

SUDBURY BOARD OF SELECTMEN
AGENDA
TUESDAY, SEPTEMBER 4, 2012
7:30 p.m., Town Hall, 322 Concord Road

1. 7:30 Opening remarks by Chairman
2. 7:35 Reports from Town Manager
3. 7:40 Reports from Selectmen
4. 7:45 Discussion with consultant for best use of Melone property
(Consultant Larry Koff and Jody Kablack, Director of Planning and Community Development, will attend.)
5. 8:15 PUBLIC HEARING: Site Plan Modification for Rugged Bear Plaza to allow a restaurant at 410 Boston Post Road in accordance with Town of Sudbury Zoning Bylaw Section 6300.
(Josh Fox, Atty. for Rugged Bear Plaza, and Jody Kablack, Director of Planning and Community Development will attend.)

Consent Calendar:

6. **Vote** Vote to approve the Regular Session minutes of August 15, 2012.
7. **Vote** Vote to accept, on behalf of the Town of Sudbury, a grant from the Executive Office of Housing and Economic Development MassWorks Infrastructure Program to fund construction of the Town Center intersection, said funds to be expended under the direction of the Director of Public Works, if said grant is awarded to the Town of Sudbury, and to authorize Jody Kablack, Director of Planning and Community Development, to submit said grant on behalf of the Town of Sudbury.
8. **Vote** Vote to release the balance of a Cash Performance Bond in the amount of \$10,000 for Herb Chambers BMW of Sudbury as the last remaining bonded improvement (front yard planting) has been completed, as requested in a letter dated August 3, 2012, from Atty. Joshua Fox.
9. **Vote/Sign** Vote to enter into the Town record and congratulate Dylan W. and Taylor J. Brown, 49 Mary Catherine Lane, of Troop 63, who will be recognized at a Court of Honor on September 23, 2012 at Our Lady of Fatima Parish for having achieved the high honor of Eagle Scout.
10. **Vote** Vote to accept, on behalf of the Town, a \$2,170 one-year grant from BayPath Elder Services to the Senior Center from October 2012 through September 30, 2013, to conduct evidence-based training to seniors for chronic disease, balance and fall prevention, as outlined in a grant document dated July 31, 2012, said funds to be expended under the direction of the Council on Aging Director.
11. **Vote/Sign** Vote to renew the current Sunday Entertainment License for Bullfinch's, Inc., d/b/a Bullfinch's Restaurant, 730 Boston Post Road, for a live jazz trio from 11:00 a.m. to 2:00 p.m., for the period of September 9, 2012 to September 1, 2013.
12. **Vote** Vote to accept, on behalf of the Town, a gift of \$10,000 from TD Bank towards Rt. 20 traffic improvements for vehicular and pedestrian safety, to be expended under the direction of the Director of Public Works

13. **Vote/Sign** Vote to appoint two unenrolled Election Officers: Patricia Hayes, 259 Landham Road, and Mary-Ann Gavin, 38 Puffer Lane, for terms to expire on August 14, 2013 as recommended by the Town Clerk.

Miscellaneous (untimed items):

14. **Vote/Sign** Discussion concerning membership and quorum issues regarding the Rt. 20 Sewer Steering and Rt. 20 Sewer Citizens Advisory Committees
15. **Vote/Sign** Question of supporting MPO nominations
16. **Vote/Sign** Special Town Meeting Actions:
- Discussion of articles and possibly decide speakers for the articles
 - Review and sign the Special Town Meeting Warrant for September 24, 2012.

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

TOWN OF SUDBURY

LAND VALUE ANALYSIS FOR FORMER MELONE PROPERTY

Draft



LARRY KOFF & ASSOCIATES
WITH
BLUESTONE PLANNING GROUP
AVERY ASSOCIATES

AUGUST 30, 2012

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SUMMARY REPORT

STUDY PURPOSE / SUMMARY OF FINDINGS

The Town of Sudbury asked Larry Koff Associates, a land use planning firm, and its consultant team to investigate the potential land value of a Town-owned site (formerly known as the Melone property) along North Road in the northeast corner of Sudbury if it were to be sold by the Town for private redevelopment.¹ For years, the site has been used for sand and gravel excavation. However those operations will end in approximately two years. Many options for reuse of the former Melone property have been suggested - ranging from Town recreation to housing and commercial development. This study investigates the market for a range of private redevelopment alternatives and ranks the order-of-magnitude estimated sales value to the town at this point in time.

After examining the market potential and physical feasibility of the site to accommodate a broad range of commercial and residential development scenarios, the consultant team found severe market limitations in the short term on all but the residential development options. Of the commercial alternatives, only office development has significant development potential in the longer term—possibly ten years out. Given these market findings, the consultant team undertook a more detailed assessment of the potential value of the property for the following use alternatives, shown on Table 1.

The range of land values shown in Table 1 is based on a per unit estimate of the current market value for land assuming a number of factors including the proposed use and density, soft costs including project planning and engineering, as well as infrastructure. The ranking of values as noted in Table 1 takes into account a blend of two factors including potential land value as well as marketing time, i.e., the risk associated with the development process.

Table 1 Value Ranking of Alternatives²

	Buildout (Sudbury Portion Only)	Potential Land Value	Marketing Time
1. Multifamily Rental	250 units	\$7.5M - \$8.75M	1-1.5 years
2. Garden Condo	250 units	\$11.25M – \$13.75M	3-5 years
3. Townhouse Condo	83 units	\$6.5M – \$8.0M	2-4 years
4. Single Family	15 units	\$3.75M - \$4.0M	1-2 years
5. Office	260,000 s.f.	\$2.6M - \$3.9M	10+ years
6. Assisted Living	90 units	?	? years

The greatest site value currently would be for either multifamily rental or garden condo development, closely followed by a townhouse condo complex. Taking marketing time into

¹ The Team includes Bluestone Planning Group, Urban Design, Avery Associates, Appraisal, and GPR Engineering.
² This ranking is based upon an order of magnitude assessment of values which is limited by the lack of zoning, identification of infrastructure costs, and great uncertainty in the real estate and financial markets. These values should be considered only for the purposes of ranking and do not reflect the value of a market transaction at this time.

account, Multifamily Rental ranks first in spite of the higher potential value of garden condos, because of a reduced present worth of return. Moreover, the current economic uncertainty makes ownership models more risky for Town's disposition. While estimates assume full payment at the time of closing, the Town may not receive full value of property for some time, as many ownership developments are structured so that land is paid for as units are sold.

A multifamily rental would be the most feasible/highest value option at this time for the town to dispose of the property. A development of smaller, lower value townhouse condos might reduce the time for marketing but it would also reduce the value of this alternative to the town. Single family housing might be the least risky option but it would return less to the town than the other residential options. An office use would be a higher risk, speculative land bank option for the town allowing interim uses until the market for this use might reappear.

RECOMMENDATIONS

- ***Decide on short/vs. long term strategy***

Given the market uncertainty, the Town should either pursue a the highest market value option (multifamily rental) and the permitting strategy which could make this happen in the shortest possible time, or continue holding the property until the market improves to support another alternative for property disposition. Alternative public purposes or considerations might be combined with either short or long term strategies.

- ***Prepare site and regulatory strategy for site disposition***

It has been estimated that it will take the town two to three years to prepare the site for disposition. Market conditions can change significantly during this time. If the town chooses to pursue a redevelopment option, it will need to revisit the recommendations of this report while working with the Town Planner on a disposition strategy including possibly preparing a developer's kit with guidelines to test market interest.

Also-to the extent that the Town can reduce investor risk by building support of relevant town departments, obtaining support for re-zoning, testing the soils to ensure a favorable perk rate for the proposed uses, acquiring the Wagner property and relocating the access, for example, the town will ensure that they will obtain a greater value for the site.

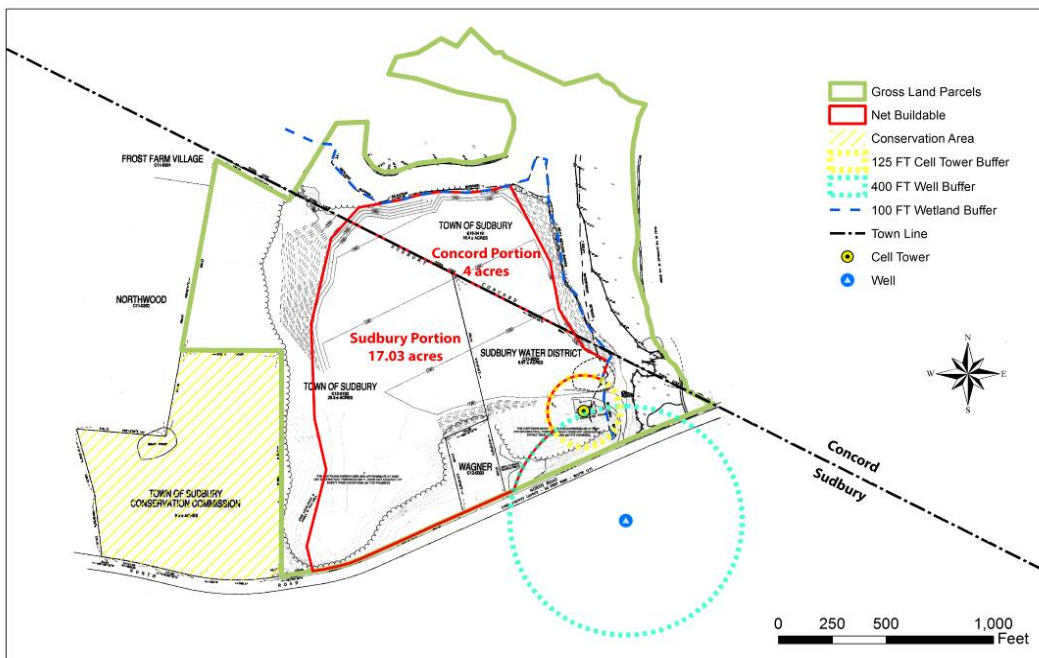
STUDY AREA CONTEXT

The proposed development site is a group of properties which formerly comprised the Melone property. The site straddles the town line between Sudbury and Concord. Portions of the parcel are constrained by wetland buffers, steep slopes, and water resource boundaries.

