

# SUDBURY MASTER PLAN

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## APPENDIX A ACTION PLAN MATRIX

# ACTION PLAN MATRIX

The *Action Plan Matrix* lists the action items presented in *The Master Plan*. This schedule identifies the anticipated timeframe for completing each action: Short-Term (completed within 5 years), Mid-Term (completed in 5 to 10 years), and Long-Term (completed in 10 to 20 years). Actions can also be ongoing, meaning they continue through the duration of the planning horizon.

Implementation of this schedule requires the coordination of multiple Town departments as well as boards, commissions, and committees. This schedule identifies an Advocate for each action item. The Advocate will ensure that decision makers recognize the action’s importance to the larger vision of Sudbury and champion its progress. The Advocate will be supported by other municipal entities in the action item’s progress towards completion. In some cases, an action may be led by an existing entity or new special committee once the Advocate has secured its path forward.

## ROUTE 20 CORRIDOR

The Master Plan provides background and context for these action items in the Route 20 Corridor chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will work to develop a strong vision for the Route 20 Corridor and remove barriers to achieving that vision.</b>		
<b>A.1</b> Complete a Comprehensive Wastewater Management Study that includes recommendations. <i>Critical Path Action Item and High Impact Project</i>	Dept. of Public Works	Short-Term (within 5 years)
<b>A.2</b> Fund and commission wastewater solution(s) for the Route 20 Corridor identified in the Comprehensive Wastewater Management Study (See above Action A.1).	Dept. of Public Works	Short-Term (within 5 years)
<b>A.3</b> Fund and commission a Visioning Study for the Route 20 Corridor that will provide detailed buildout visualizations of future development scenarios. Identify preferred elements from each scenario. <i>Critical Path Action Item</i>	Planning & Community Development	Short-Term (within 5 years)
<b>A.4</b> Develop and adopt zoning for target areas on the Route 20 Corridor that will allow developers to build environmentally sustainable, accessible, and attractive projects.	Planning & Community Development	Mid-Term (5 - 10 years)
<b>A.5</b> Revisit the Water Resource Protection Overlay District to determine whether this zoning tool is still functioning as intended. Revise the Zoning Bylaw as appropriate.	Planning & Community Development	Mid-Term (5 - 10 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>A.6</b> Ensure housing proposed within the Route 20 Corridor, either as standalone developments or part of a mix-used project, follow policies outlined in <b>Housing</b>.</p>	<p>Planning &amp; Community Development</p>	<p>Ongoing</p>
<p><b>A.7</b> Continue to identify transportation improvement opportunities (policies, amenities, or new infrastructure) that connect Route 20 to other areas of Sudbury by means other than a car, such the proposed rail trails, walkway improvements, or shuttle services for commuters, seniors, and youth (See <b>Transportation and Connectivity</b> Policy B).</p>	<p>Planning &amp; Community Development</p>	<p>Ongoing</p>
<p><b>A.8</b> Use streetscape improvements to create a positive walking experience in the Route 20 Corridor, including sidewalk connections, banners, street trees, and burying utilities (See <b>Transportation and Connectivity</b> Policy B).</p>	<p>Planning &amp; Community Development</p>	<p>Ongoing</p>
<p><b>B.</b> Identify ways to reduce congestion along Route 20 in order to connect the corridor with other key nodes in the community.</p>		
<p><b>B.1</b> Provide incentives for private commercial property owners on the Route 20 Corridor to incorporate site elements conducive to transit ridership. These could include interior circulation routes for shuttles and some dedicated parking spaces for shuttle riders.</p>	<p>Planning &amp; Community Development</p>	<p>Short-Term (within 5 years)</p>
<p><b>B.2</b> Evaluate the potential for using a new “back road,” “access road,” or other connectivity strategies to keep automobiles from re-entering the Route 20 Corridor unnecessary.</p>	<p>Planning &amp; Community Development</p>	<p>Mid-Term (5 - 10 years)</p>
<p><b>B.3</b> Use incentives or requirements for new development along the Route 20 Corridor that connect Route 20 to future rail trails in Sudbury in a way that enhances local and regional access. This may include leveraging public and private investments for new infrastructure.</p>	<p>Planning &amp; Community Development</p>	<p>Ongoing</p>
<p><b>B.4</b> Revisit the Route 20 commuter shuttle and other regional transit programs to determine if it is meeting commuter needs.</p>	<p>Transportation Committee</p>	<p>Ongoing</p>
<p><b>B.5</b> Work with neighboring communities to manage and coordinate future development along Route 20 to minimize the impact of traffic on mobility.</p>	<p>Planning &amp; Community Development</p>	<p>Mid-Term (5 - 10 years)</p>

