
- 5 Zoning changes to allow ↑ affordable housing ●●●●
- 6 Manage School funding to get to a K-12 district @ Noyes School ●●
- 7 Exhaust + noise pollution @ Noyes School ●●
- more bus stop away from schools, water in school district
- 8 Volunteers for committee b/c of social media ●●●
- 9 No community gathering place / town center ●●
- 10 No vocational school network ●●
- 11 Are water resources sufficient ●●
- 12 Keeping schools @ highest level ●●
- 13 Sewage system Rt 20 ●●

P.4

Affordable Housing Reform zoning law w/ regard to buildability

- Change town bylaw to change to 50% requirement state law
- advocate at the local level
- Increase requirements on inclusionary zoning
increase % from 25%? state law Needs to be done right!
- look @ Albans + URBEO just out of consistency + how to regulate

Partners

- Housing Trust
- Planning Board
- Housing Authority
- School District

- start process to look @ going K-12

More commercial dev. for revenue

Marijuana growing facility for revenue

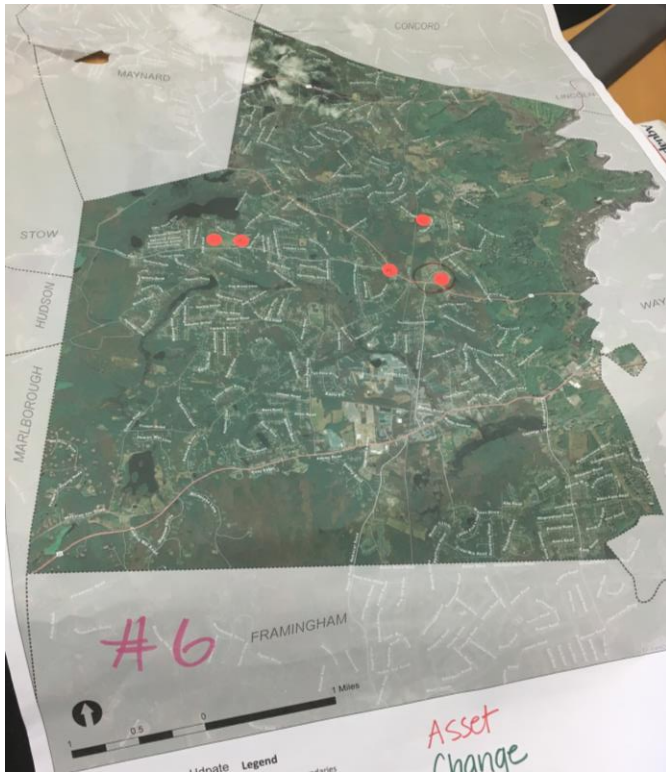


Table 7

P.1 7 Table #7

Assets of Sudbury
Items at Risk

natural environment
schools
open space
retail and services meet our needs
history (Wayside Inn, King Phillips, Historic Houses)
zip code
proximity to Boston
nice people
Seniors
more diversity in people
achieved 40B housing goal
very highly educated residents
community spirit - people look out for each other

P.2 Table #7

Biggest changes in past 10 years

huge increase in population
increase in development
close to approaching "build out"
transportation / congestion / traffic is bad
only have one North/South road
towns West of us have increased in population
lack of public transportation
everything around Sudbury has changed
traffic increase is a state issue
School rankings have declined a bit
added affordable age restricted housing

P.3 Table #7

Challenges for the future

- building up public transportation to have fewer cars on road
- • • Septic → Sewerage!
number of aging septic systems
- rapid growth of seniors capital plan/budget financial challenges
- services for seniors
a senior center
not a lot of downsizing house opportunities
rural feel to Sudbury, isolating for seniors
need to improve transportation for seniors
- • • rail trails
keeping schedules of Town projects is a problem, especially the rail trail
need rail trail connectivity - most all residents will be within a mile of the rail trail
using rail trails as "green transportation"
- • • connectivity to rail trail using spurs
considering building employment opportunities
not business friendly, not conducive to business development
not the opportunity for those who work in town to live in town
route 30 could be made more attractive
not enough sidewalks
- bikers on road are dangerous
- • • execution of plans - getting to us - designate project manager to make sure project gets done

P.4 #7

"Green Transportation"
Getting Around Without a car

rail trail
buses in and out of Boston
shuttles to public train stations (Lynch or Framingham)
management and accountability
Stakeholders: Town, Eversource, MBTA, ISO NE, Protec-Serbo
sidewalks

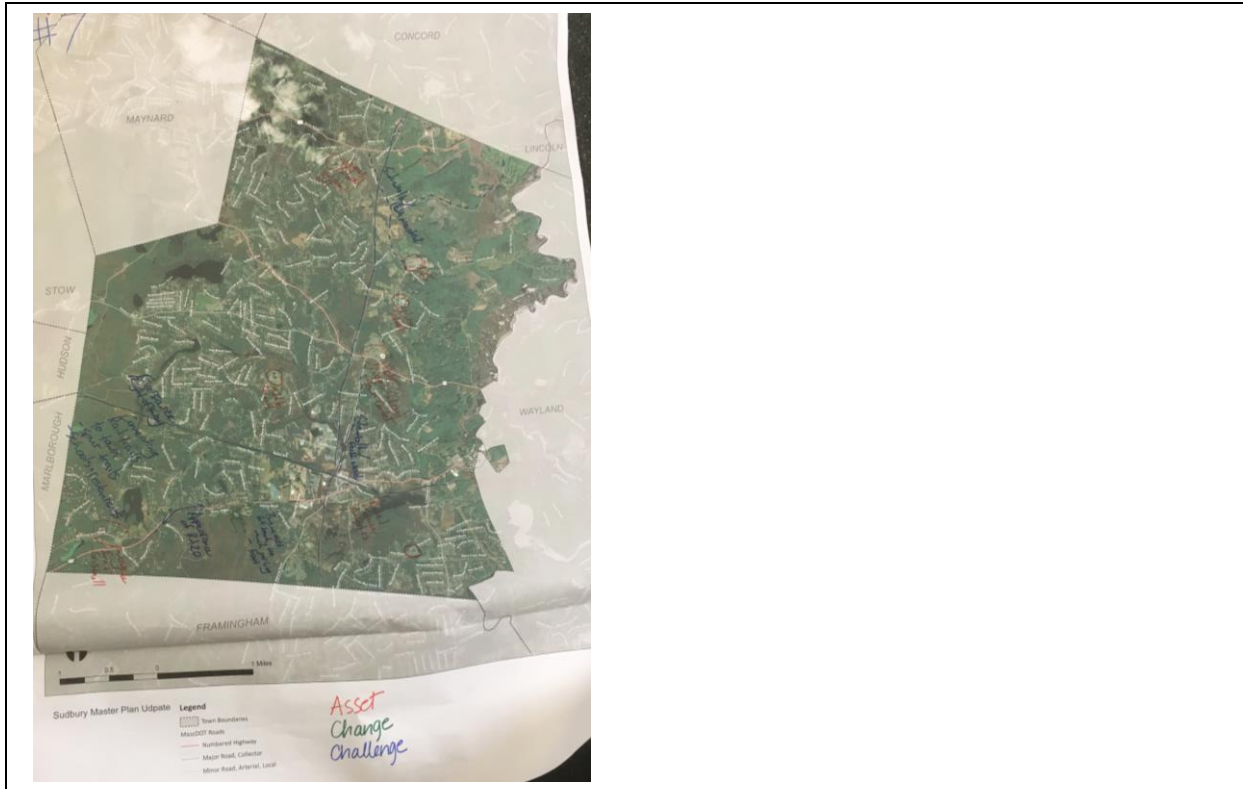
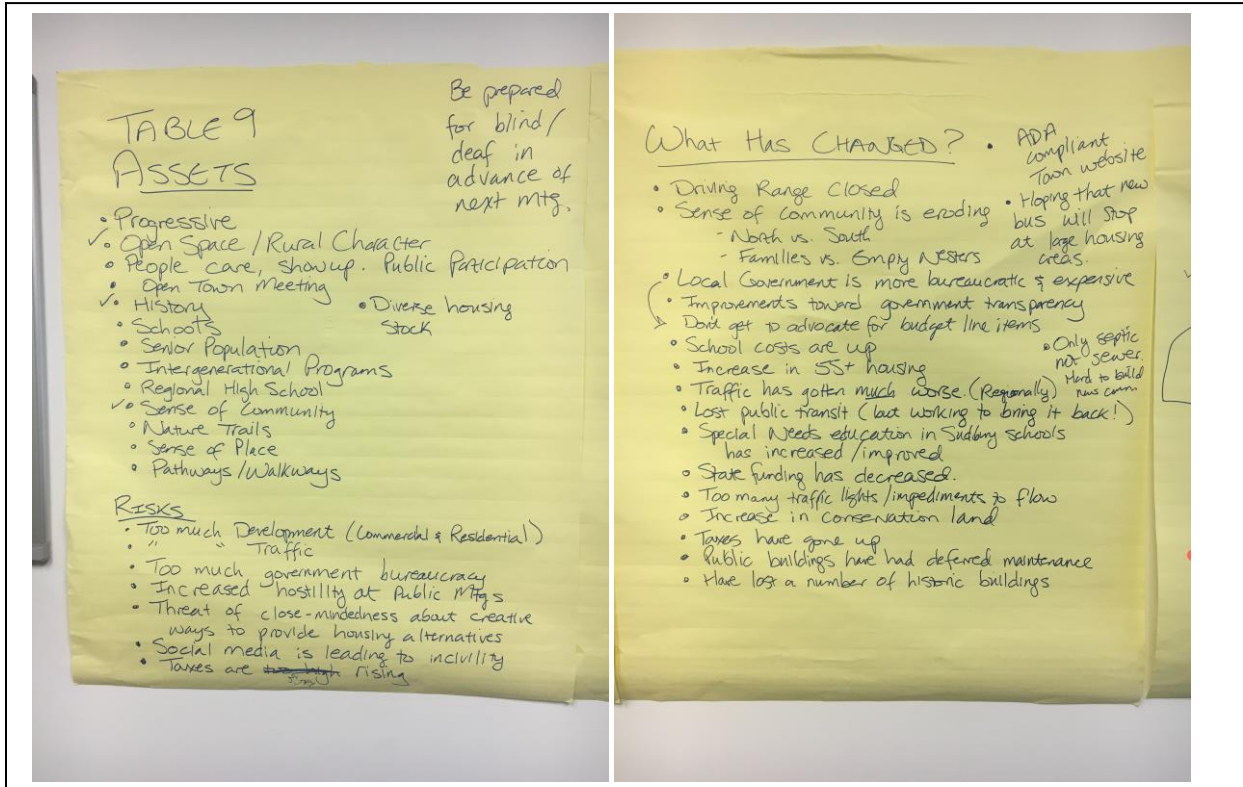


Table 9



BIGGEST CHALLENGE 10-20 YRS

- Balancing Growth - Housing Development
- More Funding for Transportation / Transit
- ✓ Traffic Management Strategies Implementation
- Reducing cost of Government
- Preventing new development (Comm & residential)
- Reduce Taxes
- Increase middle - lower income housing
Have a more well-rounded population
- Make commercial areas more pedestrian friendly
- Resolving the Senior / Community Center Issue
multi uses in one space - looking in accessibility
- Protect agriculture in town
- Ways to use "Smart Development" to address many of the issues above

- Isolated senior population w/ limited means
- Capital Improvement / Maintenance Plan
(under way)
(There are a lot of existing plans that haven't been implemented)
- Funding (for everything)
- 40B - Reaching 10% or beyond?
- Maintaining Open Space

Prioritizing CAPITAL IMPROVEMENTS / MAINTENANCE

- Numerous competing projects

- Town Hall
- Open Space
- School Roofs
- Traffic Mngt

WHO?

BoS Boards & Committees
General Population of the Town - many people can't
• Cost Control get to Town Mtg
Town Mtg isn't accessible to everyone

- Maybe have all debate on one day, voting on another?
- But amendments would be difficult
- Representative Town Mtg?
- Hold on a weekend?
- Town Mtg Forum - discuss what topics are coming up

ATTACHMENT B

Participant Worksheets

Attachment B
Sudbury Master Plan Update Public Forum #1 Summary
Responses from Participant Worksheets

WS #	Table #	1. What are Sudbury's assets, something important to the community. Are they at risk? If so, how or why?	2. What is the biggest change (good and not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?	3. What is Sudbury's biggest challenge in the next 10 to 20 years? Why?	4. Top Challenge
1	9	The beauty of our town: safe, interesting residents, education is important	Fast growth, a lot of buildings, last five years increase in Chinese population/residents	Commuter Rail - challenge now, traffic-transportation, community center	
2	9	Bucolic open space/rural atmosphere, strong schools, historic locations that has character that are well preserved. All at risk, due to development pressure and tight budgets	Not so good: development and development pressures, budgets, unfunded state mandates and traffic. Good: Town working to "get ahead" of course through better planning and budgeting - but still a long way to go; more professional, objective town staff.	Unfunded state mandates, development pressures, keeping adequate # of "starter" homes for young (single family homes), traffic and sewer. #1 is getting development in the "right" places, keeping development out of "wrong" places. Route 20 sewer planning implementation	All at risk, due to development pressure and tight budgets
3	9	Assets: sense of place and historic settings, our schools, open space and preserved landscapes, pride in community	Proactive action - Broadacres purchase, Meadow Walk thoughtful planning to make these happen. Biggest change - increase in rental units - not bad but will be a new thing for Sudbury to manage; Town Center Redesign; Loss of smaller homes - loss of diverse stock of single family homes	We need a town-wide preservation plan to guide proactive preservation efforts. We need to focus on more citizen education, single building historic districts, 12-month demolition delay bylaw. Better access to public transportation on high speed bus service to Boston and commuter rails. Need enhanced economic development - need dedicated staff person in the planning office focused here. Make Sudbury more walkable. Take care of our crumbling capital needs: Fairbanks, fire station, upkeep in schools (particularly elementary schools).	
4	9	Schools, conservation land and sidewalks, good access to shopping and services, safety.	Increase in affordable housing 4%-11% in 32 years. Good in general - more needed for younger people	Transportation - need rapid transit either bus or rail; Maintaining a range of housing from low income thru middle to upper, non-age restricted condos, workforce housing. Business incubator - keep jobs in town. Sewer - Rte. 20 and possibly beyond. Saturday open house for town committee and staff.	
5	9	Schools, natural beauty and open space, sense of community/manageable size	Traffic congestion - not so good; Loss of affordable housing options especially for young families, growing consensus in town that families, children, impact on schools is bad; Environment - extreme weather impact.	Providing affordable housing that fits in with the historic and rural style of character; Sudbury sewer infrastructure.	
6	9	Open space, historic buildings, places; Age diversity; New developments, Now @ > 10% of 40B giving vs. control; some of our school buildings; strong school programs.	Not good: Too many McMansions/quality of housing stock; traffic; same erosion in quality of schools. Good: more open space, engagement in key issues across the town; willingness to invest in the right resources, thoughtful development.	Traffic and transportation; Route 20 development absent stormwater; Balance between resources for seniors and younger families; Water management /storm resilience	
7	9	Good school system, great town social worker, the hiking trails	Getting low income families access to transportation to help better their situations, meaning SMOC for job fairs, college for adult education; Maybe provide some sort of continuing adult education program that can help people get better jobs.		
8	9	Excellent schools, open space, somewhat rural character, historic (background) building, plans and narratives, age diversity	Budget and property taxes. How to fund the components voters would like to have., e.g. a new fire truck, senior center upgrade, office space for central education staff, Camp Sewataro? Meadow Walk Development: land acquired, losing diversity in housing stock, increase in citizen engagement.	Polarity: North vs. south, income level, age: young families vs. senior citizens. How to satisfy a diverse community's needs and wants. Transportation needs.	Transportation: meeting the needs & wants of a diverse population. Other than private cars - to other communities nearby, to Boston, to Logan Airport, to medical facilities/appointment, to job. Strategies: more bus service, protecting capital investments, water management.