Table 2 Site Gross Area and Net Developable Area

	Total Area (acres)	Developable Area (acres)
Town (Melone) Property (Sudbury)	20	12.14
Town (Melone) Property (Concord)	16	4
ConCom Property	10	0
Water District Property	7	3.89
Wagner Property	1	1
Total Study Area	54	21.03
Total Sudbury Portion	38	17.03

Map 1 Melone Property Existing Conditions / Development Areas



Surroundings

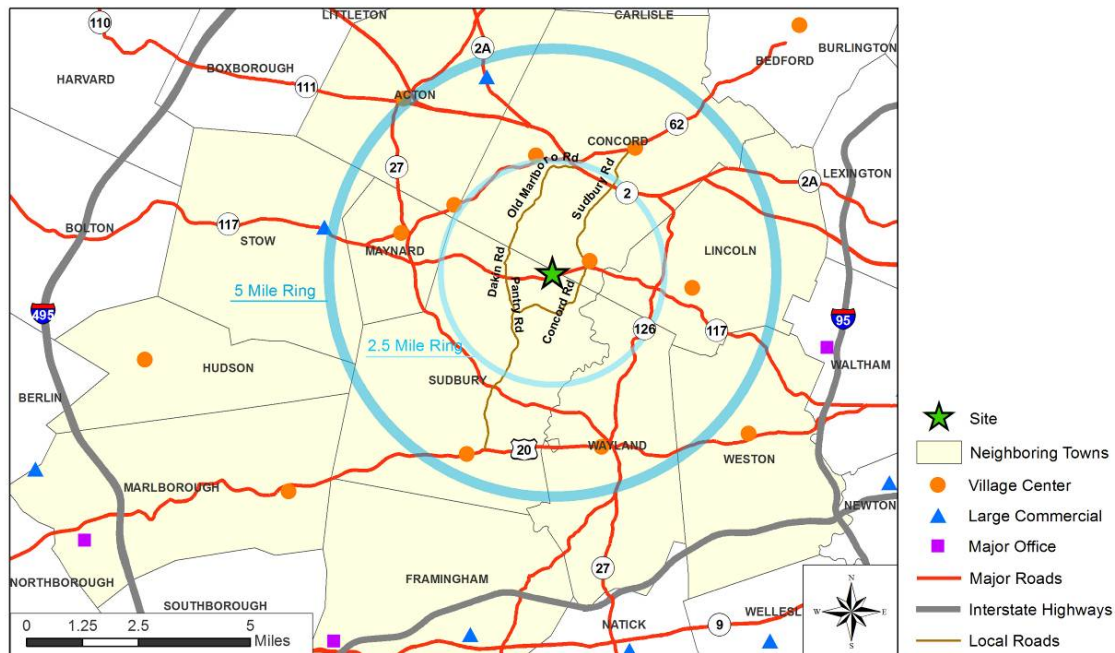
- The site is located off North Road (Route 117), a rural but often busy road connecting the towns of Concord and Maynard, and is situated 2.5 miles from the train station in West Concord and 3 miles from the Lincoln train station.
- Surrounding the site is a rural setting, bordered to the west by two age restricted developments and an office development in a campus setting, wetlands to the north and east, agricultural fields and a water supply well to the immediate south, and a series of walking trails in the town of Concord.

Map 2 Features in Adjacent Parcels



MARKET CONTEXT

- The former Melone site is located in the center of a rural area of the western suburbs, almost equidistant (7 to 10 miles) between Routes 128, 495, and I-90.
- Within 2.5 miles of the site (5-10 minute driving radius) small neighborhood centers provide small-scale specialty and convenience shopping, especially along Route 62 and to a much more limited extent at Sudbury Road and Route 117.
- Within 5 miles radius (10-20 minute driving distance depending upon the time of day) major retail centers and office developments exist in all directions (see Map 3 below).



MARKET ISSUES AND OPPORTUNITIES

Table 3 Strengths and Weaknesses

Strengths	Weaknesses
<ul style="list-style-type: none">• Large, vacant site• Good access to State road• Few abutters• Connectivity to adjacent housing sites and trail system• Town-owned• 14,000 vehicles/day, limited traffic lights	<ul style="list-style-type: none">• Distance from major highways, public transit and retail services• Lack of sewer infrastructure• Need for zoning changes• Developable area limited by topography, town boundary, environmental and water resource areas• Uses limited by environmental regulations• Traffic LOS / Level of Service at F during commuting hours: as are other major roads in area

Regional/Local Demographics, Economic and Housing Trends

- Sudbury has a population of 17,700, which has grown by 5% since 2000. The proportion of older adults and seniors is growing, while 50% of the town's households are families with children. Median Household income in 2010 was \$153,000. Older residents tend to live in smaller households, and have less income.
- Businesses in Sudbury provide over 8,000 jobs, averaging \$60,000 in annual wages. The largest proportion of jobs are in Education and Health Services, Trade, Transportation and Utilities, as well as professional and business services, and leisure and hospitality services. Raytheon is the town's largest employer as well as the only significantly sized engineering firm with over 1000 employees on site.
- Over 90% of Sudbury's housing stock is single family homes, averaging \$628,000 assessed value in 2011. In the decade 2000-2010, 369 units were constructed of which 49% were age-restricted condos. Local zoning limits development to single-family homes and age restricted duplex, condo, townhouse and apartments.
- Of eight neighboring towns, Sudbury has the third lowest density, with 245 housing units/sq. mile. Sudbury has the lowest percentage of rental housing, the highest median rents, and highest percentage of large units (22% have 5+ bedrooms).³

MARKET ASSESSMENT OF LAND USE ALTERNATIVES

Overview

A Steering Committee of Town staff and elected/appointed board and committee members identified a range of alternatives for consideration. The market for a variety of commercial and residential uses was evaluated based upon an Issues and Opportunities Analysis, and a survey of the local and regional residential and commercial real estate market.

Of the range of market segments analyzed, the consultant team has concluded that residential uses clearly have the greatest development potential at this location. There is potential for office development at this site, but it is a more long-term prospect for redevelopment.

³ Town of Sudbury, Housing Production Plan, July 14, 2011, pps 11,15

Table 4 Initial Market Assessment of Alternatives Land Uses

Land Use	Market Potential		
	Near Term	Long Term	Minimal
1. Flex Space			○
2. Solar			○
3. Commercial Recreation			○
4. Retail			○
5. Office		●	
6. Residential	●		

Commercial Market

The ongoing recession, the isolated location, the lack of convenient amenities such as public transportation and local retail, and the absence of any on site sewer present significant limitations to commercial development at the current time. By comparison, closer to Routes 128, 495, and in many of the adjacent village and town centers there are a large number of vacant commercial buildings and sites which are for lease or sale at reasonable prices. Nonetheless, the consultant team began this study reviewing the following uses which were confirmed at the kick-off meeting.

- Flex space: A form of warehouse or light industrial development, typical tenants include local contractors' office and storage space, manufacturing/sales, service businesses, and warehouse/distribution uses. Given a surplus of this type of space in the region as well as the concern that tenants might impact local environmental resources, this use is not recommended for further analysis.
- Retail: The site is not a strong candidate for large-scale retail, nor for neighborhood or specialty retail due to the isolated location, low density surrounding, poor visibility, congested road network, lack of sewer, and surplus of retail in the region along Route 62 in Maynard, Acton, Concord, and along Route 20 in Sudbury and Wayland.
- Mixed Use: Retail as part of a mixed use development will not thrive in a location which cannot support retail as a single use. A small amount of retail could provide an amenity to a residential or office development in this location, but would not add significant land value to the project.
- Commercial Recreation: The limited potential market for commercial recreation makes this use highly unlikely due to the constraints of high construction costs for a new facility, competing facilities in the region, and lack of clearly identified sports programming needs. A typical sports complex contains some 80,000 sq ft and requires a revenue stream of some \$3,000/day in income to cover the costs of debt service and operations for a new facility.⁴

⁴ Norman Gill, President, Pinnacle Indoor Sports consultant, Phone conversation, July 31, 2012

- Solar Farm: It might be possible to develop a solar farm on the site producing up to 4 megawatts of power. The availability of publicly owned sites for large installations makes it unlikely for a developer to purchase the site for this use. Furthermore complex enabling legislation and funding uncertainties make it difficult to project the potential revenue from development of a solar farm on the site under Town ownership.
- Office: Regional statistics as well as local market conditions indicate that, while this might be a good location for a special purpose office building in ten+ years, there is no market for a speculative office or medical office building at this time.^{5 6} The experience of Cummings Properties 142 and 144 North Road office buildings (63,000 sq ft and 70,000 sq ft) is a case in point. The rent-up has been slow, and 142 North Road is only 80% occupied with rents of \$17.97/ sq ft. Tenants include schools, some medical uses, nonprofits, and a State Agency. Revolabs, a new high tech audio products tenant is the one significant commercial tenant. Larger scale medical-related or nonprofit uses have not had a strong attraction to this location. As medical uses may shy away from the Cummings site due to septic system discharge limitations, the same would apply to the Melone site.

Residential Market

As dictated by Zoning, Sudbury's housing stock is overwhelmingly owner-occupied single family homes which are suitable for middle-aged adults and family households. Over the past decade, some progress has been made to provide rental and ownership options for seniors, but there are very limited housing alternatives for other population segments such as young professionals.

Discussions with brokers, developers, and an analysis of demographic data and market reports indicate strong potential for some new housing types, particularly multifamily housing (both rental and ownership), as well as the continued strength of the market to absorb appropriately priced senior housing including townhouses, and possibly continuing care/assisted living facilities.

- Multifamily Rental: The apartment rental market is strong, nationally and in the region⁷. Apartment units appeal to all age groups and income levels, although isolated sites with limited access to transit, shopping, or services, are a discouragement to some prospective developers. Typical market rents range between \$1,095-\$2,265 for new construction in the region while Concord Mews is renting 3 bedroom townhouses for \$3,100/month.⁸
- Garden-Style Condo: Condo ownership units in multi-family elevator buildings comparable to a rental building, with possibly larger unit sizes. Pulte Homes, a national developer with projects in Natick, Reading, Waltham, North Andover have been successful selling smaller sized units in 3-4 story buildings for between \$200,000 and \$450,000. Although age-restricted, Northwoods is a possible example of what such a product might look like, currently selling at a greatly discounted price of approximately \$350,000/ unit.

⁵ Chip Detwiller, R.W. Holmes Real Estate

⁶ Colliers International, Second quarter report

⁷ Marcus & Millichap, the Outlook, 2012, page 1

⁸ Manager at Concord Mews?

- **Townhouse Condo:** A third residential type that has been popular in Sudbury is townhouse condominiums. These tend to be large units containing up to 2,600 sq ft selling in the \$500,000-\$700,000 range. The Villages at Old County Road and Carriage Lane are examples. A smaller unit version of this would be Concord Green in West Concord.
- **Age-Restricted Housing:** While Sudbury's zoning allows age-restricted multifamily housing, there is some concern that this market is saturated in the short term. Sudbury has 118 age-restricted condos and 114 age-restricted affordable rental units. In addition there are 96 market discounted senior housing units. Another 64 unit affordable senior housing development has recently been approved. A number of these developments in the region have had problems and have requested conversion to market housing.⁹

A more specialized senior residence, such as an assisted living/continuing care complex might have sales potential in Sudbury, as some nearby facilities have long waiting lists. However, the current economic environment makes it very difficult to finance construction for these developments, even though demographics suggest that the market is strong.

- **Single Family:** The average price for a single family home in town is \$646,000, while newly constructed homes are selling for well over \$1M. While the market for luxury single family homes continues to be strong, a variation on this market might be smaller sized single family homes on smaller lots or with common open space, such as the Mill Corner neighborhood in Acton, where units sell in the range of \$500,000, or Cookingham Greene, a senior community located in Ashland.

POTENTIAL DEVELOPMENT PROGRAM

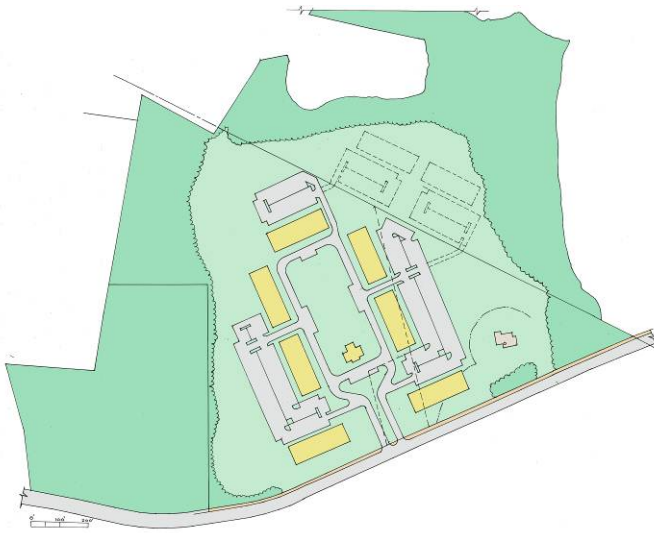
Given the physical characteristics and market context described above, six options were selected for further analyses which were identified as having the strongest potential for redevelopment at this site. In preparing these development concepts, it was assumed that the zoning and permitting process would be established which would facilitate the projected use.