# ECONOMIC DEVELOPMENT

The Master Plan provides background and context for these action items in the Economic Development chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will develop capacity to support economic development efforts, including taking an active approach to business attraction, retention, and expansion.</b>		
<b>A.1</b> Hire an economic development planner tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building. The economic development planner, through the Planning and Community Development Department, will lead the remaining actions under this goal.	Town Manager	Short-Term (within 5 years)
<b>A.2</b> Develop a comprehensive economic development strategy for the town.	Planning & Community Development	Short-Term (within 5 years)
<b>A.3</b> Develop incentives to attract the types of businesses that Sudbury residents currently leave town to patronize, particularly food service, entertainment, private recreation, and recreation-oriented retail.	Planning & Community Development	Short-Term (within 5 years)
<b>A.4</b> Survey existing businesses to understand issues and promote retention.	Planning & Community Development	Short-Term (within 5 years)
<b>A.5</b> Partner with private property owners, businesses, and other economic development stakeholders to develop modern flexible office and meeting space that supports existing and new professionals within the Town who may currently work from home.	Planning & Community Development	Mid-Term (5-10 years)
<b>A.6</b> Partner with private property owners, businesses, and other economic development stakeholders to develop a small-scale entrepreneurial/maker space to support light manufacturing/assembly businesses.	Planning & Community Development	Mid-Term (5-10 years)
<b>A.7</b> Work with local commercial real estate agents to assist existing businesses seeking to expand by helping locate appropriate space in Town.	Planning & Community Development	Ongoing
<b>A.8</b> Strengthen relationships with economic development stakeholders, such as the Sudbury Chamber of Commerce, to assist with capacity building for economic development efforts.	Planning & Community Development	Ongoing
<b>B. Sudbury will work with property owners and other stakeholders to ready sites for development or redevelopment.</b>		
<b>B.1</b> Work with local commercial real estate agents to promote sites in Sudbury for commercial development, especially redevelopment sites along the Route 20 corridor.	Planning & Community Development	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
B.2 Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.	Planning & Community Development	Mid-Term (5-10 years)
C. Sudbury will develop a strategy for its ongoing fiscal health.		
C.1 Develop strong fiscal strategies and policies that prioritize short- and long-term expenditures and balance costs against revenues.	Select Board	Short-Term (within 5 years)
C.2 Modify zoning to promote the type and scale of development aligning with current retail and office market trends, including mixed-use buildings, walkability, connectivity, integration with housing options, etc. Consider using an overlay district to implement this regulatory change (See <b>Route 20 Corridor</b> ).	Planning & Community Development	Mid-Term (5-10 years)