Attachment B
Sudbury Master Plan Update Public Forum #1 Summary
Responses from Participant Worksheets

WS #	Table #	1. What are Sudbury's assets, something important to the community. Are they at risk? If so, how or why?	2. What is the biggest change (good and not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?	3. What is Sudbury's biggest challenge in the next 10 to 20 years? Why?	4. Top Challenge
9	No table #	What's left of rural character, senior center - ok but needs improvement, open town meeting, selectmen are generally accessible, narrow country lane with minimum of obstacles, Federal and Audubon open land, open space is at risk because too much commercial development, too much bureaucracy, too many cops, government is far too expensive.	Government is too big and too expensive, too much development; government is less responsive; traffic has gotten much worse	Tax Increase; Government costs and bureaucracy; preventing new development; limiting density, streamlining traffic and eliminating I,H,R barriers; Increase speed limits. Making marijuana growing and sale legal and easy.	Preserve open space, reduce taxes and cost of government.
10	No table #	Rural environment, good schools, history of town, community that is caring and open.	Senior housing development - causing friction between young and old priorities; Route 20 development not keeping up with creation of a central business district; lack of effective planning on Route 20.	Finances - Protection of Capital Investment - Maintenance replacement - Transparency in decisions - Public transportation/traffic	
11	No table #	Rural/ suburban atmosphere; Public buildings - maintenance and risk; Lack of clear planning for project items seem to drop.	Tax rates/affordability; lack of middle, entry housing; Increase in traffic, decrease in commercial/industrial; greater diversity in population	Maintaining the character of town while meeting the needs of progress; Planning down to the minute - becoming a proactive community rather than reactive. Insuring the resources, i.e. water are sufficient to meet needs; school costs	
12	No table #	Historic buildings (town owned) not being maintained in good repair - not adjusted to accommodate handicapped residents and aging in place.	Not good: sale of police station on Rte. 20 to private developer. Could have been used for school/town administration requirements. Freeing up space in crowded other town buildings.	Effective use of tax revenues - setting priorities; Permitting the building of affordable houses on smaller lots; Zoning changes to allow that to happen and needs to happen now!	Establish permissions for single family home on smaller lot by: Housing Authority, Town Planning Board, Taxation Revenue Expectation. No involvement by Historic Commission; effective arguments to Board of Selectmen. No negative input allowed by abutters (except for egregious reasons).
13	No table #	School system, historic character of town	Sale of town land to developers; loss of Raytheon; lack of diversity; town isn't family friendly	Middle class housing inventory; managing the growth of the town while maintaining its character, non-diversified tax use	
14	No table #	Non-developed land - does not seem at risk - many support this; Educated affluent population. I dislike lack of financial and multicultural diversity but education and affluence are valuable assets.	Development - business and residential. Seems to be carefully managed. Effect cautiously positive. Increases tax base more than cost?	Money - tax base. Need funds to accomplish charge we want. No central community gathering area such as in Lexington Center and other towns. No promenade walkway. Join Meadowalk and bike-walking path networks.	Commercial marijuana growing facility. Does it yield taxes - revenue?
15	No table #	Open space, scenic roads/landscape - streetscape, safety, workability, bikability, telephone polls, water, Route 20 (access to city), good schools, increase in senior population, pool and recreational spaces, historic areas, school capacity is lopsided (last redistricting 8 years).	More traffic, median work, downtown, amount of work on Route 20, including west of Sudbury. More housing and more different types of housing, more balanced. Rush hour worse, more dangerous to walk on roads; tax rates have changed, increase budget and debt.	Protection of natural resources, Infrastructure. Keeping schools great - properly funding schools when student population to pick back up. Technology, Population make-up (diversity), Route 20, Pool and community center, development west of Sudbury, maintaining historic/rural character, taxes, maintain 10% affordable housing.	
16	No table #	Open space/view/picturesque - beautiful biking scenic conservation areas; library, playing fields, pool.	New residences; single family homes > \$1 m; condo developments, luxury	Maintain affordable housing minimum - keep control over development. Improve pedestrian/cycling/public transit healthier/greener/ alternatives to cars - mitigate traffic without expanding roads - allow kids to be more self-sufficient; expand commercial tax base in acceptable way.	

Attachment B
Sudbury Master Plan Update Public Forum #1 Summary
Responses from Participant Worksheets

WS #	Table #	1. What are Sudbury's assets, something important to the community. Are they at risk? If so, how or why?	2. What is the biggest change (good and not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?	3. What is Sudbury's biggest challenge in the next 10 to 20 years? Why?	4. Top Challenge
17	No table #	Schools, library, pool, walking sometimes, beauty	Many more very big houses, more traffic on some roads, reconfigure town center, more places to shop, more diverse places to live	Maintain what is good without taxes going crazy; balance needs of diverse age groups, solve some of the traffic stuff as towns around us grow, septic system issues in areas of development. Could we end up more separated?	More regional things?
18	No table #	Good schools! But apparently not Curtis...? Trees! But people (especially newcomers) keep cutting them down Historic places and events. We have a river but don't celebrate it.	Traffic! Especially at rush hour.	Accommodating the needs and wants of all citizens, across all ages and economic situations. We are no longer the #1 town in the state for families with children under 18. Housing/land costs have gone up so much that only the wealthy can afford to buy here and increased taxes are driving out the rest of us. We are 2 wage earners, commuting and adding to traffic, needing affordable day care.	
19	No table #	Rural character, manage traffic, manage rail trail, manage development, good schools	Power disruptions cause by changing climate, folks buying UPC Gen, solutions in burying cables so town would look nice	Retain/maintain rural character historic building, open spaces, rec spaces with managed growth and maintain beautiful Sudbury	
20	No table #	Open rural character of the town (peace, beauty, wildlife, vista) threatened by increased dense residential development. Wetlands and wild space which protected our local wells and water threatened by our continued development and pollutants in the groundwater. Schools are very good. They are also increasingly expensive even as enrollment declines.	Traffic has increase until it's almost impossible to travel during certain times of day. Cost of living has grown dramatically (particularly residential real estate taxes). We have preserved some significant parcels of open space.	Managing school funding with an aging population (including revising the Lincoln-Sudbury high school regional agreement). Preserving the town's rural character against continued increasing traffic and development. Protecting our local groundwater wells by preserving the environment (wetlands and undeveloped spaces). Maintaining our historic spaces and buildings. This will take money and focus.	
21	No table #	Schools, Wayside Inn - historic areas, houses of worship (many faiths are presented), library, parks (I'm only aware of one playground other than play structures at the schools, so I'd say we are at risk to lose that play space if not maintained).	More restaurants, opportunities to volunteer	To keep schools high-ranking; to keep houses affordable-taxes manageable; commute to the city is really bad - less people may want to buy this far out of city; public sewer, girls fields such as softball, Eversource?	
22	No table #	School system, open/public spaces - Sudbury Valley Trustees - Trail Tippling Rock - pool @ Atkinson sports	Affordable housing; increased tax rate, Meadow walk, traffic, trees, opioids, town center, more restaurants and shopping , decreased faith in community	Keeping school system high quality, open spaces, tax rate, opioids, traffic, aging population	
23	4	Open space - mostly safe. Quality schools - they are at risk due to budget cut. Historic character good now. Library, Wayside Inn, First Parish, Town Center, Tippling Rock.	Walkable Town Center; Open space - Nobscot (II), Pantry Brook Johnson & Broadacre, budget costs	Maintenance - buildings /roads not sexy. Transportation to train/Boston, within town; predicting school population, taxes. Connectivity, protecting character	
24	4	Rural character, schools, recreational - walking, tennis courts, library	Traffic, population density, antagonism	Maintaining character of town, town government, density-zoning. Taxes - to not increase, maintaining good schools, connectivity	
25	4	Character - history; Natural Resources, e.g. open space. Continued large development is changing the semi-rural character - Stonewall, Hop Brook, Wayside Inn. Cluster zoning: schools.	Not good: traffic, condo/apt. developments - Meadowwalk, maintenance of building i.e. senior center, budget cuts, increase in property taxes. Good: walking is better, roads are improved, demographics and aging population and more dining options	Eversource/ protecting character - who should be involved? Open space development, protecting natural resources, connectivity - rail trails; Infrastructure/capital assets; residential tax burden: residential vs. commercial, "empty nesters", balance/maintenance, diversity of people	

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26	4	Schools - high value to family, open space, committee employees - may be at risk due to minimal attention to total comp for town employees (other than police or fire).	Demographics - mature adults are a growing % of total; amount of open space; congestion 117 and Rte. 20.	Bring balance: diversity of people, land, budget (make 3-legged stool work), balance to other business model; utilities - water, electricity, infrastructure; transportation (connectivity), major electronic connectivity.	Transportation excellence is/could be our next key asset. It is also needed to survive.; lack of sanitary sewers implies no commercial growth.
27	4	Orange markers on map; the wetlands (natural resources) unchecked development, lack of fighting climate change; the schools: unequal distribution of funds (sports vs. language arts) , unvaccinated children, opioids	More houses and families route 117 by Hayes development	As a team, we should be actively combatting climate change, natural hazards, water, power outages due to big storms, snowed in more/less often; will be more flooding on roads and in houses, the death of current native species that are protected, farms will struggle	Limiting development by large, not local, businesses; protecting open spaces, wetlands, historical sites (involve the state), limit building of large modern homes
28	4	Natural Areas, walking trails, parks, wetlands, habitats wildlife; Global warming adverse effects - flooding (storms), droughts, fire hazards. Historic assets such as the Wayside Inn (Longfellow).	Rte. 20 business expansion (positive), Meadowwalk development, People (staying to shop locally) more choices, more business tax base dollars; requires more infrastructure services to grow; sidewalk addition in neighborhood since we moved here and huge increase in property tax - affordability at risk.	Climate change effects mitigation - storm intensity, roads, power mitigation resilience. Housing options for smaller households/singles/elderly population. Having affordable taxes, keeping people in town past h.s. age of their children.; Balancing bringing more business (to lower taxes) and maintaining natural areas avoiding too fast uncontrolled growth	Preservation of "character" voted #1 by group. Climate change: Shore up roadways against flooding "water row" etc. More, new, larger, culverts/cleanouts to keep storm water from flooding into streets, houses, clear out canopy of tree branches likely to fall and create power outages due to severe storms; water preservation measures (for droughts). Electric charging stations, providing incentives to people and business for renewable energy.
29	No table #	Schools; open space, open feel, not crowded: at risk - development, traffic, population growth in the region; historic character, clean water, intelligent/innovative people, lifelong learners.	Empty nesters bored since friends are leaving, places to eat - 29 Sudbury Plaza, Oak Bar Tavern	Residential property tax, transportation, school costs push residential taxes up, residential tax burden - high, % household school age children, lack of commercial and non-tax revenue.	
30	No table #	Rural character - yes, as agricultural families move or pass on they have pressure to sell to developers not for the good of town. Historical charm sometimes, Sudbury does a good job of protecting historical districts but individual parcels are harder to protect, conservation land - no	Meadow Walk - positive - taxes, help reach 10% 40B; negative - traffic, light pollution, littering	Protecting Sudbury's character (historic, rural, conservation) what makes Sudbury special, managing town's taxes and resources	Preservation of character - historic - semi-rural, conservation, natural areas: protection and enforcement of zoning, keeping invasive species in check, continue funding historic preservation.
31	2	Schools - not at risk; Goodman library - not at risk; Open space recreation areas - not at immediate risk, strong home values - at risk with increased housing supply, strong sense of history, high rating (AAA), water quality	Changing demographic age (positive), increased affordable housing (positive), increased civic involvement (good), increased traffic (bad), turnover of elected and staff positioning (good), # of restaurant options (good), opioid use (bad)	Maintain 10% affordable housing, properly; properly fund schools if/when student population stops declining; protect water supply, alternative transportation options - mass transit, bicycle electric vehicles; maintain existing capital assets.	
32	2	Recreation options for everyone. Schools, civic involvement, increasing senior population, strong town management.	Affordable housing, ever increasing budget and debt	Financial management - operating and capital, continue with needed capital investment without crazy tax increases, Eversource project/ water quality; maintain residents after their kids graduate from high school. Maintain commitment in the overall school quality; Increasing safe pedestrian/bike safety.	

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33	2	Schools; open space, parks, sense of community, neighbors that talk to each other	Meadowbrook opening	Managing town services/tax as population demographic changes. (Older/non-school age people question tax increase); Increased traffic and town and western towns continue to grow; implementing rail trail and capitalizing on investment with development or other amenity; keeping people civically involved, getting new people involved. Managing and allowing growth in a responsible way that does not prohibit way that does prohibit growth, DOT not transform completely	
34	No table #	People: children - cost to educate; seniors - growing population; open spaces, nature trails, schools, education, community, history	Traffic, housing (all ages), school costs, taxes, transparency in government	Balancing growth, increasing senior population, senior services	Prioritizing improvements/maintenance
35	No table #	Open space (hank), community, schools, involvement	Divisions along geographical/age lines	Coming back together	
36	9	Trees and nature, haven't had the opportunity to go places yet	Only been here nice months so don't know	Transportation - nothing on weekends for senior/ADA folks. The system now doesn't coordi9 with regional transportation. Not walkable enough for ADA people - can't exercise. Want combo of open space and housing for various populations.	
37	9	Many people are very involved in town business and activities. Good intentions to make things better. Intergenerational programs	In my 5 years here, I've seen traffic increase (negative); The bike path project is inching forward (positive).; Schools are keeping more children with special learning needs within town and keeping cost of those services lower.	Making town walkable/bikeable. Wise and balanced development of both residential and commercial.	
38	7	Orange: natural environment, schools, open space - 6,000 acres, cc 700 miles, 2 natural wildlife , 12 rr trail connecting Sudbury Valley trusts. Connect various parts of town, commercial and service, history Wayside King Phillip, proximity to Boston - replace high end enyp?, nice people.	Green, development, need senior center	Blue: transportation - rail trail, one bus/day, septic - encourage more commercials, more employers for more professionals, keep schools, seniors, keep diversity in single family.	

ATTACHMENT C

Ice Breakers

At the beginning of the forum, attendees had an opportunity to answer some ice-breaker questions before the program began. The results are recorded below.

I wish Sudbury had ... because...

- Green transportation
- 2 rail trails (4 dot)
- Walkways and bike paths (1 dot)
- Commuting options, maybe park N ride to Cambridge & Boston
- Public transportation to colleges
- More people willing to get involved for diversity of opinions
- Accessible traffic lights for crossing streets
- More ADA public transportation

My Favorite Place in Sudbury to...