Table 5 Value Ranking of Alternatives

	Buildout (Sudbury Portion Only)	Potential Land Value	Marketing Time
Multifamily Rental	250 units	\$7.5M - \$8.75M	1-1.5 years
Garden Style Condo	250 units	\$11.25M – \$13.75M	3-5 years
Townhouse Condo	83 units	\$6.5M – \$8.0M	2-4 years
Single Family (40,000 s.f.lots)	15 units	\$3.75M - \$4.0M	1-2 years
Office	260,000 s.f.	\$2.6M - \$3.9M	10+ years
Assisted Living	90 units	?	? years

⁹ Town of Sudbury, Housing Production Plan, July 14, 2011, p. 14

Multifamily (Rental or Condo)



Townhouse Condo



Office



Table 6 Development Program Description

Development Program	Buildout	Description	Building Height	Parking Ratio
Office	260,000 s.f.	3 bldgs of 88,000 sf each	4 stories	5 spaces/1,000 sf
Multifamily Rental or Condo	250 units	7 bldgs; 30-40 units per building; 10 units/floor avg 1,350 sf/unit, mix of 1, 2 and 3 BRs; avg 2 BR	3-4 stories	2 spaces/DU
Townhouse Condo	83 units	21 bldgs, 4 units/bldg avg 2,200 sf/DU, 2BR	2 stories	2 spaces/DU

MELONE PROPERTY MARKET ANALYSIS FULL REPORT

INTRODUCTION

The Town of Sudbury asked Larry Koff Associates, a land use planning firm, and its consultant team to investigate the potential land value of a Town-owned site (formerly known as the Melone property) along North Road in the northeast corner of Sudbury if it were to be sold by the Town for private redevelopment.¹⁰

For years, the site has been used for sand and gravel excavation. However those operations will end in approximately two years. Many options for reuse of the Melone property have been suggested - ranging from Town recreation to housing and commercial development. This study investigates the market for a range of private redevelopment alternatives, seeking to identify the “highest and best use”. This study does not take into consideration factors such as local priorities for public purposes which would be considered in a redevelopment plan, nor are combinations of public and private uses explored in depth.

After examining the market potential and physical feasibility of the site to accommodate a broad range of commercial and residential development scenarios, the consultant team found short term market feasibility for a range of residential uses. Other than office which has long term potential, the commercial uses that had been initially suggested were determined to not be marketable at this location. Several styles of residential development were considered in this analysis. Sample site plans were developed to illustrate some these uses, and an order of magnitude estimate was established of the value of the site to the Town if the property were marketed for these respective alternatives.

This analysis assumes a friendly permitting process for the respective uses, which would likely require future zoning changes and local initiative. Given the uncertainty of the time frame for redevelopment of the parcel, economic trends, and local priorities, the estimates of value are intended for rank comparison purposes, and only reflect current estimated market value.

¹⁰ The Team includes Bluestone Planning Group, Urban Design, Avery Associates, Appraisal, and GPR Engineering.

CONTEXT

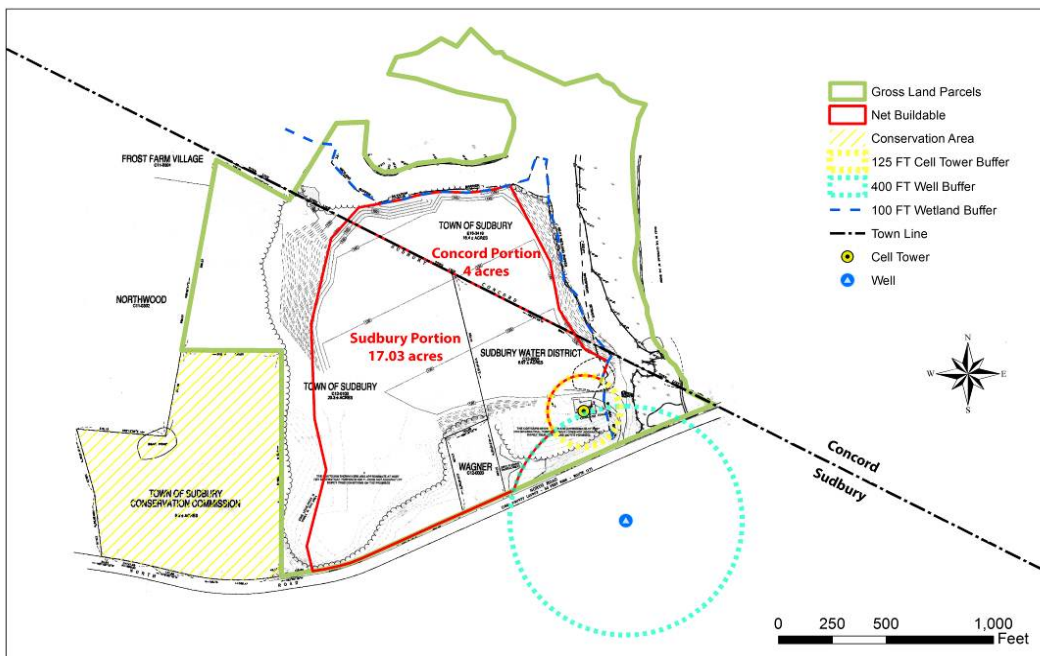
Study Area

The proposed development site is a group of properties which formerly comprised the Melone property, located on Route 117 on the northern edge of the Town of Sudbury. The Town-owned portion of the former Melone property straddles the Town line, having 20 acres in Sudbury and 16 acres in Concord. Another 10 acre portion of the former Melone parcel on the Sudbury side was dedicated for conservation purposes and is managed by the Conservation Commission. Adjacent to the former Melone parcel is a 7 acre parcel owned by the Sudbury Water District which also has a communications cell tower located on it. This Water District parcel will also be incorporated into a future development scenario. An additional privately-owned one-acre parcel, the “Wagner Parcel”, which fronts on Route 117 between the Town and Water District properties, will also be incorporated into future development scenarios.

Table 1 Site Gross Area and Net Developable Area

	Total Area (acres)	Developable Area (acres)
Town (Melone) Property (Sudbury)	20	12.14
Town (Melone) Property (Concord)	16	4
Town (ConCom) Property	10	0
Water District Property	7	3.89
Wagner Property	1	1
Total Study Area	54	21.03
Total Sudbury Portion	38	17.03

Map 1 Melone Property Existing Conditions / Development Areas



Physical Description

Topography

The majority of the study area has been excavated over several decades for sand and gravel. Excavation is now scheduled to be closed in two years and graded to a relatively flat elevation - between 130 and 140 feet in height at its center, which are approximately the existing elevations along adjacent North Road. This re-graded flat portion of the site is surrounded on all sides by steep slopes (20 - 30 % grades), particularly on the west, that rise as much as 60 or 70 feet above the flat portion of the site.

Depending on the ultimate re-use of the site, large amounts of additional cut and fill, or high retaining walls at substantial construction cost would be required in order to extend the buildable (flat) portion of the site into these surrounding steep slope areas. For purposes of this study, we will assume that these steep slopes will be avoided since their slopes are too great to economically accommodate development. Therefore, we have identified a “red line” indicating that portion of the site which will not be constrained by steep slopes. The steep-sloped portions of the site in both Sudbury and Concord were excluded from the developable area, recognizing that the cost of site preparation will increase as development extends into the projected slopes. However, the raised embankment that now separates the site from the length of North Road will be re-graded to allow better visibility and access to the site.

The relatively flat but higher elevation western portion of the Town-owned former Melone parcel (3.6 acres) is excluded from the estimated buildable area because it is presumed that it would require access through Northwood Rd. and the Northwoods housing site, which may not be obtainable.

Environmental Conditions

The site is surrounded, to the north and east, with both wetlands and a river/creek system. State and local wetland restrictions require a 100 foot buffer zone surrounding all wetlands, and a 200 foot buffer zone around the rivers. These buffer zones cannot be intensely developed, except possibly, ‘disturbed’ sections within the outer 100 foot zone surrounding rivers. In all cases, based on the maps provided by the Town indicating these restricted buffers, we do not illustrate development within these zones.

A public water supply well located just south of the Water District parcel across Route 117 imposes a 400 foot buffer zone wellhead protection area which extends up to the cell tower on the Water District parcel. The Water District would prefer to maintain a buffer zone along the frontage of its parcel (and possibly including the Wagner parcel) parallel to Route 117 to allow for future well head expansion. Once that location is determined, a 400 foot radius zone will be circumscribed around it as well.

Access

Current access to the site is from a curb cut on town-controlled Route 117 through the Water District parcel. This is not optimal for future use, due to the fact that the driveway is within the wellhead protection zone and a wetland buffer area. An entrance to the new development can be more suitably located along the Town-owned or Wagner property frontage.

Town of Concord regulations require that access to any subdivision through another town must be via an access road which is a public way at the time of approval.¹¹ In this analysis, we assume that such access road will be made a public way to meet Concord requirements for access to its land if a subdivision is contemplated.

Cell Tower

A 150 foot cell tower is located on the Water District Parcel. It would be advisable to restrict structures from the “Fall Zone” which is equal to the height of the tower. Parking, landscaped areas, and recreational fields could locate within this zone, however buildings should avoid it.

Zoning & Regulations

The Sudbury owned parcels are now zoned Research District, and are within Zone 2 of the Water Resource Protection District.

The Concord portion of the former Melone property is zoned AA Residential (2 acre lot single family homes), and also in the Groundwater Conservancy District. Therefore, Concord would only consider very benign uses to be located there. Uses such as fertilized recreation fields or multi-family residential uses, for example, would not likely be approved.¹²

Net Buildable Area

The Primary Development Site that is considered in the market analysis and alternatives assessment is the developable portion of the study area located in Sudbury only (as shown on Table 1), subtracting the areas with development constraints as described above. An *Expanded Site Alternative* has been considered, extending into the developable portions of the Concord side of the site. However, any proposed development on this Concord portion of land will have to be designed as a separate independent phase, so as not to encumber or make dependent any Sudbury approvals for redevelopment of the land on necessary approvals and permits from the Town of Concord, which may not be granted. The value of development in Concord is therefore not included in this report.

Primary Development Site (in Sudbury):

Gross Land Area = 28 acres [Town-owned, Water District and Wagner property]

Net Buildable Land = ~17 acres *

Net / Gross Ratio = 61%

Expanded Site Alternative (in Concord):

Gross Land Area = 16.6 acres

Net Buildable Land = ~4.0 acres

Net /Gross Ratio = 24%

¹¹ Town of Concord Subdivision Rules and Regulations – Section 6.2.3: Subdivision Straddling Municipal Boundaries - “The Planning Board will not approve a subdivision of land where access to the subdivision tract in Concord is through land in another Town, unless the access is an accepted public way at the time the subdivision application is submitted. In general, lot lines should be laid out so as not to cross municipal boundaries.”