# TRANSPORTATION AND CONNECTIVITY

The Master Plan provides background and context for these action items in the Transportation and Connectivity chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will remain active in regional efforts to coordinate transportation planning across multiple municipalities.</b>		
A.1 Study the need for and establish park and ride locations.	Planning & Community Development	Short-Term (within 5 years)
A.2 Coordinate with the state, MassDOT, Metropolitan Area Planning Council (MAPC), Massachusetts Bay Transportation Authority (MBTA), MetroWest Regional Transit Authority (MWRTA), and adjacent towns to establish and enhance connections between key destinations.	Planning & Community Development	Ongoing
A.3 Solicit support from legislators as needed to prioritize and implement regional connectivity projects.	Select Board	Ongoing
<b>B. Sudbury will continue to identify, design, and install physical improvements to its roadway system in a way that increases public safety and pedestrian/ bicycle mobility and ensures compliance with state and federal accessibility regulations.</b>		
B.1 Implement the projects in the Complete Streets (Phase II) Prioritization Plan. Coordinate and prioritize infrastructure improvements that support economic development and housing initiatives.	Dept. of Public Works	Short-Term (within 5 years)
B.2 Study traffic signal synchronization opportunities along Route 20.	Dept. of Public Works	Short-Term (within 5 years)
B.3 Evaluate appropriate strategies that can reduce vehicular traffic volumes (transportation demand management) in preparation for future larger development proposals.	Planning & Community Development	Short-Term (within 5 years)
<p>B.4 Explore access management strategies to reduce congestion and improve safety along major roadways, particularly commercial areas along Route 20, including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Identify opportunities for shared driveways and/or other connections between adjacent commercial properties.</li> <li>b. Evaluate frontage of rear roads between multiple properties to create connectivity between adjacent commercial properties to better serve businesses with reduced driveways and road access points.</li> <li>c. Study with MassDOT to determine if syncing signalized intersections can improve traffic flow.</li> </ul>	Planning & Community Development	Short-Term (within 5 years)
B.5 Prioritize streets for burying overhead utility lines and research state and federal funding opportunities.	Planning & Community Development	Mid-Term (5-10 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>C. Sudbury will foster the continued creation of the Bruce Freeman Rail Trail (BFRT) and other walking and biking networks throughout Town.</b>		
<b>C.1</b> Complete the construction of Phase I of the BFRT. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
<b>C.2</b> Conduct environmental studies, acquire required permits and approvals, prepare engineering designs and construction drawings, and construct the extension of the BFRT on the CSX corridor. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
<b>C.3</b> Work with Friends of the BFRT on signage and wayfinding, safe roadway crossings, features, and amenities for those with disabilities, and trail maintenance policies. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
<b>C.4</b> Pursue grants to fund trail connections. <i>High Impact Project</i>	Planning & Community Development	Ongoing
<b>D. Sudbury will map key destination points within the community and will work to close gaps in the pedestrian and bicycle network accessing these destinations and creating and improving access for those with disabilities.</b>		
<b>D.1</b> Work with community businesses and organizations to create marketing plans to attract rail trail users to visit local shops and amenities.	Planning & Community Development	Short-Term (within 5 years)
<b>D.2</b> Create an inventory of destination points, including but not limited to civic institutions such as schools and libraries, commercial areas, recreational assets, and historical and cultural places in the community. Identify opportunities to connect destination points with an expanded walkway and bicycle network (See also <b>Route 20 Corridor A.7</b> ).	Planning & Community Development	Short-Term (within 5 years)
<b>D.3</b> Update the walkway inventory conducted in 2000 by the Sudbury Walkway Committee to include completed walkways. Identify locations of the existing network that are not accessible for those with disabilities. Along with outcomes from D.2, prioritize future walkway segments.	Planning & Community Development	Mid-Term (5-10 years)
<b>D.4</b> Create an open dialogue with property owners with key frontage areas as a means of educating and engaging owners about benefits of closing gaps within the pedestrian and bicycle network.	Planning & Community Development	Mid-Term (5-10 years)
<b>D.5</b> Explore the possibility of creating a toolkit that can be given to property owners located in frontage areas so that they may better understand some of the benefits of pedestrian infrastructure such as increased property values. Develop and implement an educational campaign with key stakeholders.	Planning & Community Development	Long-Term (more than 10 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>D.6</b> Pursue grant opportunities and funding available for the creation of walkways. Grant programs to pursue include but are not limited to Complete Streets Funding, Transportation Alternatives Program (TAP), Safe Routes to School, and others.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Ongoing</b></p>
<p><b>E.</b> Sudbury commits to be a community where people of all ages and abilities and financial means are able to get where they need to go locally and regionally without use of personal automobiles.</p>		
<p><b>E.1</b> Identify specific measures to address gaps in transportation services for persons with disabilities and identify funding sources required to ensure access.</p>	<p><b>Council on Aging and Commission on Disability</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>E.2</b> Rethink the existing school busing cost structure to encourage bus use and discourage car drop-off/pick-up of students at Ephraim Curtis Middle School and local elementary schools. Also see Actions D.2 and D.3.</p>	<p><b>Sudbury Public Schools</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>E.3</b> Manage parking resources and explore options for shared parking near trails.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Mid-Term (5-10 years)</b></p>
<p><b>E.4</b> Continue to work with MAPC through its Making the Connections micro transit pilot project to identify and fill gaps in connectivity between modes and destinations.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Ongoing</b></p>
<p><b>E.5</b> Continue to coordinate with Sudbury Senior Center and Commission on Disability in the evaluation of its transportation services to ensure that needs of the entire community are being met and identify gaps in services. Identify opportunities to expand existing services for older residents and persons with disabilities and investigate new types of services such as ride-share programs. Identify funding sources required to ensure access.</p>	<p><b>Council on Aging</b></p>	<p><b>Ongoing</b></p>
<p><b>E.6</b> Coordinate with MetroWest Regional Transit Authority (MWRTA) to expand accessible service along major roadways in Sudbury wherever possible.</p>	<p><b>Transportation Committee</b></p>	<p><b>Ongoing</b></p>
<p><b>E.7</b> Ensure future housing development, particularly those with SHI units, include resources and access to existing local shuttle services, walking and bicycling amenities, and connections to regional transportation networks. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Ongoing</b></p>