Enjoy the outdoor:

- Hop Brook
- Open space land-trail, ponds, wayside Inn
- Tippling Rock-Nobscot

Have dinner:

- Soul of India
- Chili Basil

Take the kids:

- National Wildlife Preserve to bike

Show an out-of-towner:

- Wayside Inn area (1 dot)
- Grist Mill

Grab a snack:

- Sudbury Coffee Works (1 dot)

Transportation

Functional Classification

Sudbury has over 160 miles of roadways. These roadways include a mix of arterials, collectors, and local roads that serve the town and the region. There are no interstate highways within the Town's borders. Interstate (I) 495 lies approximately five miles to the west, I-90 (Massachusetts Turnpike) is approximately three miles south, and I-95 lies approximately seven miles east. Figure 1 shows the roadway functional classifications throughout Sudbury, as defined by the Massachusetts Department of Transportation (MassDOT):

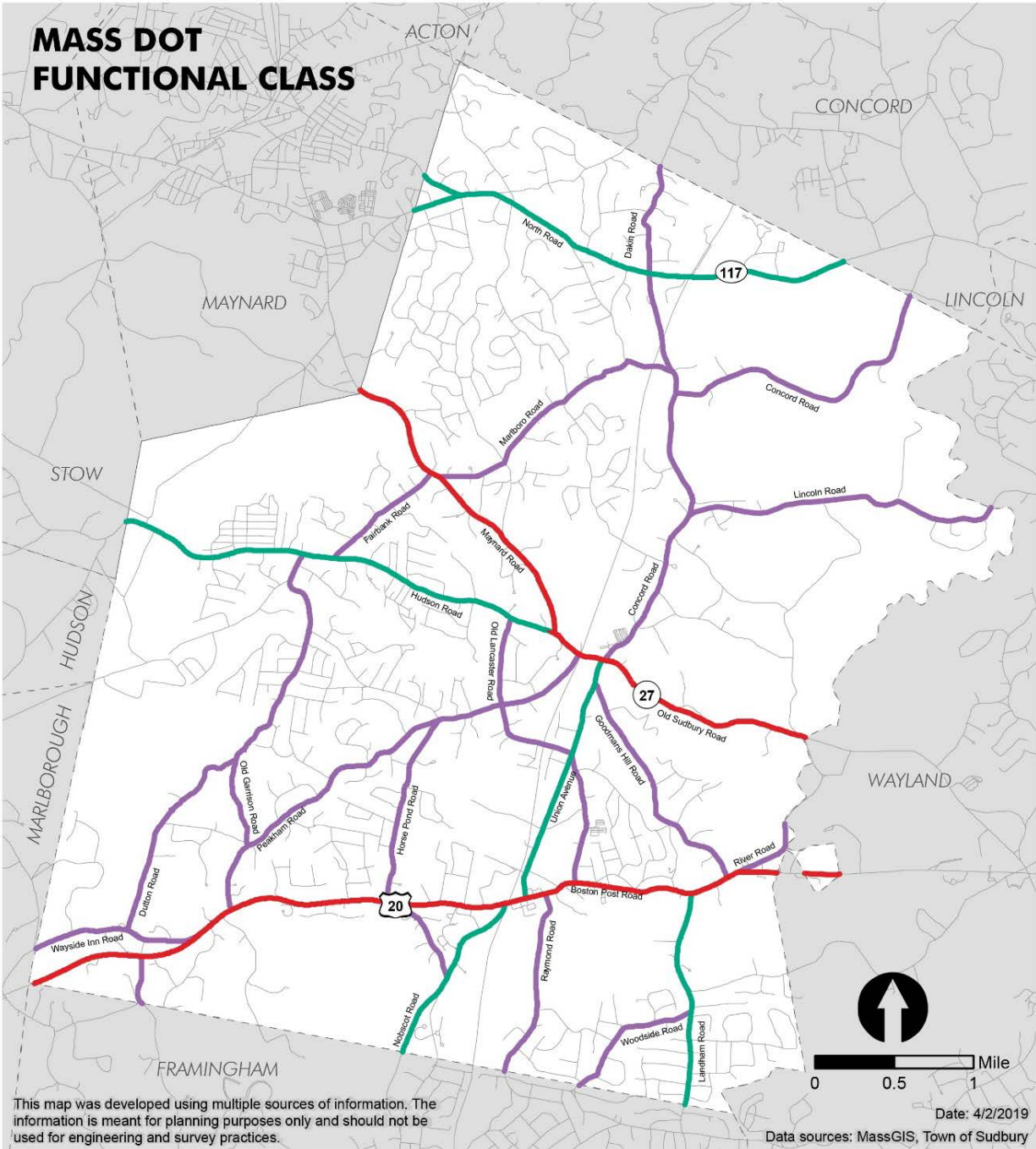
- Arterial – Provides the highest level of service at the greatest speed for the longest uninterrupted distance, with some degree of access control. The Institute of Traffic Engineers, *Traffic Engineering Handbook*, classifies arterials as either principal or minor. Both classes of arterials serve to carry longer-distance traffic flows between centers of activity. Arterials are laid out as the backbone of a traffic network and *should* be designed to afford the highest level of service.

Principal arterials, such as Boston Post Road (Route 20) and Maynard Road/Hudson Road/Old Sudbury Road (Route 27) are state highways that accommodate both regional and local traffic. However, only Boston Post Road is maintained by MassDOT. Boston Post Road also provides a regional connection to I-495 to the west. Minor arterials such as Hudson Road and North Road (Route 117) also carry both regional and local traffic, but to a lesser degree.

- Collector – Provides a less highly developed level of service at a lower speed for shorter distances by collecting traffic from local roads and connecting them with arterials. The Federal Highway Administration defines collector streets as those that provide land access service and traffic circulation within residential neighborhoods, commercial, and industrial areas.

Sudbury has many collector roads that link the local roadway network to the regional network.

- Local – Consists of all roads not defined as arterials or collectors. Local streets primarily provide access to adjacent properties with little through movements. Local streets provide the lowest level of mobility and usually contain no bus routes. Utilization by through traffic is often deliberately discouraged.



ROADWAY FUNCTIONAL CLASSIFICATION

- Principal Arterial
- Minor Arterial
- Major Collector



Figure 1. Massachusetts Department of Transportation Roadway Classifications

Traffic Volumes

Available traffic counts in Sudbury were assembled from MassDOT's Geographic Information System (GIS) data. MassDOT has 17 traffic volume count locations in Sudbury. This data has limitations in that the counts were recorded at different times in recent history. This condition limits both the ability to compare counts to each other and may also limit their comparability to current conditions. The counts do provide a snapshot of traffic volume at specific moments in time and, where there was more than one count taken over time, these can be used as an indicator of growth and economic activity. As shown in Figure 2, traffic volume at Peakham Road (north of Austin Road) peaked in 1985 and then again in 2007 with 2,400 vehicles per day. Volumes dropped off in 2010 and have been on a slight incline since 2013. Many similar communities saw a similar drop between 2008 and 2010. This trend can be attributed to the recession, which caused a decline in the number of commuters traveling to work.

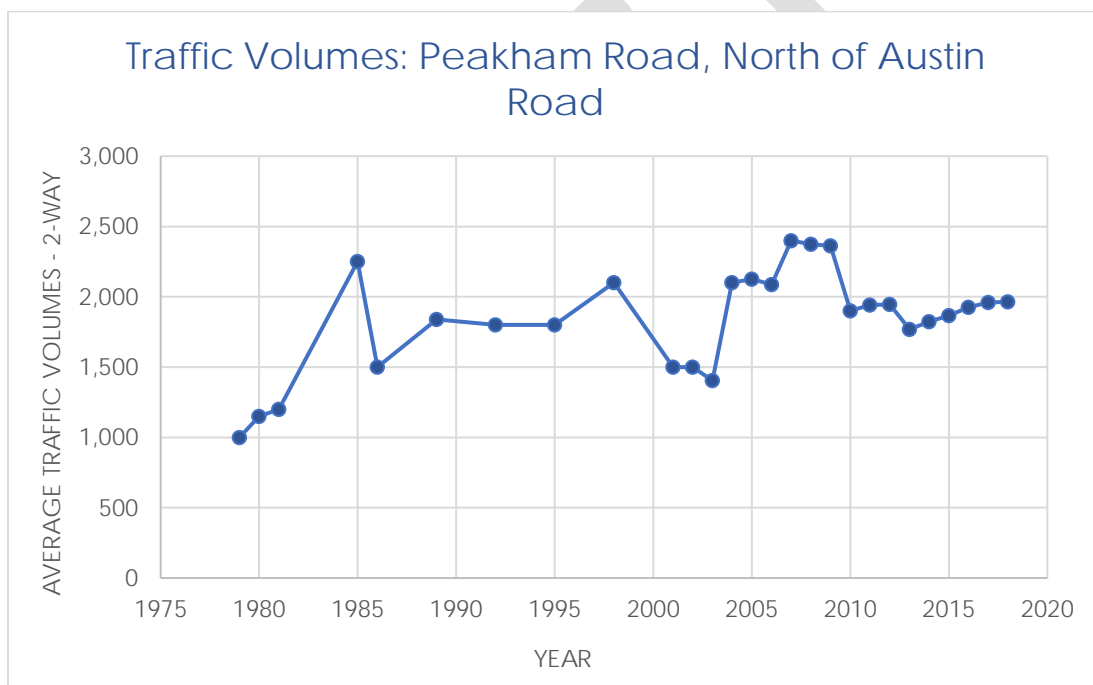
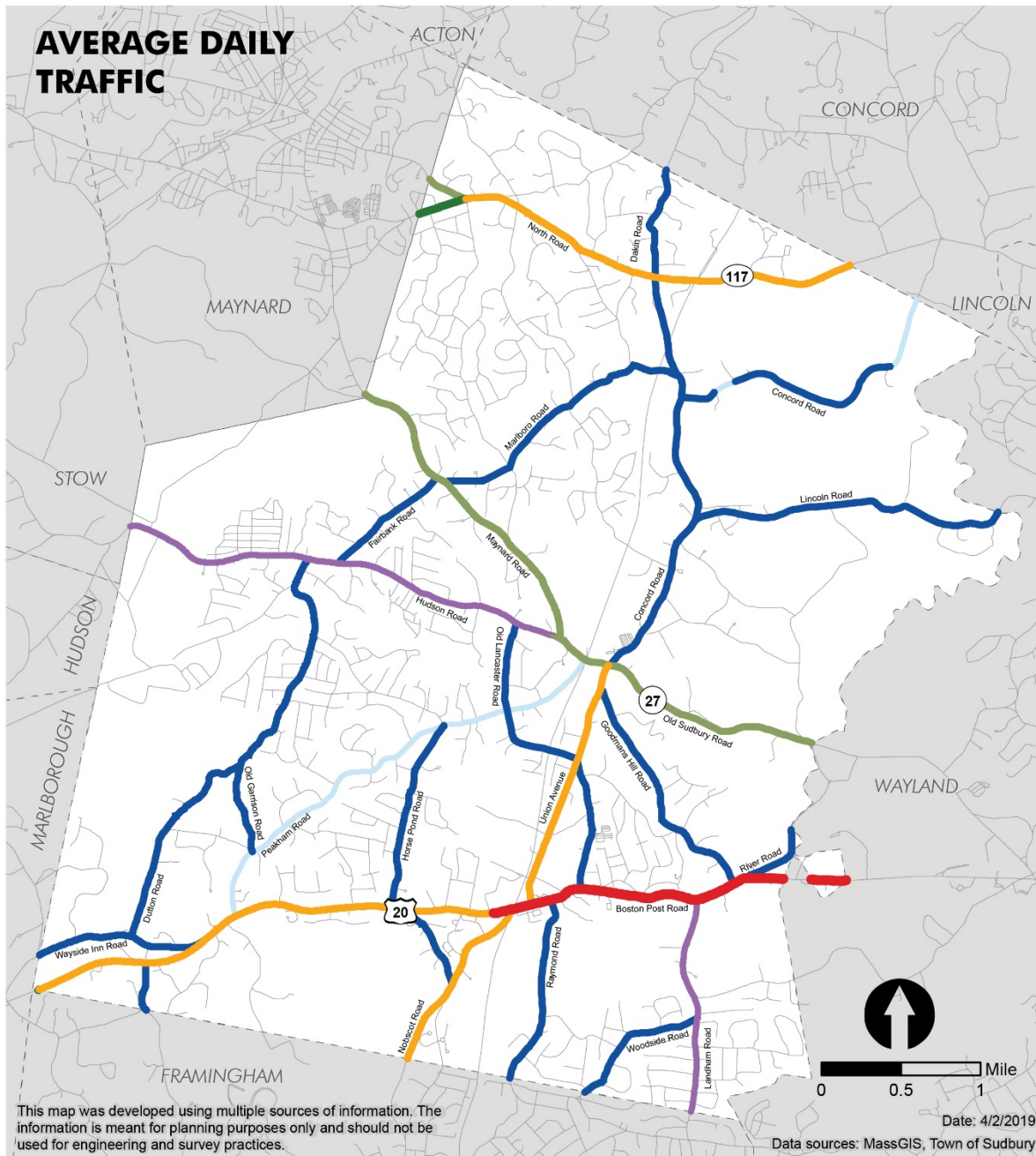


Figure 2. Traffic Volumes on Peakham Road, North of Austin Road

Figure 3 shows the concentration of all traffic volumes in Sudbury on average in 2017 (latest available count year). The highest volumes are located on Boston Post Road, which has volumes between 15,000 and 20,000 vehicles per day. Union Avenue, Concord Road, North Road, and Nobscott Road have volumes between 15,000 to 18,000 vehicles per day. Maynard Road, Hudson Road, Old Sudbury Road, and Landham Road experience volumes between 6,000 and 12,000 per day. Available data for local roads indicates volumes between 550 and 6,000 vehicles per day.