¹² Marcia Rasmussen, Concord Director of Planning and Land Management

Surrounding

The site is located off North Road (Route 117), a rural but often busy road connecting the towns of Concord and Maynard, and is situated 2.5 miles from the train station in West Concord and 3 miles from the Lincoln train station. Surrounding the site is a rural setting. Wetlands border to the north and east, agricultural fields and a water supply well to the immediate south, and a series of walking trails abuts the parcel in the town of Concord.

West of the parcel are two age restricted developments and an office development in a campus setting. Northwood housing development consists of two 3 story buildings, with 4 units/floor, for a total of 24 condo units selling on average for around \$350,000. The site is permitted for another building of 19 units. Adjacent to this development is Frost Farm, a townhouse complex which was developed with town subsidy and contains 44 age restricted ownership units.

An office building, constructed in two phases and developed by Cummings Properties lies to the west of the site between these two housing developments. The first phase, known as 142 North Road consists of a two story 70,000 sq ft building that is 80% occupied with primarily nonprofit uses including Apple Valley School and offices for the Massachusetts State Police. The second phase, known as 144 North Road, is a three story office building addition. Although rent-up for Phase Two took almost 5 years, 144 North Road is now entirely leased to Revolabs.

Map 2 Features in Adjacent Parcels



Local and Regional Context/Market Areas

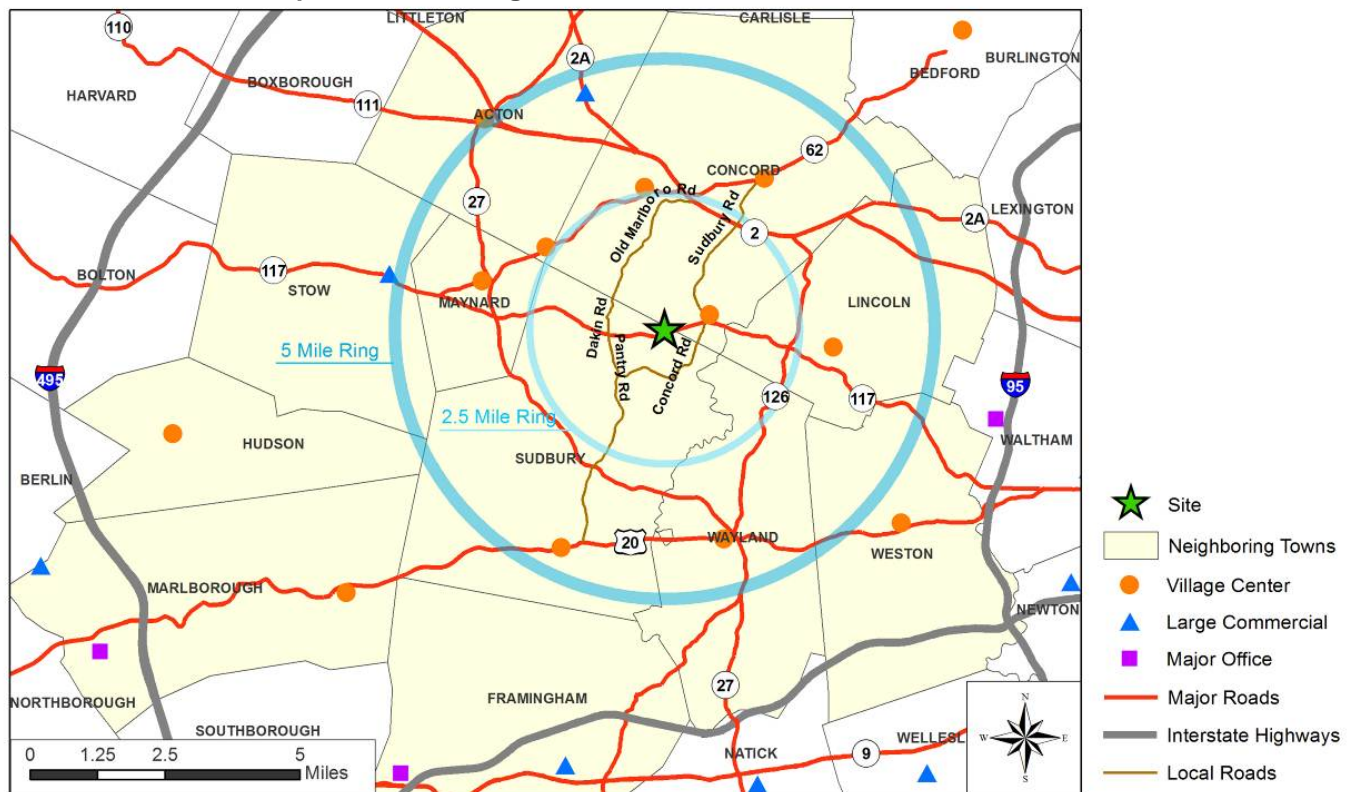
The former Melone site is located in the center of a rural area of the western suburbs almost equidistant (7 to 10 miles) between Routes 128 and 495. Access and development is limited by the presence of the Assabet and Sudbury Rivers, wetlands, large open spaces, golf courses,

farms, and the semi-rural towns of Acton and Concord to the north, Lincoln and Wayland to the east.

Within 2.5 miles of the site, (a 5-10 minute driving radius), is convenience shopping located at three neighborhood centers along Route 62: Maynard Center, Powder Mill Plaza in Acton, and West Concord where a commuter rail station is also located. Nearby shopping is less than a mile from the site at the intersection of Sudbury Road and Route 117 and is limited to a Dunkin Donuts, two restaurants and a convenience store, as well as several garden centers and Verrill Farms.

The area within a 5 mile radius surrounding the site, (a 10-20 minute driving distance depending upon the time of day), captures the primary market area serving this site. Retail centers exist in all directions including Route 2 and Concord Center on the north, Route 20 in both Sudbury and Wayland, both with major destination shopping and office uses and a mixed use center under construction, and Lincoln center on the West. Two major commercial centers are located to the west at the periphery of the 5 mile ring in Stowe and in east Acton.

Map 3 Local and Regional Market Context



Demographic Trends

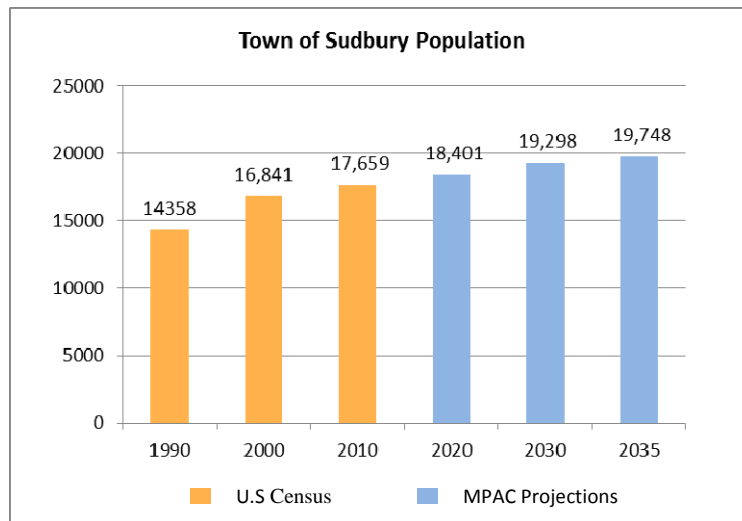


Figure 1 Town of Sudbury Population Change since 1990
Source: U.S. Census, projections by MAPC

As an established suburban community with a population of 17,659 in 2010, the Town of Sudbury has had steady, moderate population growth, just under 5% since 2000, and is projected to continue at a similar pace over the next decades.

Within the 5 mile market radius of Sudbury, cities and towns including Framingham, Marlborough, and Acton have slowed or lost population since 2000 and are expected to continue with low growth rates. Other smaller towns including Concord, Stow, Hudson, Wayland, and Weston are

anticipated to absorb the region's major population growth in the next decade. Over all, the Town of Sudbury's population density is moderate density within the market area. (See Table 2).

Table 2 Regional Population Growth

Municipality	2010 Population	Density (persons per sq. mile)	1990-2000		2000-2010		2010 – 2020 MAPC Projected	
			Population Change	% Change	Population Change	% Change	Population Change	% Change
Acton	21,924	1,096	2,459	13.76%	1,593	7.84%	113	0.52%
Concord	17,668	680	-83	-0.49%	675	3.97%	897	5.08%
Framingham	68,318	2,628	1,921	2.96%	1,408	2.10%	-46	-0.07%
Hudson	19,063	1,589	880	5.11%	950	5.24%	1,074	5.63%
Lincoln	8,683	579	390	5.09%	627	7.78%	120	1.38%
Marlborough	38,499	1,750	4,442	13.96%	2,244	6.19%	241	0.63%
Maynard	10,106	1,871	108	1.05%	-327	-3.13%	644	6.37%
Southborough	9,767	610	2,153	32.48%	986	11.23%	273	2.79%
Stow	6,590	366	574	10.77%	688	11.66%	1,217	18.46%
Sudbury	17,659	706	2,483	17.29%	818	4.86%	742	4.20%
Wayland	12,994	812	1,226	10.33%	-106	-0.81%	1,144	8.80%
Weston	11,261	662	1,269	12.44%	-208	-1.81%	2,087	18.53%
Regional Totals	24,2532	1,111	17,822	8.28%	9,348	4.01%	8,506	3.51%

Source: U.S. Census, projections by MAPC

Counter to the national trend of shrinking households, the Town of Sudbury has had a steady and slightly increasing household size over the past two decades (see Table 3).

Sudbury's median age has increased significantly since 1990. The population of older adults aged 45 and above is growing fastest, while the proportion of adults between 25 and 44 years old is diminishing. "Aging in place", persons aged 65 and over are the next fastest growing demographic.

A clear decline in the population of children under 5 years old since 2000 echoes the drop in the population of young and middle aged adults who are typically starting families. In contrast, the population of school-aged children has increased over this time, corresponding with older parent households.

Table 3 Town of Sudbury Population and Household Change

Year	Pop.	% Change	Hslds.	% Change	Pers. per Hsld
1990	14,358	-	4,762	-	3.02
2000	16,841	17.29%	5,504	15.58%	3.06
2010	17,659	4.86%	5,771	4.85%	3.06

Source: U.S. Census, MAPC

Table 4 Town of Sudbury Age Profile, 1990-2010

	1990	%	2000	%	2010	%	2020	%
Under 5 years	1,049	7.3%	1,489	8.8%	999	5.7%	1,219	6.6%
5 – 19 years	3,142	21.9%	4,223	25.1%	4,962	28.1%	3,684	20.0%
20 – 24 years	767	5.3%	295	1.8%	429	2.4%	390	2.1%
25 – 44 years	4,555	31.7%	4,598	27.3%	3,213	18.2%	2,874	15.6%
45 – 64 years	3,857	26.9%	4,583	27.2%	5,901	33.4%	7,418	40.3%
65 and over	988	6.9%	1,653	9.8%	2,155	12.2%	2,817	15.3%
Total	14,358	-	16,841	-	17,659	-	18,401	6.6%
Median Age	37	-	38.8	-	42.5	-	1,219	20.0%

Source: U.S. Census, MAPC

The median household income in Sudbury is \$153,295 in 2010, which is the highest among all neighboring towns and cities within the 5 mile market area (see Table 5). Sudbury's median household income has increased by almost 30% between 2000 and 2010, the third highest rate of growth in the region, indicating that Sudbury's households will likely remain at the high end of the regional economy.