# HISTORIC AND CULTURAL IDENTITY

The Master Plan provides background and context for these action items in the Historic and Cultural Identity chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>A.</b> Sudbury will address historic preservation needs and emphasize collaboration among its local historic preservation groups and coordinate their efforts town-wide.</p>		
<p><b>A.1</b> Create a Historic and Archaeological Working Group comprised of preservation organizations, Town boards, committees, and commissions, Town officials, and citizens whose mission is to advance the protection, preservation, and development of historical archaeological resources and town character.</p> <p><i>Big Idea Project</i></p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>A.2</b> Appropriate funding for and develop a town-wide Historic Preservation Plan with the involvement of stakeholders. Items addressed in the plan could include, but will not be limited to:</p> <ul style="list-style-type: none"> <li><b>a.</b> Ongoing survey and study of non-documented and under-documented historic and archaeological resources and/or those not fully understood.</li> <li><b>b.</b> A clear description of the responsibilities of each historic resource stakeholder in the community, including the Town boards, committees, and commissions, historic property owners (homeowners and businesses), and the Town.</li> <li><b>c.</b> An assessment of needs and gaps in Sudbury’s historic preservation administrative capacity, funding, and infrastructure.</li> <li><b>d.</b> An audit of existing historic preservation regulatory tools, how their effectiveness can be strengthened, and adopting new tools for preservation protections.</li> <li><b>e.</b> Identifying the appropriate situations for purchasing property, regulating property, and educating property owners to achieve historic preservation.</li> <li><b>f.</b> Developing a Town Center Master Plan.</li> </ul> <p><i>Critical Path Action</i></p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>A.3</b> Re-evaluate the purpose, scope, and adequacy of regulatory tools to protect Sudbury’s historical and cultural resources.</p>		
<ul style="list-style-type: none"> <li><b>a.</b> Examine existing historic district policies: Determine the need to expand or reduce boundaries based on historic resources and the effect of these changes on area character. Define how historic district boundaries are drawn and if the 300-foot setback from the public right of way is an effective determinant of a boundary. Add provisions for landscape regulations.</li> </ul>	<p><b>Historic Districts Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>b.</b> Examine the effectiveness of the Demolition Delay Bylaw to protect properties outside historic districts and lessen its impact on properties that have no historic value. Consider ways to update it.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>c.</b> Consider establishing a Minimum Maintenance Bylaw or a Demolition by Neglect Bylaw to maintain historic properties and protect them from demolition.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>A.4</b> Develop a sophisticated and accessible platform for the Town’s historic and archaeological resources inventory that can be used to support local permit review and educate residents and property owners.</p> <p><b>a.</b> Create a complete digital inventory of historic structures, sites, landscapes, roads, and significant features (e.g. stone walls) throughout Sudbury.</p> <p><b>b.</b> Identify and inventory historic structures, buildings, sites, and landmarks that have not been inventoried or those inventories which are out of date.</p> <p><b>c.</b> Work with the Sudbury Historical Society and the Goodnow Library to include links historic photos of Sudbury with property addresses as part of the platform.</p> <p><b>d.</b> Link with GIS data to better inform and shape the effectiveness of preservation and planning policies.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Long-Term (more than 10 years)</b></p>
<p><b>B.</b> Sudbury will continue to develop educational resources and materials related to historical and archaeological resources in the community.</p>		
<p><b>B.1</b> Develop a Historic Preservation Primer for all local boards, commissions, and committees that clearly describes the variety of historic preservation regulatory tools in the community, powers, and limitations, and how they function together.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>B.2</b> Increase awareness and support among residents about the value and benefits of Historic Preservation tool protections. Consider an education campaign for local realtors, Chamber of Commerce, community leaders, and other stakeholders.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>B.3</b> Develop more robust resources for historic homeowners on what they can do with their homes/properties to maintain historic features and attributes, including a Historic Preservation Primer. Other resources may include a historic design library, better online resources on the the Town’s webpage, and public seminars on how to preserve historic homes (how to restore historic windows, historic property maintenance, etc.), to encourage more proactive maintenance and restoration of properties.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>B.4</b> Working in collaboration with the Historical Society, the Historical Commission, the Wayside Inn, the Sudbury Cultural Council, and other interested parties, develop materials focused on Sudbury’s historical resources to support the local tourist economy. This would include connections to the rail trails, incorporating historical railroad elements, and capitalizing on bicycle and pedestrian use to attract tourism.</p>	<p><b>Historical Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>B.5</b> Create more descriptive and informative Historic Districts Design Guidelines. Review guidelines from other Massachusetts communities as a first step.</p>	<p><b>Historic Districts Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>C. Sudbury will continue to foster a vibrant local arts and culture network.</b></p>		
<p><b>C.1</b> Coordinate efforts between local arts and cultural groups and the Commission on Disability to increase access and offerings related to the arts for people with disabilities.</p>	<p><b>Commission on Disability</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>C.2</b> Encourage collaboration between local arts, cultural, and historic organizations, and the local business community to create community-wide events and programming.</p>	<p><b>Town Manager</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>C.3</b> Continue to provide local artists and arts organizations with access to municipal facilities as appropriate to display art, hold classes, and publicize events.</p>	<p><b>Town Manager</b></p>	<p><b>Ongoing</b></p>
<p><b>C.4</b> Work with Sudbury Public Schools and Lincoln-Sudbury Regional High School on special projects that engage students with local historic resources and cultural entities.</p>	<p><b>Cultural Council</b></p>	<p><b>Ongoing</b></p>

# NATURAL ENVIRONMENT

The Master Plan provides background and context for these action items in the Natural Environment chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will take proactive measures to protect the Town’s drinking water supply.</b>		
<b>A.1</b> Revisit the Water Resource Protection Overlay District to determine whether this zoning tool is still functioning as intended. Revise the Zoning Bylaw as appropriate (See <b>Route 20 Corridor</b> ).	Planning & Community Development	Mid-Term (5-10 years)
<b>A.2</b> Review all local regulations that govern development above the aquifer (e.g., Bylaws, Board of Health, Conservation, Subdivision) to ensure provisions protect water quality and allow for groundwater recharge to the greatest extent practicable.	Planning & Community Development	Long-Term (more than 10 years)
<b>A.3</b> Monitor lands above the aquifer for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (See <b>Conservation and Recreation</b> ).	Conservation Commission	Ongoing
<b>A.4</b> Continue coordination with the Sudbury Water District as it plans for future investments.	Planning & Community Development	Ongoing
<b>B. Sudbury commits to implementing best management practices for stormwater management.</b>		
<b>B.1</b> Identify opportunities to install green infrastructure on Town properties in existing or planned infrastructure.	Dept. of Public Works	Short-Term (within 5 years)
<b>B.2</b> Where appropriate, incorporate language into the Zoning Bylaws and Subdivision Rules and Regulations that limits the area of alteration on a site, protects steep slopes, and limits the removal of existing native vegetation or trees on a site. Encourage these best practices in cluster developments.	Planning & Community Development	Mid-Term (5-10 years)
<b>B.3</b> Revise all local regulations (e.g., Zoning, Board of Health, Conservation, Subdivision) to encourage the use of porous/pervious materials to take the place of traditional impervious cover <u>where appropriate</u> .	Planning & Community Development	Long-Term (more than 10 years)
<b>B.4</b> Continue to support the implementation of the Town’s Stormwater Water Management Program Plan with adequate staffing, equipment, and financial resources (See <b>Town Services, Facilities, and Infrastructure</b> ).	Dept. of Public Works	Ongoing
<b>B.5</b> Prioritize green infrastructure to manage stormwater as part of future public and private projects and investments. Add language to Sudbury’s Stormwater Bylaw.	Dept. of Public Works	Ongoing