AVERAGE DAILY TRAFFIC VOLUMES



Figure 3. Average Daily Traffic in Sudbury (2017)

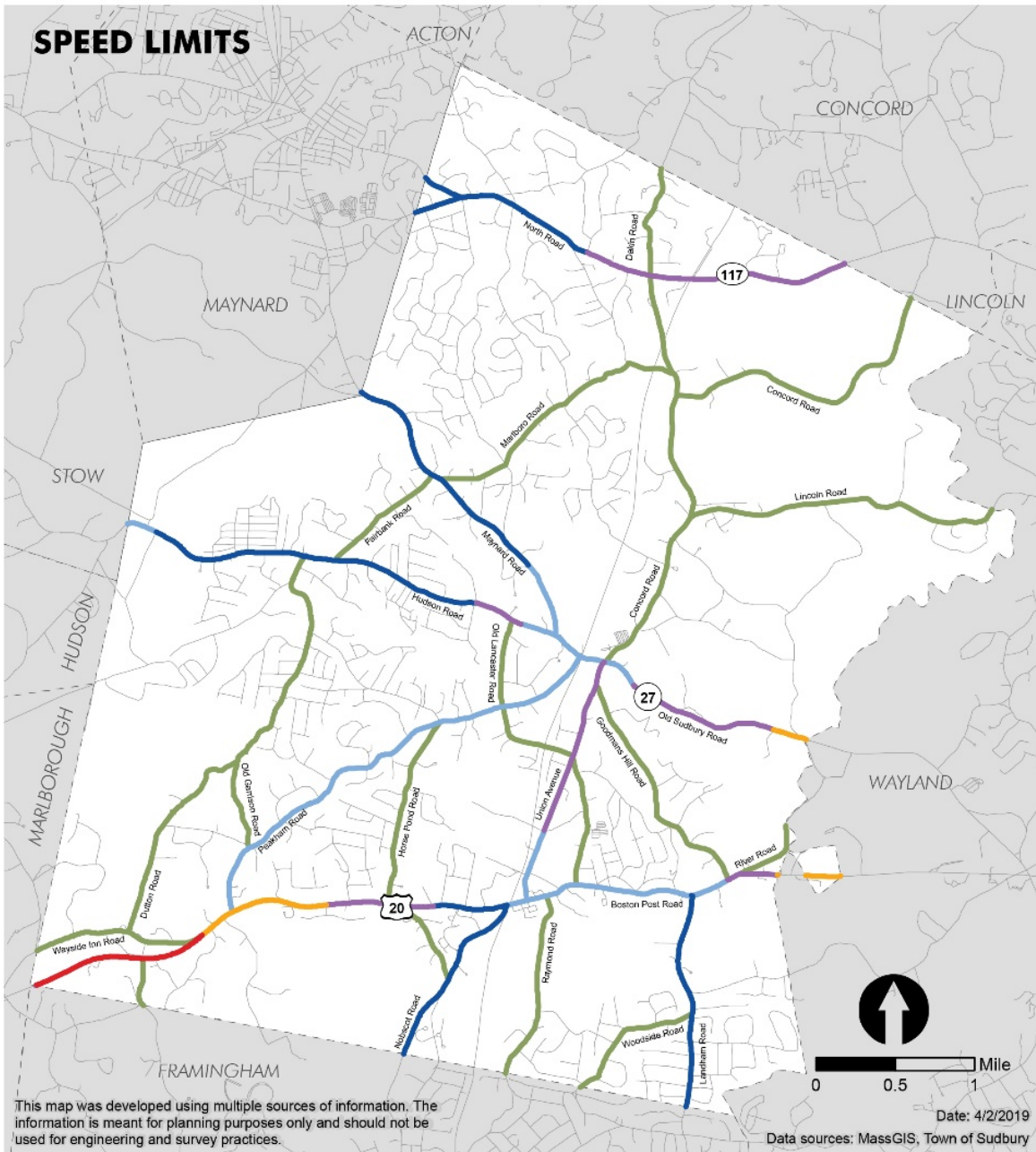
Speed Limits

Speeds limits in Sudbury vary based on roadway type and geography (Figure 4). Typical speed limits on local roads are 25 miles per hour (MPH). Boston Post Road has speed limits between 30 and 50 MPH (west of Bigelow Drive). Speed limits of 30, 35, and 40 are common on minor arterial and collector roadways. Sudbury Police confirm that speeding is not typically an issue in the Town Center, as traffic congestion helps to curb excessive speeds. Speeding does occur in the less congested, more rural areas, away from the Town Center. In a Road Safety Audit, conducted in 2015 and focused on the intersection of Boston Post Road (Route 20) and Landham Road, it was noted by the Sudbury Police Department, as well as other members of the audit team, many vehicles travel along Boston Post Road (Route 20) well in excess of the posted speed limit of 30 MPH, specifically along the eastbound approach. According to the Route 20 Corridor Study prepared by (Vanasse Hangen Brustlin, Inc.), in June 2012, the 85th percentile speed along Boston Post Road (Route 20) was 38 MPH, 8 MPH above the posted speed limit within the vicinity of Landham Road.

Traffic Operations

There are six signalized intersections in the Town of Sudbury, four of which are located on Boston Post Road, which serves the commercial areas and plazas along the state route. The other two signalized intersections are located at the intersection of Hudson Road, Concord Road, and Old Sudbury Road, and at the intersection of North Road, Pantry Road, and Dakin Road. Signal upgrades to this intersection will be required when the Quarry North residential housing development on North Road (Route 117) is constructed.

Traffic congestion, primarily experienced on Boston Post Road, is related to queues at the four intersections, as well as left turning vehicles into various business driveways. There are crosswalks located at all six signalized intersections in town. Funding is in place for the construction of a signalized intersection at Route 20 and Landham Road. This location has multiple stop signs and roadway islands that can be confusing to drivers. Additionally, this location also warrants signalization due to traffic volumes. Construction of this signalized intersection is expected to begin in late 2019 or early 2020. It should also be noted here there is no way to cross Boston Post Road on a roadway in a north or south direction without actually getting onto Boston Post Road, at least temporarily, in a east or west manner.



POSTED SPEED

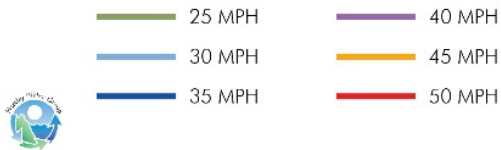


Figure 4. Posted Speed Limits on Principle and Arterial Roadways

Crash Analysis

Crash data was obtained from the MassDOT – Highway Division for the latest three available years (2014, 2015, and 2016). Crash data is derived from the Registry of Motor Vehicles (RMV) Crash Data System (CDS). The RMV Division of MassDOT obtains and compiles crash reports from local police, state police, and other police agencies. The threshold for reporting is any crash involving an injury or fatality, or damage to any one vehicle or personal property that exceeds \$1,000. Crashes not in public ways or in off-street parking lots are usually excluded from the data. Because comparing crash data by individual years may distort analysis results, three years of data were analyzed to account for anomalies caused by outside variables such as construction projects.

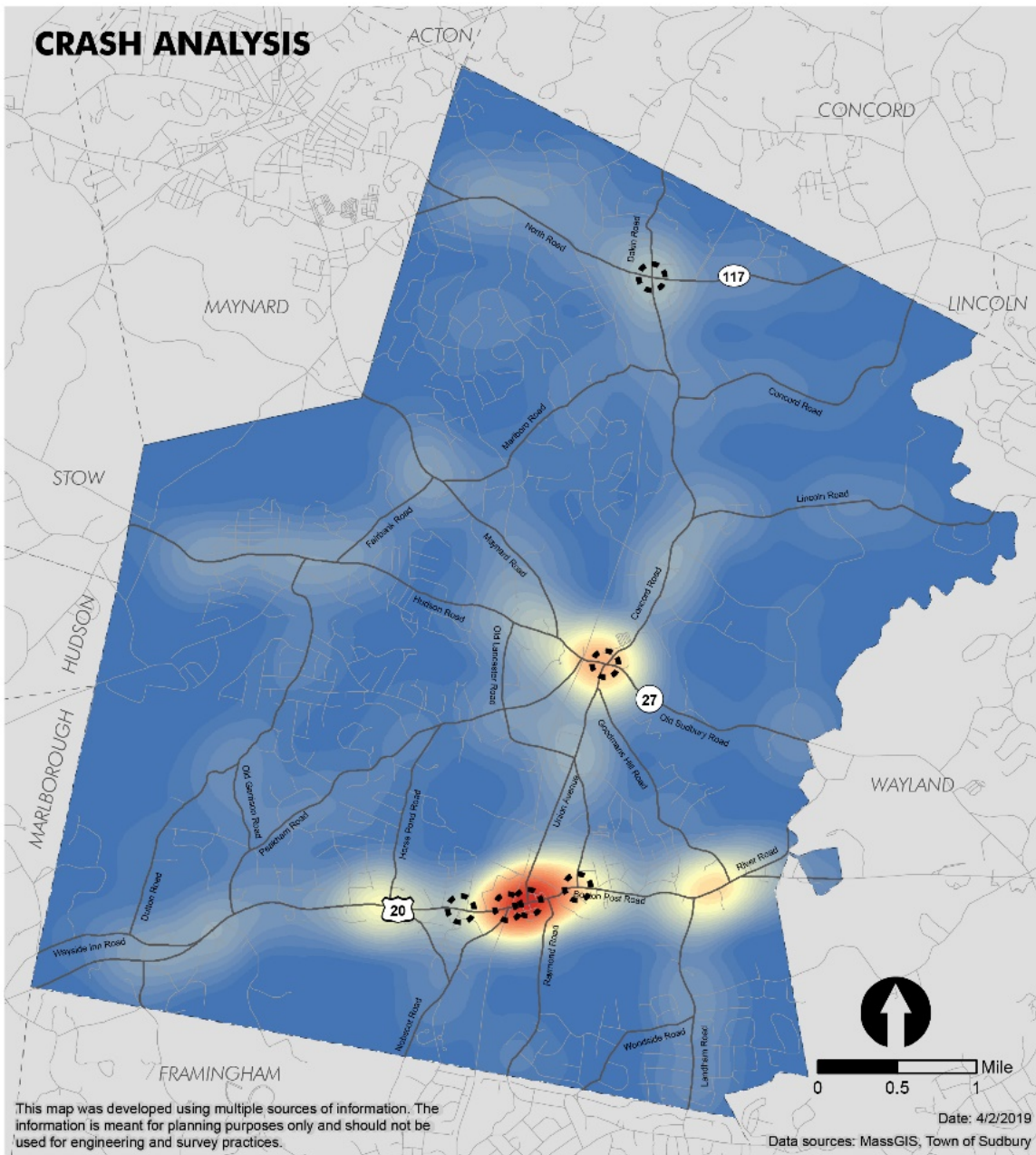
The crash data obtained from the CDS revealed that 799 crashes occurred within the Town of Sudbury over the three-year period between 2014 to 2016. Crash severity statistics are presented below:

- 1 Fatality
- 386 Property Damage Only
- 407 Non-Fatal Injury
- 5 Unknown

The greatest number of crashes are concentrated on Boston Post Road, primarily at the intersection of Boston Post Road and Union Avenue (see Figure 5). These crashes are mostly rear-end, property damage only type collisions that are typical of areas with many or frequent signalized intersections. As discussed above, this area of Boston Post Road has a concentration of four signalized intersections, many commercial driveways, and high average daily traffic volumes (between 15,000 to 20,000 per day), which contribute to elevated crash rates at this location. Union Avenue is also an arterial roadway that is the primary north-south connection between the two state highways, Route 20 and Route 27.

There are other pockets of high crash activity including the intersection of Boston Post Road and Goodman's Hill Road and the four-way intersection of Hudson, Concord, and Old Sudbury Roads. There are many commercial driveways located in close proximity to the intersection of Goodman's Hill Road and Boston Post Road, as well as curves in the roadway that may contribute to the high crash activity at this location.

The most recent available three-year crash records utilized in this report were for the years 2014, 2015, and 2016. It is important to note that in 2016, the Town of Sudbury completed roadway redesign and reconstruction at the intersection of Concord Road, Hudson Road, and Old Sudbury. Improvements to this location were aimed at increasing the safety of the intersection for all users. Without more recent crash data, it is unclear if a reduction in crashes at this location has occurred in the years since the construction project was completed.



VEHICLE CRASH ACTIVITY FOR YEARS 2014, 2015, AND 2016



Figure 5. Three-Year Vehicle Crash Activity in Sudbury (2014-2016)

Historic Crash Activity

A review of historic crash data between 1990 and 2016 reveals crash volumes have decreased by a significant amount. In 1990, there were 524 reported crashes in the Town of Sudbury and by 2016, this number had decreased to 277 crashes. This is a nearly 50% reduction in crash incidences. The decrease is consistent with neighboring towns such as Framingham, Concord, and Wayland. Marlborough was the only neighboring community to see an increase in crash numbers. See below for crash volume changes between 1990 and 2016.

Table 1. Comparison of Crash Volumes, Sudbury and Nearby Communities (1990-2016)

Community	% Change in Crash Volumes 1990 – 2016
Sudbury	- 47.1 %
Marlborough	+ 6.9 %
Maynard	- 33.2 %
Wayland	- 36.5 %
Framingham	- 47.2 %
Concord	- 44.0 %

Source: MassDOT

Commuting Patterns

Sudbury residents are heavily reliant upon the automobile to get to work. In 2017, approximately 82% of residents drove to work alone. Most current commuting destination data from 2015 indicates the most common work destinations were Boston, Waltham, Framingham, and destinations within Sudbury. Additionally, there were over 5,600 commuters into Sudbury, an overwhelming majority of which are dependent upon the automobile for travel. Nearly 7,300 Sudbury residents commuted out of town for work daily. Figure 6 shows commuting data for 2011 and 2015. In 2011 (most historic numbers available), the number of commuters into Sudbury was over 6,100, while almost 6,500 residents commuted away from Sudbury for work.

The 2015 commuter data also showed approximately 760 Sudbury residents that both lived and worked in Sudbury. This was an increase from 2011, where 714 Sudbury residents both lived and worked in the town.

Figure 6 shows where Sudbury residents are commuting for work, as well as where workers into Sudbury are commuting from. There are