A close look at Sudbury's household income statistics reveals that different types of households have different income levels. The highest median household income occurs among householders aged between 25 and 44, followed by 45 to 64 year old householders. The income of senior households drops dramatically. Furthermore, median income of owner occupied households is more than four times higher than that of the renter occupied households (see Figure 2).

Table 5 Regional Median Household Income

Municipality	2010 Household Income	Income Growth 2000-2010
Weston	\$148,512	-3.51%
Acton	\$105,523	15.17%
Framingham	\$64,016	17.92%
Stow	\$117,440	21.96%
Maynard	\$75,597	24.31%
Concord	\$119,858	24.99%
Marlborough	\$71,617	25.91%
Hudson	\$74,983	28.07%
Wayland	\$129,805	28.47%
Sudbury	\$153,295	29.28%
Southborough	\$140,184	36.12%
Lincoln	\$121,104	53.29%

Source: 2010 American Community Survey 5-year Estimates, 2006-2010

Sudbury residents are more likely to have higher education, especially in terms of professional and graduate education. Compared to Middlesex County and the state, Sudbury is less socially diverse, with fewer minority residents, a smaller foreign born population and fewer residents who speak another language at home.

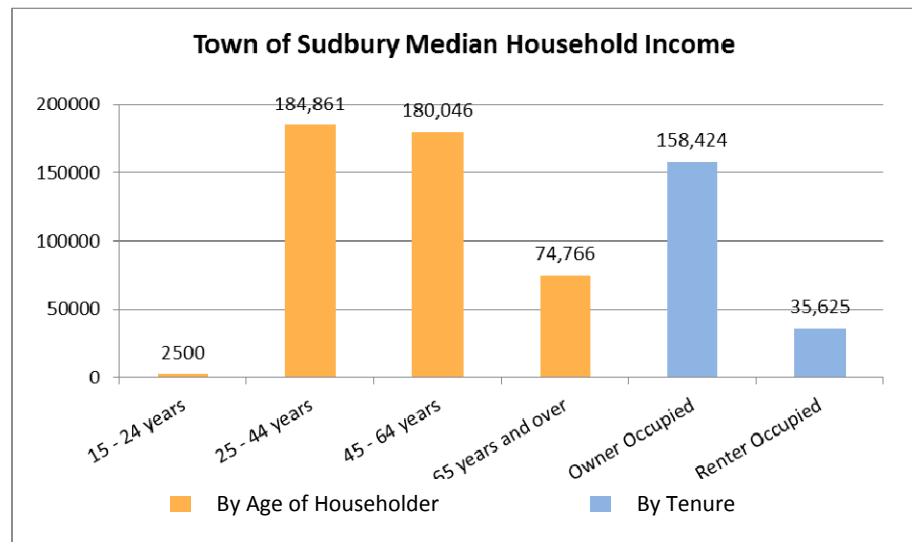


Figure 2: Town of Sudbury Median Household Income Distribution

Source: 2010 American Community Survey 5-year Estimates, 2006-2010

Note: There are only 14 households counted in the 15-24 year old householders' group. The low income possibly reflects combined households.

On the other hand, Sudbury has a much higher proportion of family households than Middlesex County or state on average, in particular families with children. Just above one tenth of households are composed of single individuals.

Table 6 Town of Sudbury Social Characteristics

	Sudbury	Middlesex County	Massachusetts
Finished HS	96.7%	91.8%	89%
Bachelor's Degree	35.1%	25.4%	33%
Professional or Graduate Degree	39.2%	24.5%	16%
White	90.8%	80%	80%
African American	0.8%	4.7%	7%
Asian	5.9%	9.3%	5%
Hispanic	2%	6.5%	10%
Foreign born	9.6%	18.4%	12%
Non-English spoken at home	13%	23.7%	19%
Family Households	85.7%	63.1%	63%
Families with children	49.7%	29%	28%
Married couple/no children	32.2%	26.9%	46%
Single parent households	9%	13.7%	9%
Non-family households	14.3%	36.9%	37%
Householder living alone	11.9%	27.8%	29%

Source: 2010 American Community Survey 5-year Estimates, 2006-2010

Economic Trends

The Town of Sudbury has a strong economic base, with businesses that provide more than 8,000 jobs, nearly equal the number of Sudbury residents in the labor force.

Sudbury residents are more likely than the regional average to be employed in white collar positions, especially management, business, science and arts occupations. These tend to be higher paying than other occupations. Sudbury residents are less likely to be employed in service or blue collar positions, while percentage of sales and office occupations is close to the regional ratio (see Table 8).

Table 7 Jobs to Labor Force Ratio

Town	Labor Force	Jobs	Jobs/Labor Force Ratio
Acton	11,038	9,286	84.13%
Concord	7,867	11,916	151.47%
Framingham	39,230	44,636	113.78%
Hudson	10,825	9,684	89.46%
Lincoln	3,104	1,159	37.34%
Marlborough	22,685	28,835	127.11%
Maynard	5,694	4,012	70.46%
Southborough	5,164	7,256	140.51%
Sudbury	8,269	8,107	98.04%
Stow	3,759	1,890	50.28%
Wayland	6,597	3,216	48.75%
Weston	4,690	4,365	93.07%

Source: Mass Labor and Workforce Development.
Data accurate for Jan, 2012

Table 8 Town of Sudbury - Employment by Occupation

	Sudbury	Sudbury %	Middlesex County %
White Collar	3,215	87.9%	73.3%
Management, business, science, and arts	5,566	70.6%	52%
Sales and office occupations	1,363	17.3%	21.3%
Services	512	6.5%	14.5%
Blue Collar	440	5.6%	12.2%
Natural resources, construction, and maintenance	229	2.9%	5.9%
Production, transportation, and material moving	211	2.7%	6.3%

Source: US Census American Community Survey 5-year Estimates, 2006-2010

Sudbury's unemployment rate has consistently stayed below state-wide and national levels over the past decade, indicating a very resilient local job market. Local unemployment rate has been around 6% since 2009, from an average of 3-4% between 2002 and 2008, and has been showing a down trend after reaching a peak in 2010.

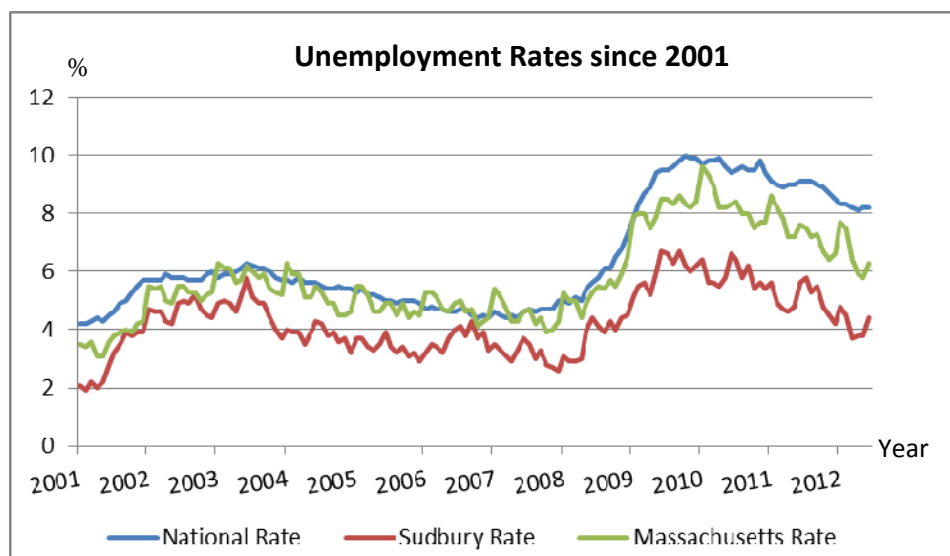


Figure 3 Unemployment Rates since 2001
Source: Mass Labor and Workforce Development

The largest proportion of jobs located in Sudbury is in Education and Health Services, followed by Trade, Transportation and Utilities. Sudbury offers a relatively higher proportion of jobs in these industries than Middlesex County. Sudbury has a substantial number of professional and business services jobs, but has a relatively smaller share than Middlesex County. Other major employers include leisure and hospitality services.

Table 9 Employment and Average Wage by Industry in Sudbury (2010)

Industry	Sudbury				Middlesex County	
	Establis h-ments	# of Empl.	% Empl.	Avg. Weekly Wage	% Empl.	Avg. Weekly Wage
Natural Resources and Mining	3	273	4.5%	\$843	0.2%	\$1,090
Construction	44	186	3.1%	\$1,139	3.8%	\$1,226
Trade, Transportation and Utilities	118	1,381	22.7%	\$805	16.6%	\$942
Information	13	217	3.6%	\$1,157	4.9%	\$2,171
Financial Activities	53	225	3.7%	\$1,477	4.3%	\$1,578
Professional and Business Services	182	779	12.8%	\$1,491	22.6%	\$1,826
Education and Health Services	64	1,501	24.6%	\$908	23.6%	\$1,051
Leisure and Hospitality	42	747	12.3%	\$410	8.0%	\$400
Other Services	100	270	4.4%	\$580	3.4%	\$630
Public Administration	13	511	8.4%	\$1,357	3.3%	\$1,179
Total/Average	632	8,172*		\$1,160		\$1,039

Source: MA Executive Office of Labor and Workforce Development (EOLWD).

*Employment and Wage data are derived from reports filed by all employers subject to unemployment compensation laws. This may exclude some small businesses and result in data discrepancy due to suppression. Industry employment and payroll information is produced both quarterly and annually.

Wages for jobs in Sudbury are lower than average for Middlesex County but higher than that of Massachusetts. Average wages have been growing at a higher rate compared with County and State level over the past decade (see Table 10).

Table 10 Average Annual Wage

	Sudbury	Middlesex County	Massachusetts
2001, 3rd Quarter	\$45,051	\$50,213	\$42,913
2011, 3rd Quarter	\$62,884	\$69,141	\$58,087
Change 2000-2010	39.6%	37.7%	35.4%

Source: MA Executive Office of Labor and Workforce Development

A similar proportion of Sudbury residents (20-25%) find jobs locally (i.e., Sudbury and Concord), commute to Boston/Cambridge, or work in the interstate “ring” surrounding the Metrowest region, (i.e., Waltham, Framingham, Marlborough, Natick, Newton, and Burlington). In contrast, Sudbury employees come from a broad distribution of neighboring towns and more distant cities such as Boston and Worcester (see Table 11).

Table 11 Journey to Work

Work Place of Sudbury Residents		Place of Residence for Sudbury Employees	
Sudbury	1,507	Sudbury	1,507
Boston	1,237	Marlborough	805
Waltham	540	Framingham	627
Framingham	448	Hudson	315
Cambridge	441	Boston	271
Marlborough.	363	Natick	201
Concord	248	Maynard	188
Natick	206	Wayland	178
Newton	204	Waltham	140
Burlington	190	Worcester	123
Other Towns	2,555	Other Towns	3,435
Total	7,939	Total	7,911

Source: US Census

Employment in Sudbury is projected to increase slightly by 2020, especially in the service sector and decline slightly by 2030 due mainly to diminishing employment in “basic” industries. Neighboring towns and the region provide a relatively higher proportion of jobs in the service sector, which is expected to grow over the next two decades.