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>C. Sudbury commits to enhancing and maintaining the quality of surface water resources.</b>		
<b>C.1</b> Monitor lands around ponds and waterways for opportunities to implement conservation strategies, such as property acquisition, conservation restrictions, and public education about the water quality impacts of fertilizer use, among other strategies (see Action E.2 below and <b>Conservation and Recreation</b> ).	Ponds & Waterways Committee	Ongoing
<b>C.2</b> Continue to implement strategies in the Ponds and Waterways Master Plan.	Ponds & Waterways Committee	Ongoing
<b>C.3</b> Continue participation in regional planning and management efforts in the SuAsCo River watershed.	Planning & Community Development	Ongoing
<b>D. Sudbury encourages polices and development standards that protect and improve the Town’s natural resources.</b>		
<b>D.1</b> Require the use of low impact design standards for projects near sensitive environmental resources and encourage town wide as appropriate.	Planning & Community Development	Short-Term (within 5 years)
<b>D.2</b> Evaluate the effectiveness of Sudbury’s Wetlands Bylaw and Regulations and revise as needed to best protect wetlands.	Conservation Commission	Mid-Term (5-10 years)
<b>D.3</b> Identify opportunities to restore the Town’s floodplain areas to natural states wherever possible (See <b>Resiliency</b> ).	Planning & Community Development	Mid-Term (5-10 years)
<b>D.4</b> Develop a forestry management plan to address publicly owned forested areas.	Conservation Commission	Mid-Term (5-10 years)
<b>D.5</b> Develop a tree preservation bylaw that defines tree preservation and replanting standards for public and private properties. Consider mitigation requirements such as a tree fund or tree bank.	Planning & Community Development	Mid-Term (5-10 years)
<b>D.6</b> Monitor lands that support important wildlife habitat for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (See <b>Conservation and Recreation</b> ).	Conservation Commission	Ongoing
<b>E. Sudbury will educate private property owners about the community-wide benefits of healthy natural resources on their land.</b>		
<b>E.1</b> Promote land management programs for private property owners, including Chapter 61 programs.	Conservation Commission	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<p><b>E.2</b> Continue to educate the public about how they can implement best practices for stormwater management on their properties. Examples include rain gardens, rain barrels, and reduced impervious surfaces.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>E.3</b> Educate residents about the impacts of fertilizers and lawn chemicals on local waterways and promote and encourage the use of alternative environment-friendly options.</p>	<p><b>Conservation Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>E.4</b> Educate residents about the importance of tree cover and the use of selective clearing of forested areas.</p>	<p><b>Conservation Commission</b></p>	<p><b>Short-Term (within 5 years)</b></p>

# CONSERVATION AND RECREATION

The Master Plan provides background and context for these action items in the Conservation and Recreation chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will use existing plans to help address the conservation and recreation needs of the community.</b>		
A.1 Support the implementation of the Open Space & Recreation Plan Action Plan. Ensure the plan takes a big-picture approach to the design and programming of the Town’s parks and open space resources.	Planning & Community Development	Ongoing
A.2 Encourage and support on-going updates of conservation plans like Ponds and Waterways Master Plan and Land Management Plan for the Watersheds of the Sudbury Reservoirs.	Ponds & Waterways Committee	Ongoing
A.3 Be proactive to ensure that outdoor areas, such as athletic fields and trails, are accessible to all residents and that accommodations are in place to make this possible, using federal and state ADA standards and universal design principles.	Park & Recreation Dept.	Ongoing
<b>B. Sudbury will continue to be proactive about identifying and prioritizing lands of interest for recreation and conservation, planning for their potential community benefits and use.</b>		
B.1 Continue the work of the Community Preservation Committee, the Land Acquisition Review Committee, and regional partners like Sudbury Valley Trustees.	Planning & Community Development	Ongoing
B.2 Promote opportunities for public use as part of property acquisition to ensure community benefits and continued support of land acquisition initiatives.	Planning & Community Development	Ongoing
B.3 Continue planning efforts to increase public conservation and recreational benefits of Sewataro and Broadacre properties.	Conservation Commission & Parks and Recreation Dept.	Ongoing
<b>C. Sudbury will work to increase programming to meet needs for organized activities.</b>		
C.1 Make grading improvements to existing fields, such as Davis and Feeley Fields.	Parks & Recreation Dept.	Short-Term (within 5 years)
C.2 Consider lighting to artificial turf fields to allow usage at night.	Parks & Recreation Dept.	Short-Term (within 5 years)
C.3 Ensure indoor and outdoor activities and programs for residents that are accessible and support the participation of those individuals living with disabilities.	Parks & Recreation Dept.	Ongoing
C.4 Continue implementation of the Athletic Fields Needs Assessment and Master Plan.	Parks & Recreation Dept.	Ongoing