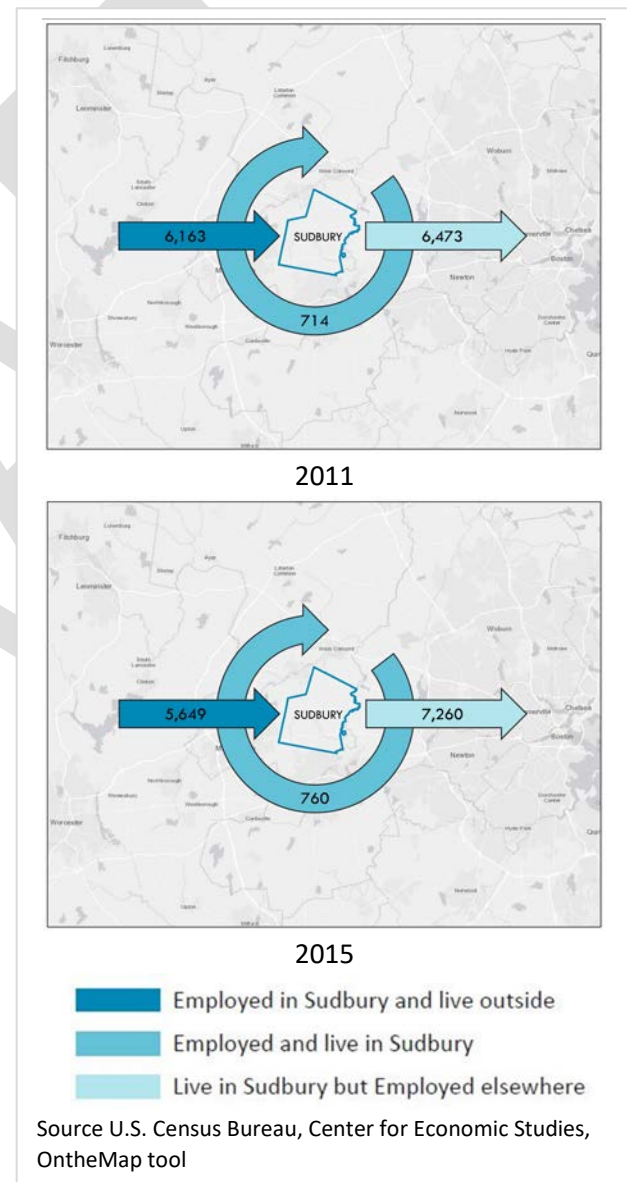
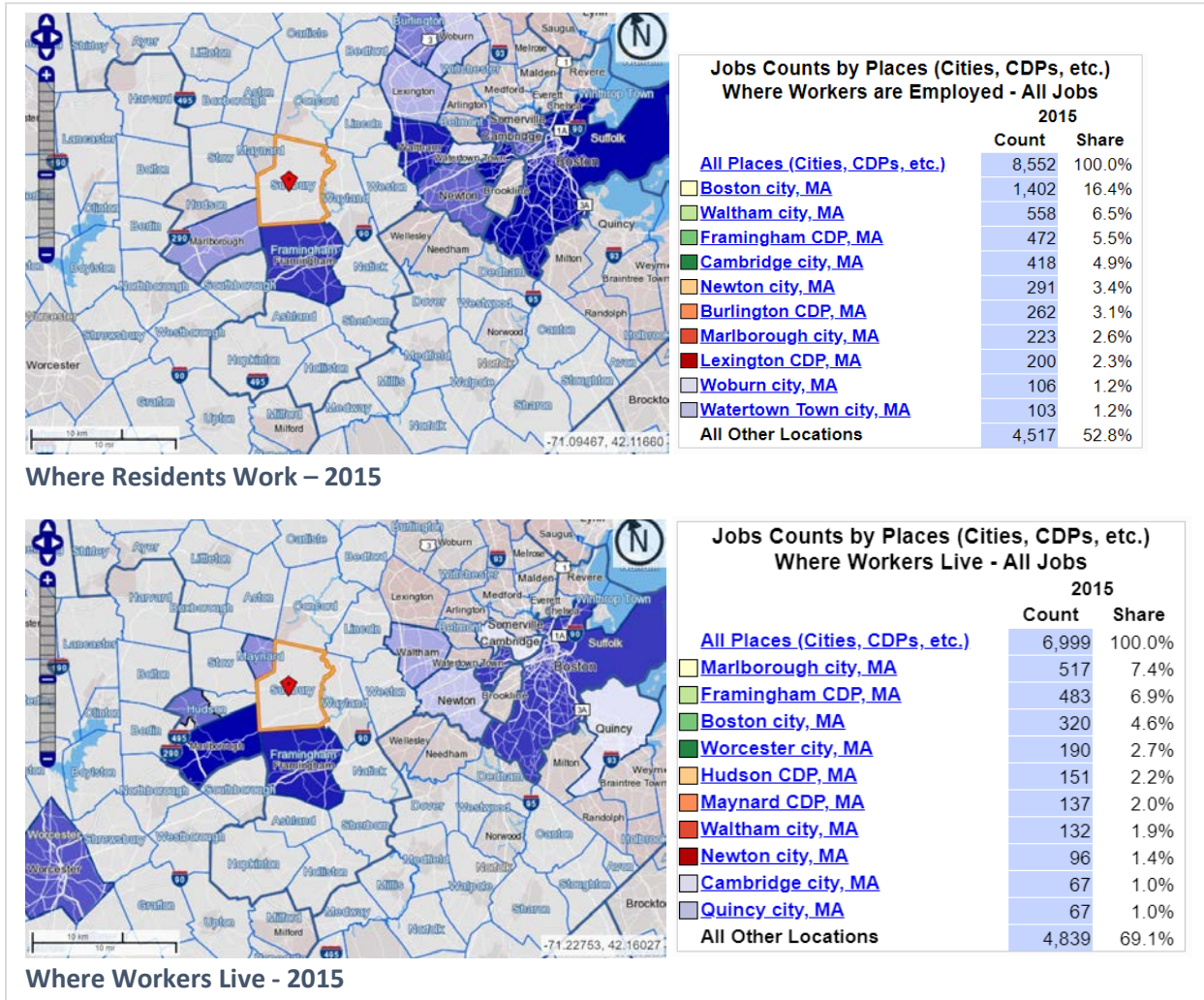


Figure 6. Commuters into and out of Sudbury (2011 and 2015)

similarities between the two maps, but some differences as well. A greater number of Sudbury residents commute to Boston and other major employment centers for work. Sudbury attracts more workers from a neighboring towns such as Marlborough and Framingham.



Source U.S. Census Bureau, Center for Economic Studies, OntheMap tool

Figure 7. Where Sudbury Residents Work and Where Workers in Sudbury Live (2015)

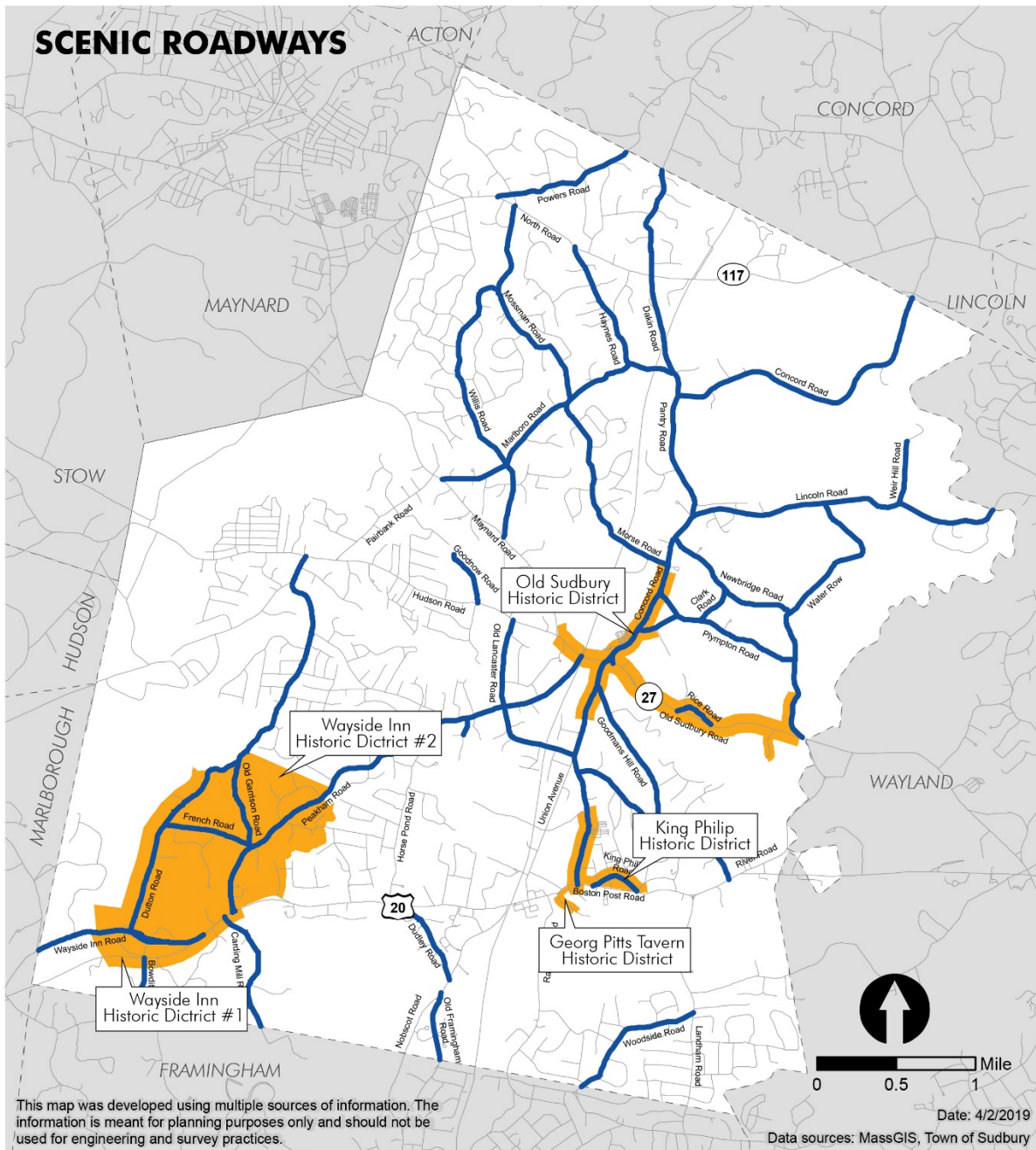
Scenic Roadways

Sudbury adopted a Scenic Roads Bylaw in 2003. The purpose of the bylaw is to protect the scenic quality and character of Sudbury's Town roads by establishing rules and regulations that govern modifications within the public right of way. The bylaw governs the cutting or removal of trees, and the tearing down or destruction of stone walls during repair, maintenance, reconstruction, paving, or other alterations of roads that hold the scenic designation.

There are 32 roads in Sudbury that have been designated with the Scenic Roadway status. These roads are rich in scenic value because of their stone walls, tree canopies, views of rivers, marshlands, mill ponds, farmlands, and historic buildings. Many of the roads in town date back to the Colonial times, some began as old Native American paths between encampments, and most of the designated roads appear on the 1830 or 1875 street maps of Sudbury. The narrow width and curved routes of these roadways are important characteristics for the town to preserve. As shown in Figure 8, Sudbury's Historic Districts are all located in areas where there are many scenic roadways.

Scenic roadways include:

- Bowditch Road
- Brimstone Lane
- Candy Hill Road
- Clark Road
- Concord Road
- Dakin Road
- Dudley Road
- Dutton Road
- French Road
- Goodman's Hill Road
- Goodnow Road
- Haynes Road
- King Philip Road
- Lincoln Road
- Marlboro Road
- Morse Road
- Mossman Road
- Newbridge Road
- Old County Road
- Old Framingham Road
- Old Garrison Road
- Old Lancaster Road
- Pantry Road
- Peakham Road
- Plympton Road
- Powers Road
- Rice Road
- Water Row
- Wayside Inn Road
- Weir Hill Road
- Willis Road
- Woodside Road



ROADWAYS

- Sudbury Scenic Roadways
- Sudbury Historic Districts



Figure 8. Scenic Roadways in Sudbury

Public Transportation

MBTA Rail

There is no direct Massachusetts Bay Transportation Authority (MBTA) commuter rail service to Sudbury. There is direct service to North Station, Boston on the Fitchburg Line at Lincoln Station, Concord Station, West Concord Station, and the Kendall Green Station in Weston. There is also service to South Station, Boston on the Framingham–Worcester Line in Framingham and Natick. There is a commuter rail station in Framingham with access to the Framingham/Worcester Line. This line runs daily between Worcester and South Station in Boston weekdays between 5:30 AM and 10:15 PM, and weekends between 7:40 AM and 11:40 PM. Parking is available at the Framingham Station and bicycles are allowed on trains. The closest MBTA subway stop is Riverside Station in Newton on the Green Line. Travelers without vehicles who wish to take the train have limited options to get to nearby rail stations such as the one located in Framingham. Rideshare services such as Uber or Lyft are often utilized.

MBTA Bus

Sudbury has limited transit services available to residents. Beginning in July 2019, fixed bus route service operated by the MBTA will begin along Boston Post Road (Route 20). This route will connect Sudbury to the neighboring towns of Marlborough and Wayland.

With an aging population, Sudbury residents face challenges associated with access to medical appointments and other services, which are increasingly vital to elderly residents. Additionally, Sudbury has needs other than senior travel service. These include disabled residents and those without access to a vehicle. Between the hours of 8:30 AM to 4:00 PM, Monday through Friday, wheelchair accessible van service is provided by the Sudbury Senior Center. This is available to seniors and residents with disabilities. The van travels anywhere throughout Sudbury but will also take patrons a mile over the border within neighboring towns. Sudbury also received a grant for a shuttle bus that operates on Tuesday and Thursdays between 4:00 PM and 7:00 PM. This shuttle is open to residents over 60 and those with disabilities. The shuttle provides service to three housing developments in Sudbury and operates along Boston Post Road (Route 20) between Marlborough and Wayland.

Cavalier Coach Corporation

The Cavalier Coach Corporation previously ran a bus on weekdays only from Northborough to Boston, one trip in each direction, but the service was canceled fifteen years ago. Cavalier Coach Corporation now operates as a private motor coach company that can be chartered for events, etc.

FISH of Sudbury

Friends In Service Helping (FISH) of Sudbury is a volunteer organization providing transportation for residents to medical appointments in the MetroWest area and Boston. FISH is available to all Sudbury residents and operates five days a week. It has approximately 75 active drivers, serving around 150 Sudbury residents. FISH typically receives 60 requests per month and is often at or over capacity. It is looking to recruit younger volunteer drivers, as many existing volunteers are aging. FISH is operated out of the Sudbury Senior Center and advertisements for the program are posted in the Senior Center Newsletter.

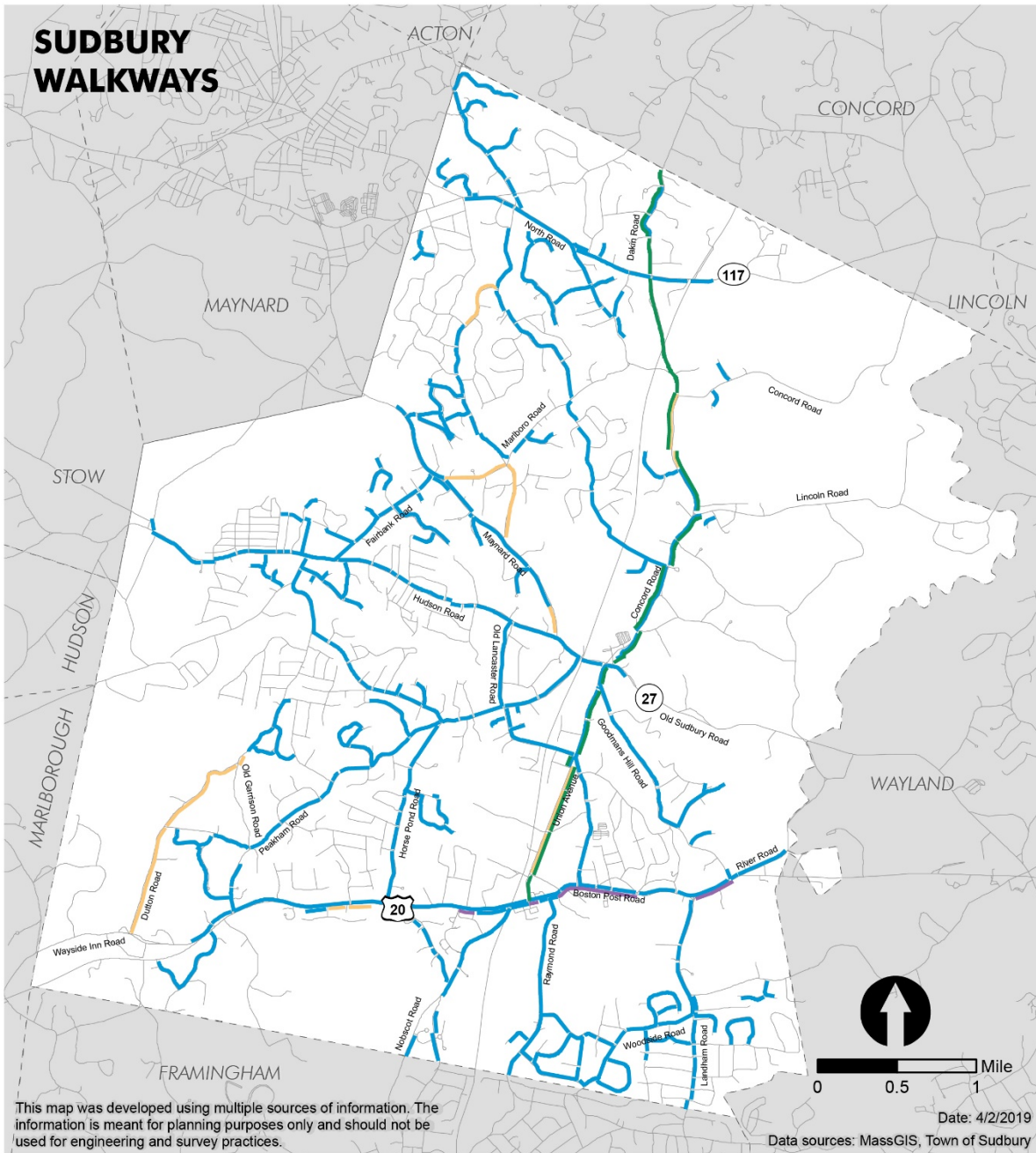
Pedestrian and Bicycle Infrastructure

Walkways

Sudbury has over 36 miles of walkways along its public roads (Figure 9). All new subdivisions require the construction of walkways within the subdivision or along the adjacent public ways leading to the subdivision. In some instances, developers may contribute to a Town walkway fund for construction of walkways in underserved areas of town. Although recent development has increased traffic on Sudbury's roads, walkway construction has not kept pace with this growth and many of the older, established neighborhoods are in need of walkways. At the same time, budgetary constraints have eliminated the annual appropriation for walkway construction and maintenance. Sudbury's Department of Public Works maintains and clears all walkways after winter storms. They also repair and replace broken sidewalks.