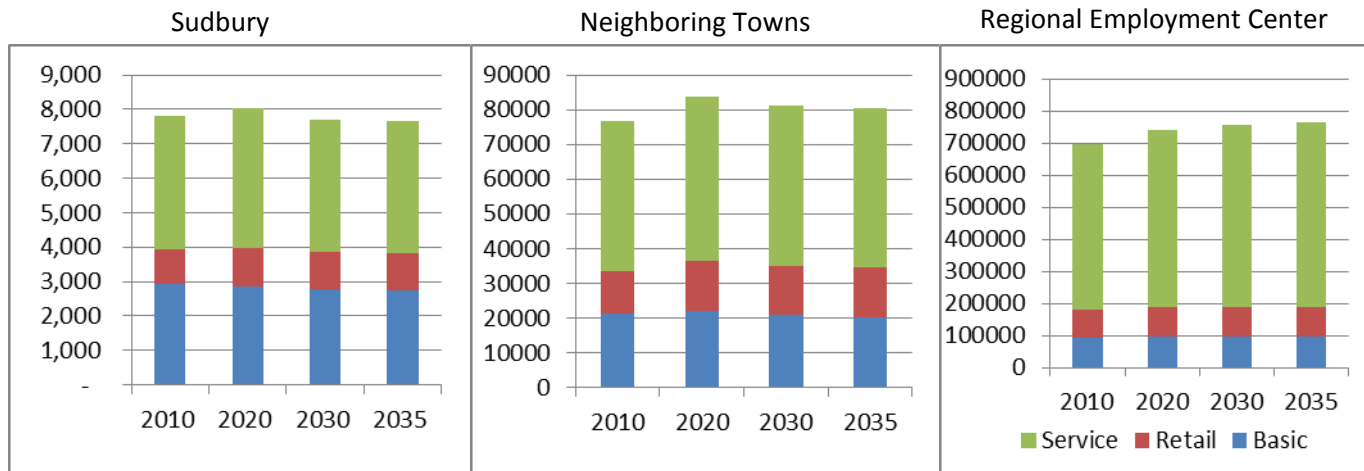


Figure 4 Employment Projections

Source: MAPC MetroFuture Employment Projections, 2011 (based on 2008 employment estimates)

Neighboring towns include Acton, Concord, Hudson, Lincoln, Marlborough, Maynard, Wayland, and Weston. Regional employment centers include Framingham, Boston, Natick, Needham, Newton, and Wellesley.

Housing Trends

Sudbury has 5,771 housing units as of 2010, an increase of approximately 267 units since 2000.

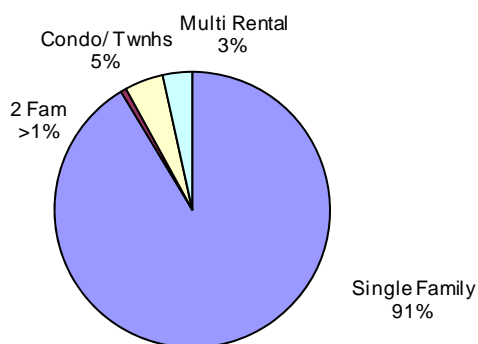
Over 90% of the housing units in Sudbury are single family homes. 92% of households in Sudbury own their own homes. The number of homes in Sudbury has grown by 21% since 1990, a moderately high rate of growth compared with neighboring towns. Since 2007, the Town has absorbed an average of 30 new homes per year. The predominance and cost of single family

Table 12 Regional Housing Growth, 1990 – 2010

Municipality	% Change 1990-2010	% Ownership (2010)
Lincoln	-11.2%	65.2%
Maynard	3.3%	68.0%
Framingham	4.7%	58.2%
Weston	6.6%	88.8%
Concord	12.3%	81.1%
Acton	16.1%	79.1%
Wayland	16.2%	89.2%
Hudson	17.7%	75.1%
Sudbury	21.0%	94.2%
Marlborough	29.4%	60.6%
Stow	30.7%	88.4%
Southborough	42.1%	91.7%

Source: US Census

Figure 5 Existing Housing Types in Sudbury, 2010



homes in Sudbury likely contributes to the relatively larger household size and number of families with children; there are very limited housing options in town suitable for other household types, especially seniors or young adults.

Multiple Listing Service (MLS) reports the average selling price in Sudbury for single family homes is currently at \$646,000 (April-June 2012). The median sales price was \$660,000 in the second quarter of 2011. Sudbury's home prices are considerably higher than neighboring communities, with the exception of Concord, which is slightly higher.

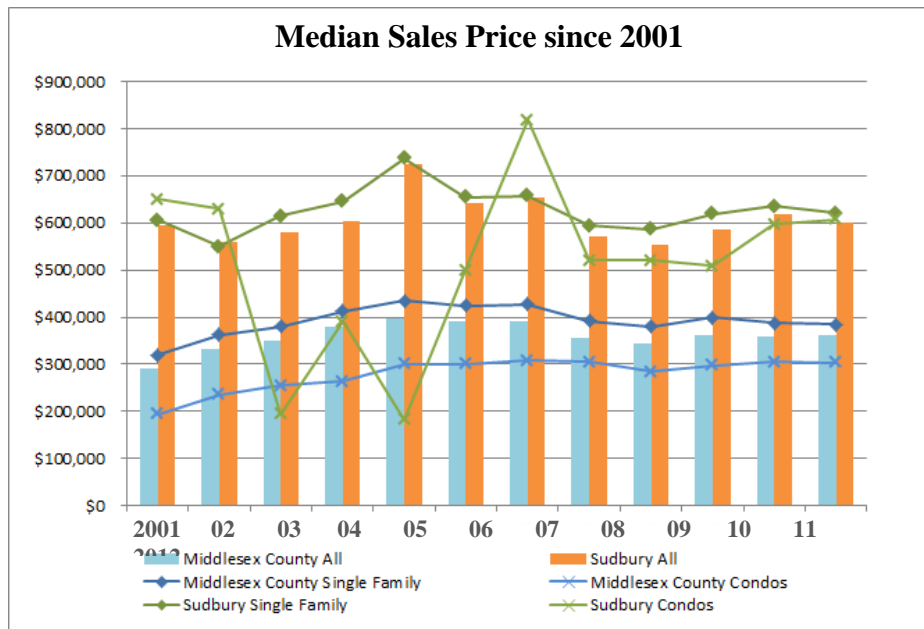


Figure 6 Median Sales Price in Sudbury and Middlesex County, 2001 – 2012
Source: The Warren Group

The average assessed value of all single family homes in Sudbury in FY 2011 was \$628,000, about 75% higher than the average value of \$359,000 in FY 2000 (MA Dept. of Revenue)¹³. In contrast to median sales price which peaked at about \$737,000 in 2005, assessed valuation continued to rise through 2007, when average valuation peaked at \$703,000. Home values in Sudbury are consistently more than 50% higher than average for Middlesex County, although median price for Sudbury condominiums fluctuated between 2002 and 2008 (see Figure 6).

¹³ Sales price reflects the market value for a selection of homes which were sold during the period recorded; average assessed value captures the estimated value all of the town's single family housing stock each year.

Table 13 Regional Housing Market

Community	Single Family Homes		Condos	
	Median Selling Price	# of Sales	Median Selling Price	# of Sales
Acton	\$519,500	144	\$230,000	113
Concord	\$700,000	190	\$418,850	282
Framingham	\$294,500	405	\$87,000	103
Hudson	\$256,000	127	\$200,000	59
Lincoln	\$900,000	39	\$410,000	13
Marlborough	\$256,000	191	\$130,000	117
Maynard	\$298,500	98	\$237,250	28
Southborough	\$487,500	102	\$485,000	11
Stow	\$417,500	65	\$364,500	15
Sudbury	\$635,000	195	\$597,000	34
Wayland	\$555,500	130	\$556,458	49
Weston	\$1,150,000	127	\$465,750	10

Source: The Warren Group, January – December, 2011

Area Traffic Conditions

North Road / Route 117 is the primary and only access to the site. Route 117 is a two lane east/west state numbered road which is maintained by the Town of Sudbury. Other than at the commuting hours when the road is very busy, North Road provides convenient access to the site.

Route 117 runs parallel to and south of Route 2 by about 2.5 miles and serves during commuting hours as a bypass to Route 2 for those who find this road less congested. Route 117 has about 14,500 vehicles per day; Route 2 East of the Concord Rotary has 44,000 cars per day. North/South access in the vicinity of the site is limited to Concord Road which is located east of the former Melone site and extends into Conrod to the north and to the Sudbury historic Town Center to the south. A second north/south road is Route 27 which has a similar volume to Route 117. On weekday peak hours in the morning and evening, all of these roads operate with a Level of Service (LOS) F¹⁴, having traffic backed up thorough multiple light phases.¹⁵ Route 20, South Sudbury's east/west roadway, has approximately 22,000 cars per day and similar conditions for commuter traffic.

¹⁴ Lever of Service (LOS) A= Free flow; B=Reasonably free flow; C=Stable flow; D=Approaching unstable flow; E=Unstable flow; F=Forced or breakdown flow

¹⁵ The Cecil Group, Sudbury Center Improvement Plan, March, 2008, p. 7.

MARKET ASSESSMENT OF LAND USE ALTERNATIVES

Overview

A Steering Committee of Town staff and elected/appointed board and committee members identified a range of alternatives for consideration.¹⁶ The market for a variety of commercial and residential uses was evaluated based upon the preceding Issues and Opportunities Analysis, and a survey of the local and regional residential and commercial real estate market.

Of the range of market segments analyzed, the consultant team has concluded that residential uses clearly have the greatest development potential at this location. There is potential for office development at this site, but it is a more long-term prospect for redevelopment.

Table 14 Initial Market Assessment of Alternatives Land Uses

Land Use	Market Potential		
	Near Term	Long Term	Minimal
1. Flex Space			○
2. Solar			○
3. Commercial Recreation			○
4. Retail			○
5. Office		●	
6. Residential (all types)	●		

Commercial Market

The ongoing recession, the isolated location, the lack of convenient amenities such as public transportation and local retail, and the absence of any on site sewer present significant limitations to commercial development at the current time. By comparison, closer to Routes 128, 495, and in many of the adjacent village and town centers there are a large number of vacant commercial buildings and sites which are for lease or sale at reasonable prices.

Industrial/Flex space: Given distance to highways, this would be unfavorable location for large-scale warehouse/distribution because it significantly increases transport costs. Many available sites are closer to major highways in the region.

Flex space is a form of smaller scale warehouse or light industrial development, which could have a blend of industrial and office features. Typical tenants include local contractors' office and storage space, manufacturing/sales, service businesses, and warehouse/distribution uses. Given a surplus of this type of space in the region as well as the concern that tenants might impact local environmental resources, this use is not recommended for further analysis.

¹⁶ Meeting Minutes, July 19, 2012 (Appendix 1)

There is not a strong market for this use at this time. A surplus of nearby, low cost flex space includes the old Digital complex on Parker Street (400,000 and 150,000 sq. ft. buildings); the Stratus building on Route 162 (60,000 sq. ft.), and Romanow Box Company (60,000 sq. ft.) on Powder Mill Road in Maynard. There is also a lot of flex space for rent with good access on Route 495. Given area rents in the range of \$6.50-\$8.00/ sq. ft., it would be a challenge to be able to finance new space for this modest income stream.

While there might be some demand for a limited number of users given the lack of this space directly in Sudbury, the concern that tenants might create environmental issues indicates a lack of support for this use.