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>D.</b> Sudbury recognizes the importance of communication between the Town and residents and will enhance the effort to inform people of conservation efforts.		
<b>D.1</b> Develop public education materials that explain the local acquisition process and promote conservation efforts.	Planning & Community Development	Short-Term (within 5 years)
<b>D.2</b> Collaborate with the Land Acquisition Review Committee to improve acquisition process education in Sudbury.	Planning & Community Development	Short-Term (within 5 years)
<b>E.</b> Sudbury will commit to enhancing connections between open space areas, parks, schools, and historic resources with residential areas for walking/biking, which will increase recreational opportunities and access to these resources.		
<b>E.1</b> Support the completion of the BFRT and ensure accessibility in compliance with ADA regulations.	Bruce Freeman Rail Trail Design Task Force	Short-Term (within 5 years)
<b>E.2</b> Continue the expansion of the BFRT through the Town-owned CSX Corridor property (See <b>Transportation and Connectivity</b> Action C.2).	Planning & Community Development	Short-Term (within 5 years)
<b>E.3</b> Identify gaps and opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc. by strategically expanding the existing network of walkways. (See <b>Transportation and Connectivity</b> ).	Planning & Community Development	Mid-Term (within 5 years)
<b>E.4</b> Continue to discuss the design of the proposed Mass Central Rail Trail with regional and state partners.	Select Board	Ongoing
<b>F.</b> Sudbury will work with local organizations like the Sudbury Senior Center and other town departments to connect residents with conservation areas in the community.		
<b>F.1</b> Increase programming in conservation areas for all residents, particularly seniors, youth, and those living with disabilities.	Conservation Commission	Short-Term (within 5 years)
<b>F.2</b> Create more community gardens or similar amenities that are accessible to people of all abilities, include seating and gathering areas for the multi-generational experience.	Conservation Commission	Short-Term (within 5 years)
<b>F.3</b> Work with Sudbury Public Schools and the Lincoln-Sudbury Regional High School to incorporate awareness and direct experience of conservation areas into arts, science, and history curricula.	Conservation Commission	Mid-Term (within 5 years)



# TOWN FACILITIES, SERVICES, AND INFRASTRUCTURE

The Master Plan provides background and context for these action items in the Town Facilities, Services, and Infrastructure chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A.</b> Sudbury will plan for and implement changes to its services and facilities that anticipate the needs of an aging population consistent with Livable Sudbury: A Community Needs Assessment and the Americans with Disabilities Act.		
<b>A.1</b> Convene a Livable Sudbury Working Group with leadership from the Council on Aging, Senior Center, and Livable Sudbury Ambassador, and representation from public safety (Police, Fire, EMA), Planning & Community Development, the Library, and the Commission on Disability among other municipal departments, to prioritize and implement the potential action items in <i>Livable Sudbury</i> .	Council on Aging	Short-Term (within 5 years) then Ongoing
<b>B.</b> Sudbury will commit to research and, where appropriate, invest in technology that will enhance municipal services.		
<b>B.1</b> Invest in upgrades to GIS data that will help visualize and, where applicable, analyze data for the Assessor's Office, Planning and Community Development, Department of Public Works, public safety, the Historical Commission, and others.	Select Board	Short-Term (within 5 years)
<b>B.2</b> Dedicate resources to explore the coordination and implementation of new technology across multiple departments to produce reports for each department on possible investments and returns.	Select Board	Mid-Term (5-10 years)
<b>B.3</b> Explore the possibility of using Asset Management software as part of planning for facilities maintenance and capital expenditures.	Facilities Dept.	Mid-Term (5-10 years)
<b>B.4</b> Continue to study the ongoing evolution of wireless technology and supporting infrastructure and dedicate funds to this type of study if needed. Revisit the Wireless Service Overlay District as necessary.	Planning Board	Mid-Term (5-10 years)
<b>C.</b> Sudbury will commit resources to increasing revenue to the Town.		
<b>C.1</b> Hire an economic development planner tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building (See Economic Development).	Select Board	Short-Term (within 5 years)
<b>C.2</b> Evaluate the most effective way to increase grant writing capacity for the Town and commit resources accordingly. This may or may not include additional staffing.	Select Board	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>D.</b> Sudbury recognizes the value of well-planned maintenance and asset management programs and include these practices into the everyday provision of municipal services.		
<b>D.1</b> Develop a comprehensive Facilities Assessment and Maintenance Plan that includes a Capital Needs Assessment for every municipal building. <i>Critical Path Action</i>	Facilities Dept.	Short-Term (within 5 years)
<b>D.2</b> Consider the development of a more formal Asset Management Program that emerges from the Facilities Assessment and Maintenance Plan.	Town Manager	Short-Term (within 5 years)
<b>D.3</b> Ensure the Facilities Assessment and Maintenance Plan addresses any state or federal compliance requirements (e.g., MS4 stormwater program).	Town Manager	Short-Term (within 5 years)
<b>D.4</b> Develop educational materials for the public to raise awareness of the need for maintenance related to municipal facilities.	Facilities Dept.	Short-Term (within 5 years)
<b>D.5</b> Develop sustainability goals for Town facilities, infrastructure, and operations.	All Departments, Town Manager	Short-Term (within 5 years)
<b>E.</b> Sudbury is committed to be a community where people of all ages and abilities enjoy access to municipal services, facilities, and public discussion.		
<b>E.1</b> Ensure all digital material developed by the Town and posted on its website is accessible to people with disabilities (See <b>Public Health and Social Wellbeing</b> Policy C).	Town Manager	Short-Term (within 5 years)
<b>E.2</b> As part of the Self Evaluation of Town facilities, properties, and services, develop a Transition Plan to meet the regulatory requirements outlined in ADA. Coordinate the Transition Plan with the State Historic Preservation Office and the State Architectural Review Board for all facilities located in the Town.	Facilities Dept.	Short-Term (within 5 years)
<b>E.3</b> Ensure the Town achieves and maintains compliance with Title II of ADA.	Town Manager	Ongoing