Despite budget constraints, Sudbury has been active in working towards expanding pedestrian infrastructure. In 2000, the Sudbury Walkway Committee identified an additional 16 miles of high priority walkways needed to improve safety. The Town has made some progress towards that objective having constructed walkways on local roads such as Maynard Road, but many other roads identified by the Committee still lack walkways. There are many gaps and "missing links" in the walkway network, particularly along Peakham Road. Walkway easement issues have made it challenging to connect some locations. Sudbury has many narrow, winding roads, many of which have trees lining the edge of pavement. This lack of space makes it difficult to manage traffic and equally challenging to accommodate bicycle or pedestrian infrastructure.

Boston Post Road (Route 20) is the main commercial corridor in Sudbury, with many shops, restaurants, and businesses. This roadway serves both regional and local traffic. Although Route 20 has many destinations that residents may wish to visit on foot, the corridor is very uncomfortable for pedestrians. Destinations are disconnected, and high speeds and congestion make it challenging for pedestrian travel.



SUDBURY'S WALKWAY NETWORK







-  Existing Walkways
 -  Walkways in Progress
 -  Walkway Interest Areas
 -  Planned Cross Town Recreation Trail
- 
- 

Figure 9. Sudbury's Walking Network

Greenways

Sudbury is located along the Bay Circuit Trail system, which will eventually create a continuous trail system in a semi-circular arc around the suburbs of Boston from the North Shore to the South Shore. The trail system is being created by members of various environmental organizations across the Commonwealth with the cooperation of local landowners. As shown in Figure 10, the proposed trail meanders through Sudbury in the southern portion of the town, crossing the Sudbury River.

Bicycle Infrastructure

Sudbury has very little bicycle infrastructure. There are no dedicated bicycle lanes on local roads in town. Cyclists are allowed to use walkways, but this has the potential to create a conflict with pedestrians. Furthermore, cyclists may be riding on walkways opposite to traffic flow, which may create unsafe conditions between drivers and cyclists. State roadways in Sudbury have bicycle detection pavement marking signals at intersections. These indicators show where cyclists should position themselves in the roadway to trigger a green light to proceed through the intersection.

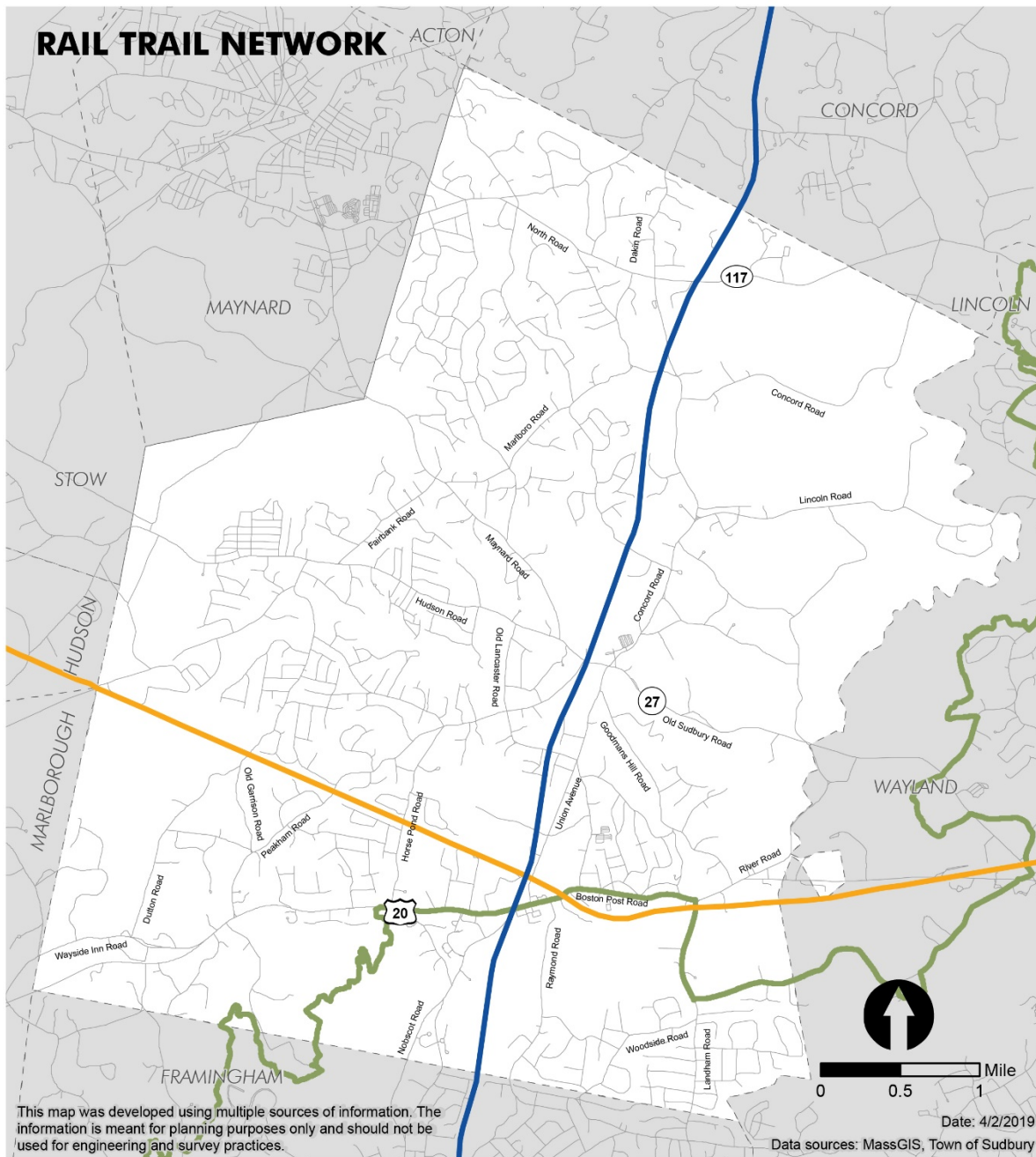
Trails

The Bruce Freeman Rail Trail (BFRT) follows the 25-mile route of the abandoned New Haven Railroad Framingham and Lowell line, and, once open in town, will be accessible to non-motorized uses such as cycling, jogging, walking, and cross-country skiing. It will run through the communities of Lowell, Chelmsford, Westford, Carlisle, Acton, Concord, Sudbury, and Framingham. Construction of the BFRT has already begun in the towns of Lowell, Chelmsford, Westford, Carlisle, Acton, and Concord. Sudbury is working towards 25% design of 4.5 miles of trail in town. Construction is expected to begin in 2022.

The BFRT will be an asset to Sudbury because it will connect many of Sudbury's cultural and historic resources, and open space parcels. It will also connect commercial areas, residential areas, and schools, and offer a robust off-road travel network throughout Sudbury. It is anticipated the Department of Public Works will need an additional two staff members to maintain the trail.

The Mass Central Rail Trail (MCRT) will also pass through Sudbury. This east-west trail will travel 104 miles between Boston and Northampton, and connect 24 communities. Currently, 47 miles of the trail are open, primarily in and around the terminuses of Boston and Northampton. Construction has not started on the Sudbury segment. The route will traverse the southern end of Sudbury, between its border with Wayland and Hudson. The MCRT will cross the BFRT near Union Avenue and Boston Post Road.

Challenges associated with the rail trails include maintenance costs and establishing safe crossings where the trails intersect with existing roadways. Signal improvements may be necessary at some intersections, particularly the intersection of Peakham Road and Hudson Road. This intersection will become signalized as part of the BFRT construction, although many believe this location has warranted a signal for quite some time.



TRAILS NETWORK

- Proposed Bruce Freeman Rail Trail
- Proposed Mass Central Rail Trail
- Bay Circuit Trail



Figure 10. Trail Network in Sudbury

Parking

Municipal parking in Sudbury is available at the Sudbury Town Hall parking lot, located between the Town Hall and the Noyes School. Parking for commercial businesses and plazas is generally off-street, surface parking that is privately owned and serves the adjacent businesses. There is no dedicated parking enforcement in Sudbury. According to the Liveable Sudbury Community Needs Assessment, completed in January of 2019, satisfaction with parking is relatively high amongst Sudbury residents, with 86% of survey respondents indicating they were satisfied or very satisfied with parking availability.

Roadway Improvements

- A road safety audit was conducted in 2015 that focused on the intersection of Boston Post Road (Route 20) and Landham Road. These roads intersect to form a three-way unsignalized intersection. Plans for converting this location to a signalized intersection are completed. MassDOT is expected to begin construction in late 2019 or early 2020.
- In 2016, the Town of Sudbury completed a roadway redesign and reconstruction at the intersection of Concord Road, Hudson Road, and Old Sudbury Road in its Town Center. Improvements to this location were aimed at increasing the safety of the intersection for automobiles, pedestrians, and bicyclists. Other objectives of the construction project included improving traffic flow through the center without increasing speeds. Doing so protects the existing scale and character of the center, and its role as a civic location.

Key Takeaways

- Traffic congestion is a growing issue in Sudbury, particularly on the state routes near the Town Center. Congestion is a result of both local and regional traffic trips.
- Crash activity is heavily concentrated around locations with signalized intersections and high traffic volumes.
- The Town of Sudbury is making strides to increase its transportation options for those who do not have access to personal vehicles. Despite the increase in shuttle and rideshare services, more route options and service hours are needed to keep up with the growing demand.
- Sudbury has a robust walkway network and improvements are being made, but gaps exist. The nature of Sudbury's roads, which are winding, narrow, and tree-lined, make it difficult to add some of the missing connections.
- The walking and biking network will be expanded in the future through the BFRT and proposed MCRT. These will be major transportation and recreation assets to the town.

Community Profile

Examining the Sudbury’s population provides us with a snapshot of where we are today and where we’ve been as residents. While demographics are continually changing, analyzing patterns over time helps us understand how Sudbury has changed and what it might look like in the future. From this understanding, we can plan for needs around housing, recreation, transportation, and other aspects of our community that impact quality of life.

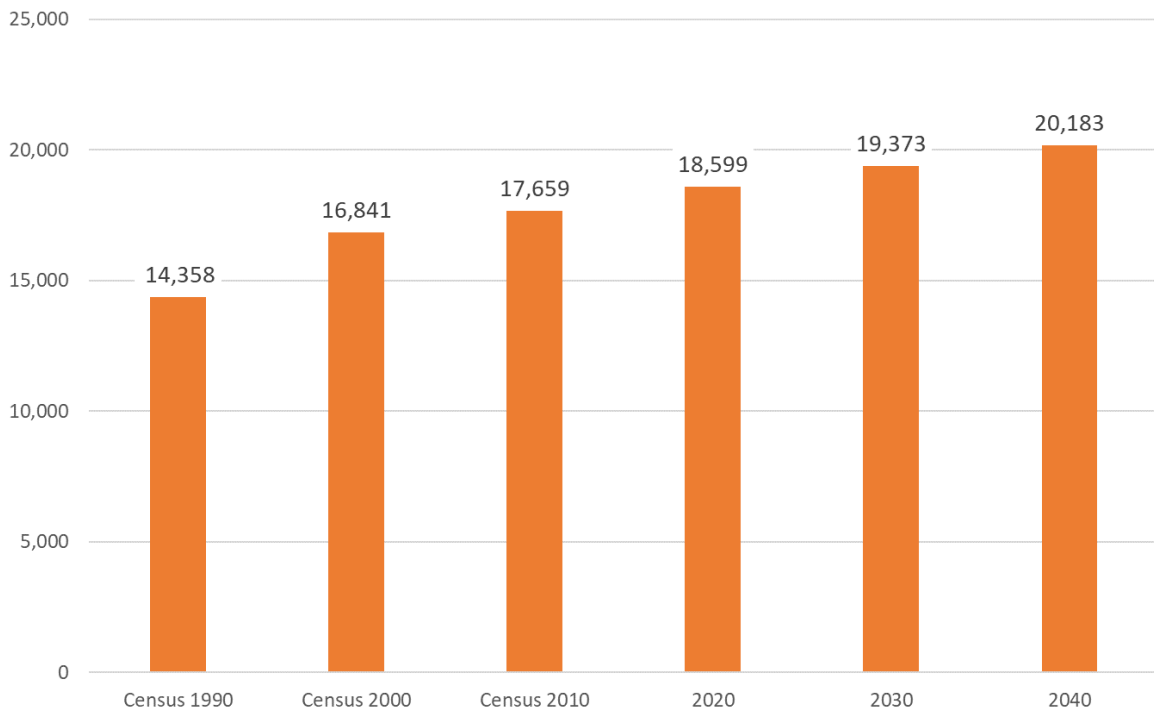
Unless otherwise noted, data presented are from the U.S. Census Bureau’s Decennial Census from 1990 to 2010 and American Community Survey (ACS) Five-Year Estimates published in 2017 (estimates for the years 2013 to 2017).¹ The Decennial Census is conducted once every 10 years to provide an official count of the entire U.S. population and housing to Congress. The ACS is conducted every year to provide up-to-date information about the social and economic needs of communities. The ACS collects data from a sample of the population rather than from the whole population. Data are published as one-, three-, or five-year estimates depending on the size of the state, county, or place.

¹ <https://www.census.gov/programs-surveys/acs/about.html>

Total Population

Sudbury experienced dramatic growth between 1990 and 2000 when the population increased 17% from 14,358 to 16,841. It slowed to 5% in the next decade, and in 2017, the population was estimated to be 18,697, another increase of 6%.

Recent population projections developed by the University of Massachusetts Donahue Institute (UMDI) and the Metropolitan Area Planning Council (MAPC) for the Massachusetts Department of Transportation (MassDOT)² forecast a consistent growth rate for Sudbury through 2040 (Figure 1).