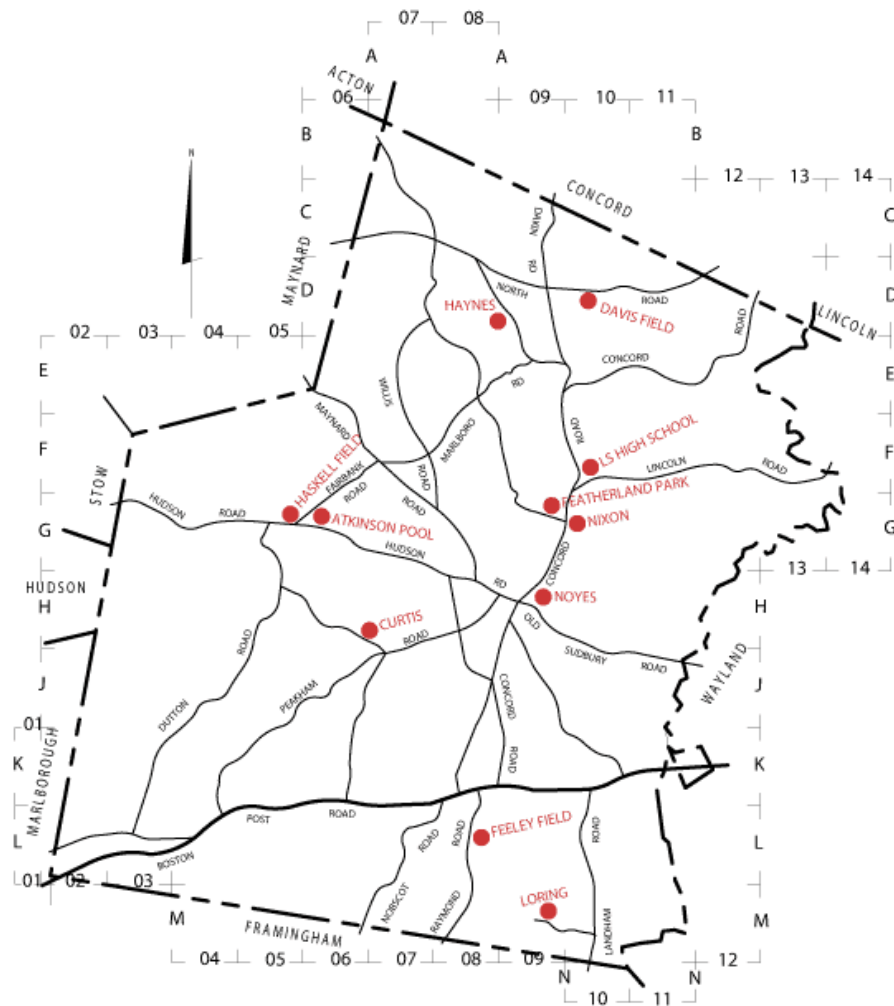
Retail: The region is well-served by existing retail located along the major highway network. The site is not a strong candidate for large-scale retail, nor for neighborhood or specialty retail due to the isolated location, low density surrounding, poor visibility, congested road network, lack of sewer, and surplus of retail in the region along Route 62 in Maynard, Acton, Concord, and along Route 20 in Sudbury.

Mixed Use: It is suggested that high-density residential development, especially with direct connections to neighboring residential and office developments could support small-scale convenience retail. Experience with recent mixed use projects shows that retail as part of a mixed use development will not thrive in a location which cannot support retail as a single use (Oak Grove Village in Melrose, as an example). More successful tenants of mixed use commercial spaces have been cafes and restaurants, as well as gyms and exercise studios, which provide common meeting spaces and resident amenities. A small amount of retail could enhance a residential or office development in this location, but would not add significant land value to the project.

Commercial Recreation: The limited potential market for commercial recreation makes this use highly unlikely due to the constraints of high construction costs for a new facility, competing facilities in the region, and lack of clearly identified sports programming needs. A typical sports complex contains some 80,000 sq ft and requires a revenue stream of some \$3,000/day in income to cover the costs of debt service and operations for a new facility.¹⁷

Four major competing facilities contain the major sports recreation activities which are in demand in the Sudbury region. These facilities listed below provide a range of indoor/outdoor fields for soccer, lacrosse and field hockey, tennis, fitness /health clubs, swimming pools, golf, rock walls, classroom space, and skating rinks. Major nearby facilities include the Field House in Sudbury (80,000 sq. feet), ForeKicks with locations in Marlborough (135,000 square feet) and Norfolk (85,000 square feet), Teamworks in Acton (63,000 sq ft), and the New England Sports Club in Marlborough with a 218,000 square foot skating facility. In addition, the town has numerous recreation facilities in schools and parks including its own Sudbury Park and Recreation Center-Atkinson Pool.

¹⁷ Norman Gill, President, Pinnacle Indoor Sports consultant, Phone conversation, July 31, 2012



Privately Developed Solar Farm: Given a requirement of 5 acres to generate one megawatt of electricity, the former Melone site could in theory produce up to 4 megawatts of power. While it could be possible for a developer to build a solar farm on the site, funding and regulatory issues make this a highly uncertain scenario. A project under 6 megawatts could be eligible for net metering, connecting via on-street lines, although system upgrades may be needed to support larger projects. State legislation and incentives aim to facilitate independent renewable energy projects, however there have been few such large-scale facilities to date. There is a limited market for private developers purchasing sites for this use, as many of the installations being developed are on Town-owned property, the roofs of public and private facilities, or former waste disposal sites. Considering the complexity of the issues around the production and sale of renewable energy, it is beyond the scope of this analysis to suggest a feasible arrangement with a solar developer or to project the potential revenue or cost savings that could be generated from a solar farm on this site. While it might be productive to pursue a solar option, it is not possible at this time to compare the market value of this possible use to other development alternatives.

Office: Regional statistics as well as local market conditions indicate that, while this might be a good location for a special purpose office building in ten+ years, there is no market for a

speculative office or medical office building at this time.^{18 19} The experience of Cummings Properties 142 and 144 North Road office buildings (63,000 sq ft and 70,000 sq ft) is a case in point. The rent-up has been slow, and 142 North Road is only 80% occupied with rents of \$17.97/ sq ft. Tenants include schools, some medical uses, nonprofits, and a State Agency. Revolabs, a new high tech audio products tenant is the one significant commercial tenant. Larger scale medical-related or nonprofit uses have not had a strong attraction to this location, possibly due to a limitation on septic system discharges, which would also apply to the former Melone site.

Regional statistics support the assumption that this area has a surplus of space.²⁰ The Melone site is located between two sectors, Route 128 Mass Pike and Route 495 West. Within these corridors, the vacancy rate averages between 17.7% and 30.6%. The surplus of space has been noted at over 4.5 million sq. ft and the absorption of space has been negative to under 100,000 sq ft. The Collier's Great Boston Market Viewpoint Report highlights two trends: It is no longer simply about rent per square foot. Amenities and sustainability are critical. And Select Class A, amenity –rich buildings located along the stretch from Burlington to Needham and close to Route 128 will be the first to realize rental growth in 2012. Given the surplus of space and the secondary location of the Melone site, there is little likelihood that a demand for office use on this site would occur in the near or mid term.

Residential Market

Nationally, market conditions are strong for rental housing, as economic conditions have impacted homeownership rates. A national research services report, the Outlook, has stated that “New and existing home sales now evince solid traction in sales volume and pricing, while permit issuance, especially for multifamily units, now approaches the highest levels in three years.”²¹ Multifamily permits are forecast to comprise more than 40% of total permits in 2012 and 2013, a ratio well above trends of the past 25 years.

Local realtors tend to be a bit more cautious and have varying comments on a variety of market segments being considered including single family and condo ownership units, townhouses for rent or ownership, multi-family rental, age restricted and assisted living. Furthermore, although the Boston region – and Sudbury in particular – have insufficient multifamily housing to meet local demand, over 2000 units of multifamily housing located in the nine neighboring towns have been approved under Chapter 40B over the past decade, of which close to half are still stuck in the financing and permitting stage.²²

There seems to be a consensus that with the construction of housing currently in the pipeline, the region will have an adequate supply of affordable senior housing), especially relative to the need for multifamily rental housing to serve families. Various specialists knowledgeable about the housing market and financing have indicated that the market for age restricted housing (market

¹⁸ Chip Detwiller, R.W. Holmes Real Estate

¹⁹ Colliers International, Second quarter report, 2012

^{20 20} Colliers International, Second quarter report, 2012, p. 9

²¹ Marcus & Millichap, the Outlook, 2012, page 1

²² List prepared by Larry Koff & Associates from base data received from DHCD

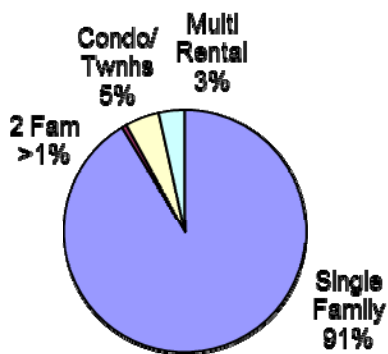
rate and affordable) may be nearing saturation²³ A number of age restricted developments in the region have had problems and have requested conversion to market housing. Furthermore, State Agencies such as DHCD and MHFA want to see more family orientated multifamily housing before consideration would be given to funding additional senior related housing. In spite of these different assessments of the market and need, Holly Grace, Senior Project Coordinator for B'nai B'rith housing thinks that there continues to be a demand in Sudbury for affordable Senior housing.

Estimated Housing Demand

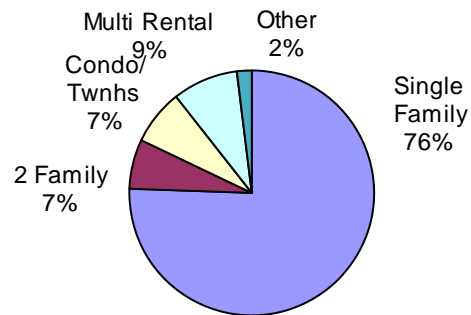
Sudbury residents who seek alternatives to large single family homes are currently under-served. There is significant unmet demand for smaller units – both ownership and rental, to serve seniors, as well as young adults and families.

Figure 7 Housing Type Comparison

Existing Housing Types In Sudbury, 2010



Projected Demand for Housing Types



The estimated housing preferences, depicted on Table 15, is developed by Larry Koff Associates based on trends and observations from a range of studies²⁴. Families with children and older adults are most likely to prefer single family homes, while seniors, young adults, and other types of households have more varied housing preferences, reflecting economic and lifestyle situations. In particular, demand for alternative types of housing is driven by smaller household sizes, desire to minimize maintenance requirements, and greater accessibility to community amenities and recreation opportunities. While this comparison reflects the current (2010) population, the types of housing that are under-represented are also more appropriate for the

²³ Bonnie Heudorfer, • Massachusetts Housing Market Assessment Co-author with the University of Massachusetts Donahue Institute of a 2008 statewide housing market assessment for the Department of Housing and Community Development, Michael Jacobs., MHJ Consulting, former **Senior Development Officer/ Massachusetts Housing Finance Agency, Boston, Ma.**

²⁴ **The Market for Smart Growth**, By Gregg Logan, Stephanie Siejka and Shyam Kannan Robert Charles Lesser and Company, LLC, 2009; **Where We Want To Be: Home Location Preferences And Their Implications For Smart Growth**, 25 May 2012, Todd Litman, Victoria Transport Policy Institute

needs of the growing population of seniors who seek to stay in the community as they age. The comparison indicates a potential shift in approximately 15% of the households in Sudbury (or approximately 800 units) away from single family residential to other types including 2 family, multifamily rental and condos or townhouses could be marketable.