# HOUSING

The Master Plan provides background and context for these action items in the Housing chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will actively pursue housing strategies that will diversify its housing stock in ways that are consistent with the character of existing districts.</b>		
<p><b>A.1</b> Prepare for future development proposals by identifying areas where middle housing (market-rate options that meet the demand for housing types other than single-family homes or larger multi-family complexes) could serve as a transition between mixed-use/multi-family developments and surrounding residential neighborhoods.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>A.2</b> Prepare for future development proposals by identifying larger developable parcels where middle housing types may be appropriate as part of a town-wide Housing Strategy to provide both home ownership and rental opportunities.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>A.3</b> Adopt new or revised zoning bylaws to enable development consistent with A.2 above.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Mid-Term (5-10 years)</b></p>
<p><b>A.4</b> Pursue regulatory changes (potentially an overlay district) and infrastructure investments that will allow for higher density housing within the Route 20 Corridor area (see <b>Route 20 Corridor</b>).</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Mid-Term (5-10 years)</b></p>
<p><b>A.5</b> Ensure zoning allows or requires the inclusion of housing types that will be much more affordable than typical single-family homes in Sudbury. Where a new Housing Production Plan or Housing Strategy is developed, new development should be consistent with the strategies in that plan. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Mid-Term (5-10 years)</b></p>
<b>B. Sudbury will continue to support a sophisticated local network of organizations committed to meeting local housing needs.</b>		
<p><b>B.1</b> Develop a town-wide Housing Strategy (or revise the current Housing Production Plan) that will enable the Town to meet local needs and maintain its SHI stock above 10%. Ensure that the needs of those who require accommodations and accessible housing are addressed. Develop a Housing Strategy which would include active engagement of the Housing Trust, Sudbury Housing Authority, and Regional Housing Services Office (RHSO).</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>B.2</b> Provide resources for the continued training and education of municipal staff and board members on issues related to housing.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Short-Term (within 5 years)</b></p>
<p><b>B.3</b> Continue active support for and participation in RHSO.</p>	<p><b>Planning &amp; Community Development</b></p>	<p><b>Ongoing</b></p>

# RESILIENCY

The Master Plan provides background and context for these action items in the Resiliency chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury recognizes it is vulnerable to the impacts of natural hazards and climate change and will build capacity to be more resilient.</b>		
<b>A.1</b> Hire municipal resiliency staff that can work with multiple departments, boards, and committees to plan for and implement strategies that will build the Town’s resiliency to the impacts of natural hazards and climate change.	Town Manager	Short-Term (within 5 years)
<b>A.2</b> Maintain the network of stakeholders that participated in the Municipal Vulnerability Preparedness (MVP) process to continue implementation of the workshop outcomes. Consider periodic update meetings to evaluate progress and revisit priorities as needed.	Planning & Community Development	Short-Term (within 5 years)
<b>A.3</b> Develop outreach programs and materials to educate residents and businesses about the efforts the Town is doing to be more resilient and how they can contribute and be a part of the process (see <b>Natural Environment</b> ).	MVP Committee	Short-Term (within 5 years)
<b>A.4</b> Continue to pursue implementation funding from the MVP program to implement the MVP workshop outcomes. Research additional federal, state, and regional funding sources that can support these initiatives.	Planning & Community Development	Ongoing
<b>A.5</b> Continue to stay current on climate change data as it becomes available. Incorporate changes to address these new issues into local policies and regulations as appropriate, including the Hazard Mitigation Plan (HMP).	Planning & Community Development	Ongoing
<b>A.6</b> Monitor lands with natural resources, such as wetlands and others with flood storage capacity, for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation</b> ).	Conservation Agent	Ongoing
<b>B. Sudbury understands that the Hazard Mitigation Plan (HMP) is an important document to help it prepare for and recover from natural hazard events.</b>		
<b>B.1</b> Update the Sudbury HMP every five years to measure progress of the plan’s goals, to update new goals into the plan and thereby remain eligible for Federal Emergency Management Agency (FEMA) funding.	Fire Chief	Ongoing
<b>B.2</b> Coordinate annual updates from the HMP Committee with annual updates from the Master Plan Implementation Committee.	Fire Chief	Ongoing