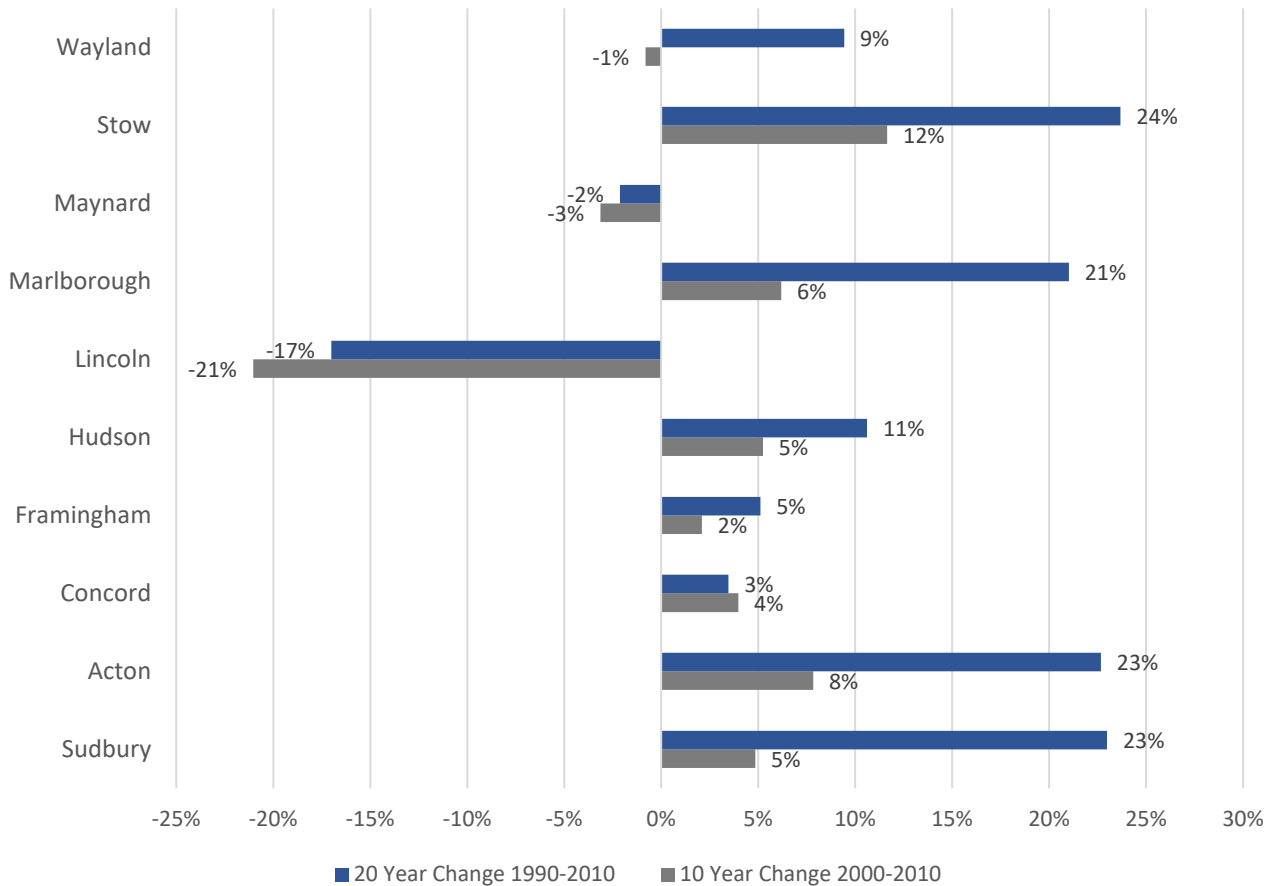


Source: Data for Socio-Economic Projections for 2020 Regional Transportation Plans, prepared by UMDI and MAPC for MassDOT, 2018

Figure 1. Population Projections for Sudbury to 2040

Changes in population for other communities in the region varied between 1990 and 2000. Like Sudbury, neighboring towns of Acton, Marlborough, and Stow all experienced growth of more than 20% during this time (Figure 2). Concord, Framingham, Hudson, and Wayland saw a small percentage change, and Lincoln and Maynard experienced population loss.

² Socio-Economic Projections for 2020 Regional Transportation Plans available at <https://www.mass.gov/lists/socio-economic-projections-for-2020-regional-transportation-plans>



Source: US Census 1990, 2000, and 2010

Figure 2: Regional Comparison, Population Change (1990-2010)

Age

Equally important as overall population growth is the change of a population within different age groups. People at various points in their lives have different preferences and needs for housing, parks, public health services, transportation, and employment. Understanding how age groups are shifting can help to predict these needs into the future.

Like so many other communities across the U.S., Sudbury has an aging population. The median age of residents rose significantly from 39 years in 2000 to 44 in 2017. This is comparable to most of Sudbury’s neighbors, with the exception of Framingham, which maintains a median age under 40 years (Table 1).

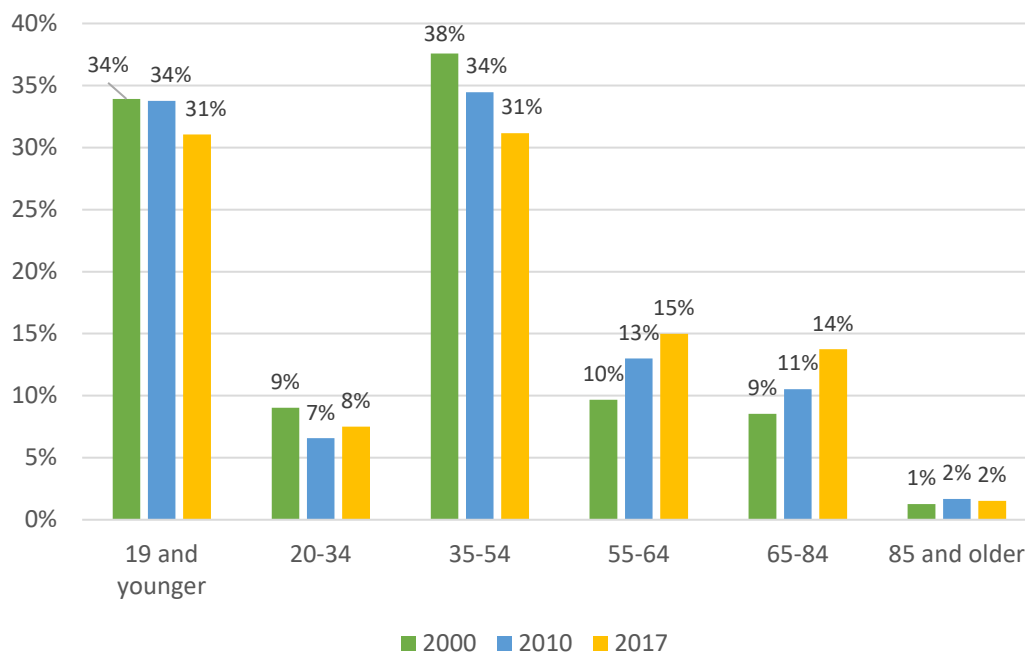
Table 1: Median Age Regional Comparison (2000-2017)

	2000	2010	2017	Change in years
Sudbury	39	43	44	5
Acton	38	42	44	6
Concord	42	47	47	5
Framingham	36	38	38	2

	2000	2010	2017	Change in years
Hudson	37	41	44	7
Lincoln	35	43	41	6
Marlborough	36	39	40	4
Maynard	38	44	44	6
Stow	39	44	44	5
Wayland	41	45	44	3
Middlesex County	36	39	39	3
Massachusetts	37	39	39	2

Source: US Census 2000 and 2010, 2013-2017 ACS 5-Year Estimates

The increase in median age is a result of a growing population that is 55 years and older. Since 2000, Sudbury’s younger residents (under 19 years) and those between the ages of 34 and 55 years have always represented the largest portions of the Town’s population, each about one third (Figure 3). However, as shown in Table 2, from 2000 to 2017, there were slight shifts, where the younger group saw little growth (2%) and residents between 35 and 54 years decreased (-8%). While still a smaller portion of the Town’s total population, around 15%, the percentage of older residents has increased. As shown in Table 2, residents between the ages of 65 and 84 experienced the most growth of all age groups from 2000 to 2017 with an increase of 78%, with those 55 to 64 years not far behind with 72%. Residents 85 years and older grew by one third.



Source: US Census 2000 and 2010, 2013-2017 ACS 5-Year Estimates

Figure 3. Distribution of Age Groups in the Population (2000-2017)

Table 2. Sudbury Population by Age (2000 to 2017)

	2000	2010	2017	Actual Change 2000-2017	Percentage Change 2000-2017
19 years and younger	5,712	5,961	5,808	96	2%
20-34 years	1,521	1,160	1,405	-116	-8%
35-54 years	6,327	6,087	5,827	-500	-8%
55-64 years	1,628	2,296	2,804	1,176	72%
65-84 years	1,439	1,860	2,569	1,130	79%
85 years and older	214	295	284	70	33%
TOTAL	16,841	17,659	18,697	1,856	11%

Source: US Census 2000 and 2010, 2017 ACS 5-Year Estimates (2013-2017)

These trends indicate that the town’s older population will continue to grow. UMDI’s 2015 population projections by age showed that residents 65 to 84 years could double, and those 85 years and older could quadruple (Table 3. Projected Growth of Population Ages 65 and older in Sudbury, 2020 and 2030). These figures would raise the proportion of older residents to rival other age groups and increase the need for senior services. When counting individuals (as opposed to percentages) the largest increase by far between 200 and 2017 is with Asian residents. The census estimates this population grew by over 1,200 individuals during that time.

Table 3. Projected Growth of Population Ages 65 and older in Sudbury, 2020 and 2030

Age	2010	2020 (projected)	2030 (projected)	Change 2010-2030	% Change 2010-2030
65-84 years	1,860	2,761	3,707	1,847	99%
85 years and older	295	594	835	540	183%

Source: UMDI, *Long-term Population Projections for Massachusetts Regions and Municipalities*, 2015

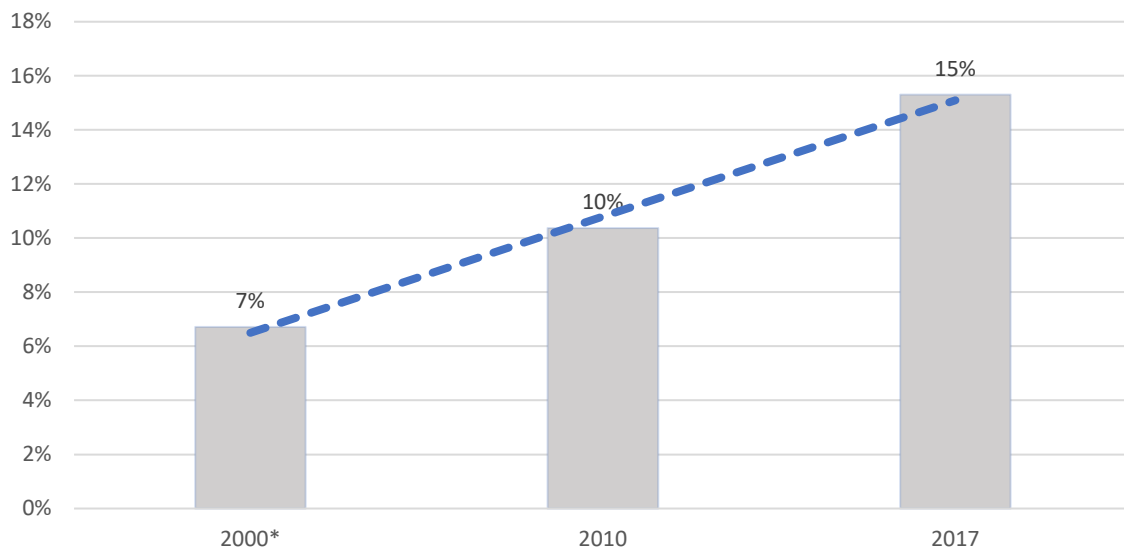
Race & Ethnicity

In 2017, the two largest racial groups in Sudbury were white at 86% and Asian at 10%. While the Town of Sudbury is predominately a white community (Table 4), the population of non-white residents has been growing at a faster percentage rate (Figure 4). Statistically the largest growing groups from 2000 to 2017 are American Indian and Alaska Native at 240%; however, these small numbers can be within the margin of error for the 2017 estimates. The number of residents identifying themselves as some Other Race and Asian increased by 215% and 200%, respectively.

Table 4: Race and Ethnicity of Sudbury Residents (2000-2017)

Race/Ethnicity	2000	% of Total Popn	2010	% of Total Popn	2017	% of Total Popn	% Change 2000-2017
One race	16,679	99%	17,343	98%	18,271	98%	10%
White	15,870	94%	16,036	91%	16,105	86%	1%
Black or African American	134	1%	149	1%	147	1%	10%
American Indian and Alaska Native	5	0%	9	0%	17	0%	240%
Asian	626	4%	1,041	6%	1,879	10%	200%
Native Hawaiian and other Pacific Islander	5	0%	9	0%	0	0%	-100%
Some other race	39	0%	99	1%	123	1%	215%
Two or more races	162	1%	316	2%	426	2%	163%
Hispanic or Latino (of any race)	208	1%	350	2%	336	2%	62%

Source: MAPC, US Census 2000 and 2010, 2013-2017 ACS 5-Year Estimates

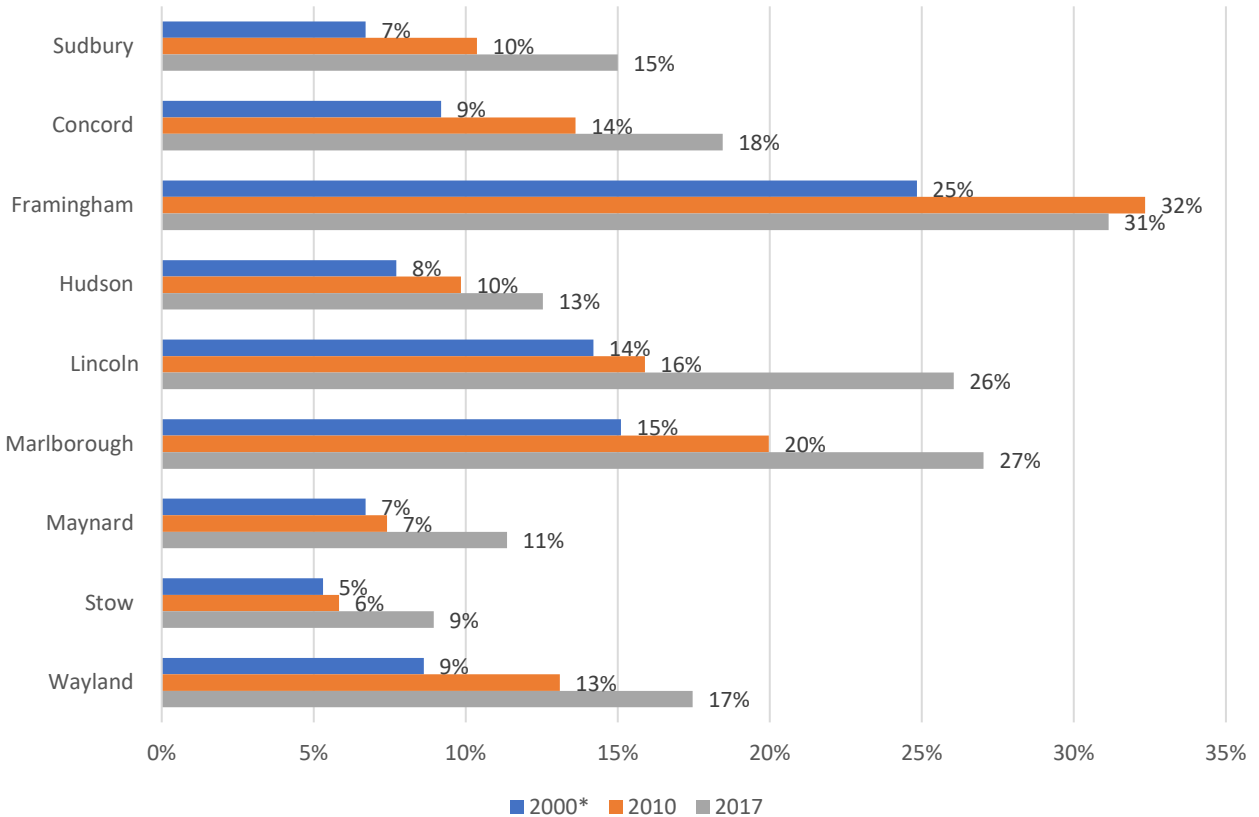


Source: US Census 2000, 2010, and 2013-2017 ACS 5-Year Estimates

*The difference of total population Not Hispanic or Latino and Not Hispanic or Latino White alone

Figure 4: Percentage of Non-White Alone, Two or More Races, or Hispanic or Latino in Sudbury (2000-2017)

Figure 5 shows the increase in minority residents between 2000 and 2017 in Sudbury and surrounding communities. Comparing Sudbury’s racial composition to its neighboring communities, the Town is less diverse than Concord and Wayland, and about the same as Hudson.