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>C. Sudbury is committed to conserving energy and using renewable energy sources to reduce costs as well as its carbon footprint.</b>		
<b>C.1</b> Research and develop carbon and climate related goals and create a carbon reduction plan.	Planning & Community Development	Short-Term (within 5 years)
<b>C.2</b> Create informational mechanism(s) to connect businesses and residents with renewable energy resources. Examples include: a page on the Town's website and developing and/or distributing pamphlets and informational materials available through regional and state entities, such as the Massachusetts Clean Energy Center.	Planning & Community Development	Mid-Term (5-10 years)
<b>C.3</b> Continue to upgrade Town facilities and buildings to improve their energy efficiency.	Facilities Dept.	Ongoing
<b>C.4</b> Continue to identify opportunities to install solar energy systems on Town properties.	Facilities Dept.	Ongoing
<b>D. While the impacts of the COVID-19 pandemic are still unknown, Sudbury recognizes the need to understand the current snapshot of the Town's social and economic situation as a result, and plan for future public health events that impact its ability to deliver Town services and will have social and economic effects on the community.</b>		
<b>D.1</b> Identify data that can help explain the impacts of the COVID-19 pandemic, including data the Town already collects and new data points needed.	Town Manager	Short-Term (within 5 years)
<b>D.2</b> Identify where the Town was successful in delivering Town services and functions and where gaps existed during the COVID-19 pandemic, and design plans to address these short falls.	Town Manager	Short-Term (within 5 years)
<b>D.3</b> Collaborate with neighboring communities and state and regional partners to collect and analyze data that will help measure the impacts of COVID-19 and develop policies to address future pandemics.	Town Manager	Short-Term (within 5 years)

# PUBLIC HEALTH AND SOCIAL WELLBEING

The Master Plan provides background and context for these action items in the Public Health and Wellbeing chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<b>A. Sudbury will work to build capacity and support existing networks of municipal departments like the Department of Health and Board of Health that are working on public health issues, including opioid addiction, mental health, social isolation, dementia, etc.</b>		
A.1 Increase staffing to support public health work and utilize volunteers in the community to assist with educating and serving residents.	Town Manager	Short-Term (within 5 years)
A.2 Identify opportunities to work with neighboring communities and regional networks to share resources and information to address common public health issues.	Board of Health	Short-Term (within 5 years)
<b>B. Sudbury will consider social determinants and integrate health policies into other aspects of municipal planning decisions.</b>		
B.1 Conduct community needs assessments to identify gaps in health and social services for residents, particularly seniors, residents living with disabilities, and low-income families and individuals. Use <i>Livable Sudbury</i> as a starting point to expand an assessment of needs to other populations in the community.	Board of Health	Short-Term (within 5 years)
B.2 From the outcomes of the community needs assessment, engage the community to prioritize strategies to address gaps and strengthen opportunities.	Board of Health	Short-Term (within 5 years)
<b>C. Sudbury will work to diversify and expand communication tools and strategies about public health issues and locally available services.</b>		
C.1 Create integrated communication channels and ensure that municipal digital materials are accessible to people with disabilities (See <b>Town Facilities, Services, and Infrastructure</b> Policy E).	Town Manager	Short-Term (within 5 years)
C.2 Collaborate with local organizations such as the Senior Center, the Commission on Disability, and the Town Social Worker to share/ disseminate information with their constituents as well as the community in general.	Town Manager	Short-Term (within 5 years)
<b>D. Sudbury will work to connect public health resources with transportation options.</b>		
D.1 Continue to support the Council on Aging/ Senior Center to enhance transportation services such as Sudbury Connect and FISH (see <b>Transportation and Connectivity</b> ).	Council on Aging	Short-Term (within 5 years)
D.2 Include access to public health resources in the “Making the Connections” pilot study (see <b>Transportation and Connectivity</b> ).	Transportation Committee	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
E. Sudbury will work to strengthen social and civic engagement to bring residents together.		
E.1 Evaluate such opportunities based on participation costs and consider including free events or costs based on a sliding scale.	Parks & Recreation Dept.	Short-Term (within 5 years)
E.2 Explore ways to create an outdoor accessible community common space for residents to utilize for activities like outdoor picnic and summer concerts and events.	Parks & Recreation Dept.	Mid-Term (5-10 years)
E.3 Ensure civic participation, such as participation in Town Meeting and other Town-sponsored events for public input and engagement, continues to be accessible, inclusive, and equitable.	Select Board	Ongoing
E.4 Continue to find opportunities through the Parks and Recreation Department, Library, Senior Center, and local organizations to create family-friendly, all-ages, and all abilities community events year-round.	Relevant Departments	Ongoing