Source: US Census 2000, 2010, and 2013-2017 ACS 5-Year Estimates

*The difference of total population Not Hispanic or Latino and Not Hispanic or Latino White alone

Figure 5: Comparison Non-White Alone and Hispanic or Latino (2000-2017)

Education

Sudbury is a well-educated community. In 2017, nearly 80% of the population age 25 years and older was estimated to have a bachelor’s degree or higher (Table 5). Over the same period of time, those with a graduate or professional degree increased 10% (from 32% to 42%). The percentage of people with only a high school diploma stayed the same. Compared to its neighbors, Sudbury residents were only second to Wayland (83%) for with a percentage of higher education degrees (Table 6).

Table 5: Educational Attainment of Residents (Aged 25 Years and Older) in Sudbury (2000-2017)

	2000	2010	2017	Change 2000-2017
Less than 9th grade	8%	1%	1%	-8%
9th to 12th grade, no diploma	3%	2%	0%	-3%
High school graduate (includes equivalency)	9%	8%	9%	0%
Some college, no degree	10%	10%	8%	-2%
Associate degree	6%	4%	3%	-2%
Bachelor’s degree	34%	35%	36%	2%
Graduate or professional degree	32%	39%	42%	10%

Source: US Census 2000, 2006-2010 ACS 5-Year Estimates, and 2013-2017 ACS 5-Year Estimates

Table 6: Regional Educational Attainment (2017)

	Less than 9th grade	9th to 12th grade, no diploma	High school graduate (includes equivalency)	Some college, no degree	Associate degree	Bachelor's degree	Graduate or higher
Sudbury	1%	0%	9%	8%	3%	36%	42%
Acton	2%	1%	7%	9%	5%	33%	44%
Concord	2%	3%	13%	7%	4%	29%	42%
Framingham	6%	5%	24%	14%	5%	27%	20%
Hudson	6%	3%	26%	15%	10%	25%	15%
Lincoln	1%	0%	5%	12%	6%	29%	47%
Marlborough	5%	4%	29%	15%	8%	23%	16%
Maynard	1%	2%	23%	16%	7%	25%	25%
Stow	0%	0%	13%	10%	8%	35%	34%
Wayland	1%	1%	6%	7%	3%	36%	47%
Middlesex County	4%	5%	20%	13%	6%	27%	27%
Massachusetts	5%	5%	25%	16%	8%	23%	19%

Source: US Census 2013-2017 ACS 5-Year Estimates

Household Income

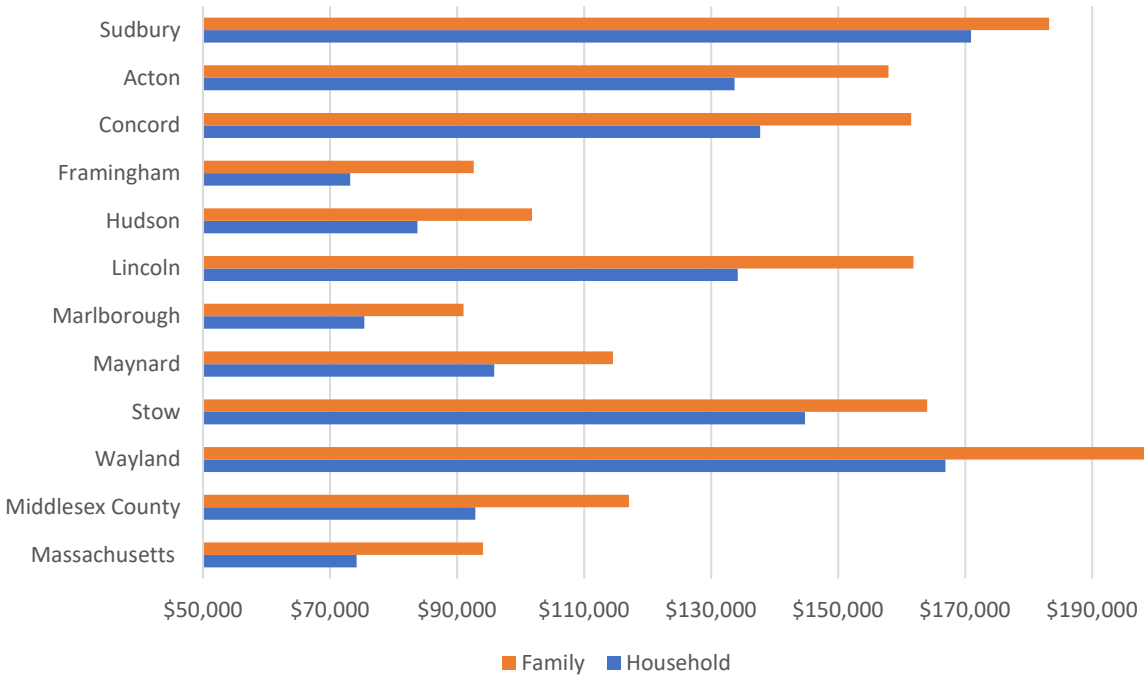
Between 2000 and 2017 the median household income in Sudbury increased by an estimated 44%; however, when adjusted using the Consumer Price Index to show 2017 dollars, the rise in income decreased a household's buying power for goods and services by 2% (Table 6). Incomes in Sudbury have decreased similarly to the Commonwealth, whereas Middlesex County as a whole saw a 3% increase. Compared to its neighbors, in 2017, median household and family incomes were only lower than Wayland (Figure 6).

Table 7: Change in Median Household Income (2000-2017)

	2000 (1999 dollars)	2000 (2017 dollars*)	2017	% Change 2000-2017 (2017 dollars*)
Sudbury	\$118,579	\$175,262	\$170,945	-2%
Middlesex Co	\$60,821	\$89,895	\$92,878	3%
Massachusetts	\$50,502	\$74,643	\$74,167	-1%

* Based on US Bureau of Labor Statistics Consumer Price Index (CPI) inflation calculator

Source: US Census 2000, 2006-2010 ACS 5-Year Estimates, and 2013-2017 ACS 5-Year Estimates



Source: US Census 2000, 2006-2010 ACS 5-Year Estimates, and 2013-2017 ACS 5-Year Estimates

Figure 6: Median Household and Family Incomes of Sudbury and Its Neighbors (2017)

Household Characteristics

The household composition in Sudbury has not drastically changed in the last 20 years; however, what has changed, shown in Table 8, is the percent of family households with their own children under 18 years. This household composition decreased slightly from 51% in 2010 to 46% in 2017. Another notable change was the percentage of households with individuals living alone that were 65 years and older, which increased from 6% in 2000 to 8% in 2017.

Table 8: Household Composition in Sudbury (2000-2017)

	2000	2010	2017
Total households	5,504	5,771	6,226
Family households (families)	86%	86%	87%
With own children under 18 years	51%	50%	46%
Married-couple family	79%	77%	80%
Nonfamily households	14%	14%	13%
Householder living alone	11%	12%	11%
Householder 65 years and over	6%	7%	8%
Average household size	3.0	3.0	3.0
Average family size	3.3	3.3	3.2

Source: US Census 2000, 2010, and 2013-2017 ACS 5-Year Estimates

Summary of Key Findings

- While school age children under the age of 19 and adults between the ages of 35 and 54 remain the largest portions of the Town's population, their growth was relatively flat over the past two decades.
- The number of households with children also decreased.
- Population growth was primarily from residents 65 years and older. An increase in this age group is also reflected in an increase in the number of older residents living alone.
- This trend is seen not only in Sudbury, but also the region and throughout the Commonwealth's suburban and rural communities.
- People of color remain a relatively small portion of the Town's population, but the number has more than doubled in the past 20 years.
- Residents with more advanced education degrees increased.
- While household incomes are increasing, so is the cost of living and the buying power of residents has remained flat over the past 20 years.

Sudbury Master Plan Update

Public Participation Plan - DRAFT

I. Steering Committee

The group email address for the Steering Committee and staff is masterplan@sudbury.ma.us. Below is a list of current Steering Committee members for the Sudbury Master Plan Update.

Steering Committee Members

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

II. Messaging

A. *Key Messages*

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

Elevator Speech

- **The Master Plan is a blueprint to reach our vision for Sudbury.** As the Town approaches its 400th year in 2039, the outer edge of this Master Plan timeline, this is an opportunity to reflect on where we've been, where we are, and where we want to go in the future.
- **This is your chance.** The Master Plan is a document written by the community and expresses what makes Sudbury a unique and special place to live and work. Every voice needs to be heard to understand what the community values.

- **The Master Plan isn't just a plan, it's an important tool based on community values.** Local decision makers use it to guide public and private investments that can impact development and redevelopment initiatives. It is used to protect important historic and natural resources and foster economic prosperity based on sustainability principles.

B. Frequently Asked Questions

The FAQ is an outreach tool to help educate the public about the Master Plan and the update process. FAQs are available on the project website (see below) and has a handout.

C. Key Project Information

- Key Contacts:
Adam Duchesneau, Director Planning and Community Development, Town of Sudbury, DuchesnearuA@sudbury.ma.us, 978-639-3398

Beth Suedmeyer, Environmental Planner, Town of Sudbury, SuedmeyerB@sudbury.ma.us, 978-639-3387
- Timeline: January 2019 to March 2020 (15 months)

III. Project Website

The Master Plan Steering Committee page of the Town's website will serve as the project page as well: <https://sudbury.ma.us/masterplan/>. Steering Committee meeting agendas, minutes, and materials are posted. It will also include events, outreach efforts and communications, and draft project materials. It will be maintained by Horsley Witten Group (HW). Regular updates will be coordinated with the Town.

Website Blog

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

IV. Media Outreach

A. Local Media

For local coverage of project events:

Sudbury Town Crier (<http://sudbury.wickedlocal.com/>)

Contact: Zane Razzag, zrazzag@wickedlocal.com; sudbury@wickedlocal.com, Phone Number (508) 626-3800

Sudbury Patch (<https://patch.com/massachusetts/sudbury>)

Contact: samantha.mercado@patch.com

MetroWest Daily News (<https://www.metrowestdailynews.com/>)
 Contact: Zane Razzaq, zrazzaq@wickedlocal.com; Phone Number (508) 471-8921 or Main Number (508) 626-3800

B. Op-Ed and Letters to the Editor

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

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

- Areas of expertise, series
- Committee members as representation of their respective boards

Publication	Topic	Responsible SC Member	Date
Sudbury Town Crier	Launch of the master plan update process	Steven Gavin/Planning Board	May
Sudbury Town Crier	Where we've been	Jan/Sally from Historical Society	June
Sudbury Town Crier	400 th anniversary – bridge to the future	Dan Carty?	July
Sudbury Town Crier	Sustainability – what does that mean		August

V. Promoting Public Events and Project

A. Targeted Community Groups and Organizations

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

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

Group/Organization	Contact	Responsible SC Member	Email List	Online Calendar	Newsletter (paper or electronic)	Social Media
SPS School	Brad Cozier	HW	X			
Goodnow Library	Esme Green	HW/Town			X	

B. Methods

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

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

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

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

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

Social Media: Postings on the Town’s Facebook page and Twitter account. A list of posts can be prepared ahead of time for continuous and consistent messaging. Engagement in private accounts and pages would not be encouraged.

Tv/Cable: Sudbury TV at <https://www.sudburytv.org/>
Lynn Puorro, Executive Director, Phone Number (978) 443-9507, email: lynn@sudburytv.org

VI. Public Input Opportunities

A. Formal Public Engagement

Formal public engagement refers to events specifically organized as part of the update process.

1. Public Forums

#1: May 22, 2019

Forum Objectives:

- To introduce the master plan, its purpose, and the update process
- To understand what the community values in Sudbury and its vision for future
- To identify and prioritize issues, needs, topics, etc. for consideration moving forward
- To offer an environment that encourages an open and creative exchange of ideas among participants

Small group discussions:

- Q1: Provide examples of Sudbury’s assets, something important to the community. Are they at risk? If so, how or why?
- Q2: What is the biggest change (good and not so good) you’ve seen in Sudbury in the last 10 years? How is this change impacting the community?
- Q3: What is Sudbury’s biggest challenge in the next 10 to 20 years?
 - What are strategies to meet this challenge in the future?

#2: Anticipated Fall 2019

To be determined.

2. Stakeholder Topic Meetings

The purpose of these meetings will be to confirm existing conditions and trends and discuss future needs and potential strategies to meet those needs. They will begin in September 2019.

B. Meetings in a Box

Steering Committee members will be the liaison for their respective board, committee, or commission. A Steering Committee Meeting in a Box (MIAB) will give members a script to present and ask questions (no more than 3) to consider at their next meeting or individually. Worksheets will be provided. Responses will be collected at a later date or sent to the town/consultant. Requires 10 to 15 minutes to do introduction and give instructions for answering questions. Questions will be rotated based on where we are in the update process and feedback needed.

Round 1 Questions – April - June

Question 1 – What are the current needs of Sudbury residents or businesses that are not being met? How are needs going to change (or not) in the future?

Question 2 – What are initiatives (public or private) or local policies in place addressing these needs? What’s working well and what could be improved?

Question 3 – What are new strategies or projects the town should consider to address these needs?

Steering Committee MIAB Input Received

Agency/Organization	Committee member	Round of Questions	Date Received

Boards, committees, and commissions that are not represented on the Master Plan Steering Committee or other community groups will receive an email from the Planning and Community Development Department with the same questions provided in the Steering Committee MIAB. Steering Committee members can also send these materials/questions to other community groups they are involved with.

Other Boards, Committees, and Commissions Input Received

Agency/Organization	Contact	Round of Questions	Date Received Responses
First Parish	Jan Hardenbergh	1	
Historical Society	Jan Hardenbergh	1	
Sudbury Housing Trust	Janie Dretler	1	
League of Women Voters of Sudbury	Janie Dretler	1	
Sudbury Villagers Club	Janie Dretler	1	

C. Informal Public Engagement

Informal public engagement refers to input strategies that happen outside of organized events with staff.

1. Assets and Future Challenges Survey – May 24 to June 24, 2019

An online survey was deployed following the first public forum, asking the same small group discussion questions.

D. Other Events

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

Event	Date	Contact	Responsible SC Member