Table 15 Estimated Housing Demand: Alternative Housing Types

Household Types	Est. 2010 Total Households	% of HH (2010)	Estimated Housing Type Preference ⁽¹⁾				
			Single Family Homes	2-Family or Townhouse	Multi-family Condo	Multi-family Rental	Other ⁽²⁾
Individuals or Couples, Age 75+	533	9%	133 25%	53 10%	133 25%	133 25%	80 15%
Individuals or Couples, Age 65-74	651	11%	391 60%	33 5%	130 20%	65 10%	33 5%
Indiv./Couples, Age 35-64, No Children	1,552	27%	1319 85%	78 5%	78 5%	78 5%	0 0%
Young Adults, up to age 34	211	4%	42 20%	53 25%	53 25%	63 30%	0 0%
Households with Children/Families	2,435	42%	2192 90%	122 5%	0 0%	122 5%	0 0%
Single Parent Families	389	7%	292 75%	39 10%	19 5%	39 10%	0 0%
Estimated Demand (% of total)	5,771	100%	4,369 76%	378 7%	413 7%	500 9%	113 2%
Existing Supply	5,555⁽³⁾		5,074 91%	37 0.7%	252 5%	192 3%	0

Source: 2010 Decennial US Census, LKA, 2010 ACS 5-Year Estimate

(1) Approximately half of the two-family units are assumed to be rental.

(2) May include manufactured home community, assisted living, nursing home, or other group living arrangement.

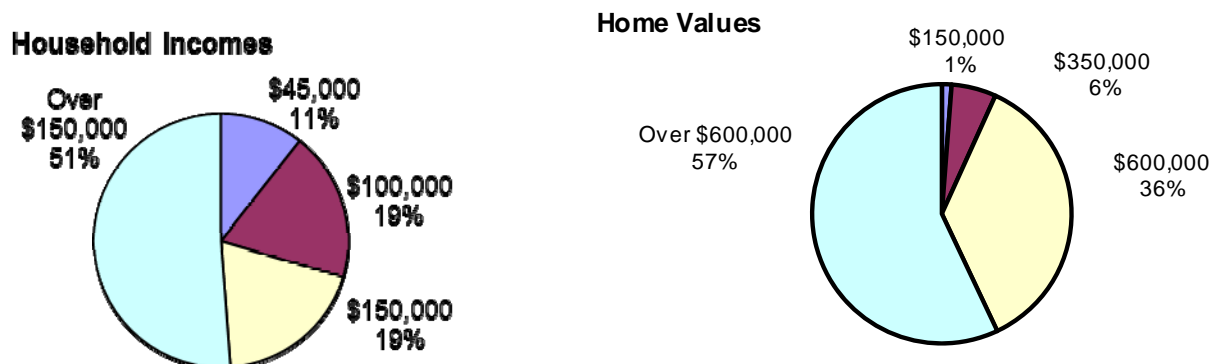
(3) Discrepancy between total number of households and existing supply of housing units due to ACS estimate versus Decennial Census count.

Condos and multifamily apartments in a village setting, with proximity to retail and services are attractive alternatives for older households seeking to downsize their living arrangements, as well as young adults. Perception of safety, a walkable environment, and connection to trails and community facilities will enhance demand for multifamily units, particularly among older households. Lack of convenient highway or transit access, on the other hand, may limit demand for multifamily housing targeted to commuting households.

A comparison of home values to household incomes in Sudbury shows that the market is concentrated at the upper range. The average assessed value for a home in Sudbury was \$621,000 in 2012, which is affordable to homebuyers earning over \$150,000 per year. There is significant unmet demand for housing to serve smaller Sudbury households and those below the

“high” income bracket. In particular, single person households – 56% of whom (among Sudbury households) are over the age of 65 – are in need of smaller, more affordable housing options.

Figure 8 Housing Affordability Comparison



Source: 2010 American Community Survey 5 year estimates

Home Value grouping based on the approximate price that would be affordable to purchase at each income range.

Table 16, Households in Sudbury by Size and Income

	Households	%	Median Income (rounded)
1 person	684 (56% over age 65)	12%	40,000
2 persons	1,749	30%	150,000
3 persons	1,079	19%	150,000
4+ persons	2,259	39%	200,000

Multifamily Rental: The apartment rental market is strong, nationally and in the region²⁵. Apartment units appeal to all age groups and income levels, although isolated sites with limited access to transit, shopping, or services, are a discouragement to some prospective developers. Typical market rents range between \$1,600-\$3,000 for new construction in the region.²⁶ An example of a mixed income rental housing that provides a comparable model is the Mews Development in Concord, a 40B project with 350 rental units, including townhouses and 3-story buildings, ranging from 700 to 1,500 square feet per unit at a density of 8.5 units per acre. Market rents range from \$1,595/month for a one bed and bath to \$3,100 for three bedroom townhouse. 25% of the units are reserved for renters earning 70% of Area Median Income. Nearly half of the 88 affordable units are still vacant (since the development opened in January), including all of the 1-bedroom units and some of the 2-bedroom units. The rent for affordable 1-bedroom units, at \$1203, may not correspond with the incomes of 1-2 person households who qualify for subsidized housing units. Moreover, the lack of public transportation detracts from the suitability of units for households with low and moderate incomes.

²⁵ Marcus & Millichap, the Outlook, 2012, page 1

²⁶ On site manager, Concord Mews.

Garden-Style Condo: Condo ownership units in multi-family elevator buildings comparable to a rental building, with possibly larger unit sizes. Pulte Homes, a national developer with projects in Natick, Reading, Waltham, North Andover have been successful selling smaller sized units in 3-4 story buildings for between \$200,000 and \$450,000. Although age-restricted, Northwoods at Sudbury is a possible example of what such a product might look like. Currently selling at a discounted price of approximately \$350,000/ unit, this development may be impacted by its isolated location and the fact that market for age restricted units of this housing type is saturated, in addition to ongoing legal problems.

Townhouse Condo: A third residential type that has been popular in Sudbury is townhouse condominiums. These tend to be large units containing up to 2,600 sq. ft. selling in the \$500,000-\$700,000 range. The Villages at Old County Road and Carriage lane are examples. A smaller unit version of this would be Concord Green in West Concord.

Age-Restricted Housing: While Sudbury's zoning allows age-restricted multifamily housing, there is some concern that this market is saturated in the short term. Sudbury has 118 age-restricted condos and 114 age-restricted affordable rental units. In addition there are 96 market discounted senior housing units. Another 64 unit affordable senior housing development has recently been approved. A number of these developments in the region have had problems and have requested conversion to market housing.²⁷

A more specialized senior residence, such as an assisted living/continuing care complex might meet stronger demand in Sudbury. Two nearby facilities, Concord Park and Deaconess Abundant Life, with close to 100 units each, have been in existence for some time. A small, 49 unit existing facility in Sudbury, Orchard Hill, opened 13 years ago and also operates a day care program for the elderly. This facility has a 20% vacancy rate.²⁸ A fourth facility in the vicinity, the Groves, is a continuing care ownership facility constructed two years ago on the Lincoln/Concord line with townhouses as well as apartment units. Relatively expensive, this development has had a slow rate of absorption. Even though demographics suggest that the market is strong, the current economic environment makes it very difficult to find occupants as well as to finance construction for these developments.

Single Family: The average price for a single family home in town is \$646,000, while new single family homes sell for well over \$1M. While the market for luxury homes continues to be strong, a variation on this market might be smaller sized single family homes on smaller lots or with common open space, such as the Mill Corner neighborhood in Acton, where units sell in the range of \$500,000, or Cookingham Greene, a senior community located in Ashland.

²⁷ Town of Sudbury, Housing Production Plan, July 14, 2011, p. 14

²⁸ Clifford Hughes, owner Orchard Hill.

POTENTIAL DEVELOPMENT PROGRAM

Assumptions

In order to project the potential value of various development scenarios, it is necessary to make assumptions about how the site will be prepared for development. A range of town priorities and public interests that may influence redevelopment of the site have not been taken into consideration in this analysis.

Physical Site Preparation:

It is assumed that all site development costs including grading, on-site roads, parking, utilities, drainage facilities, and water treatment facilities will be provided at the sole cost of the developer. Steep roads and high retaining walls should be avoided whenever possible. The trade-off between existing site conditions and the Town's site planning preferences and requirements will impact the value of the parcel for any development scenario.

Zoning:

A reasonable zoning and permitting process must be established to facilitate the respective development scenarios. For site planning purposes, we will assume certain current zoning standards, such as current parking requirements for example, for each use tested.

On-Site Sewage Treatment Facilities:

DEP regulations would require a sewage treatment facility for wastewater in excess of 10,000 gallons per day. Such a facility would also have to be designed to meet Zone II requirements.

Stormwater and Drainage Facilities Required:

To accommodate storm water run-off and drainage of the site, sustainable LID (Low Impact Development) techniques, and other requirements of the Sudbury Stormwater Management Bylaw, will be used rather than the construction of a surface detention pond.

Parking Construction Assumptions:

All parking requirements illustrated in all the use scenarios will be constructed as on-grade parking lots because the currently attainable rents for office use are not likely to be sufficient to financially support structured parking facilities for commercial uses.

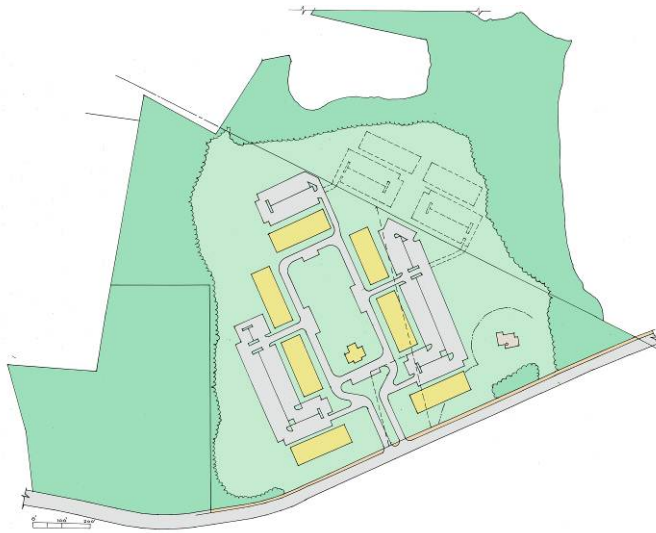
Alternatives

Given the physical characteristics and market context described above, six options were selected for further analyses which were identified as having the strongest potential for redevelopment at this site. In preparing these development concepts, it was assumed that the zoning and permitting process would be established which would facilitate the projected use.

Table 16 Development Program Description

Development Program	Buildout	Description	Building Height	Parking Ratio
Office	260,000 s.f.	3 bldgs of 88,000 sf each	4 stories	5 spaces/1,000 sf
Multifamily Rental or Condo	250 units	7 bldgs; 30-40 units per building; 10 units/floor avg 1,350 sf/unit, mix of 1, 2 and 3 BRs; avg 2 BR	3-4 stories	2 spaces/DU
Townhouse Condo	83 units	21 bldgs, 4 units/bldg avg 2,200 sf/DU, 2BR	2 stories	2 spaces/DU
Single Family	15 units	40,000 s.f. lots		
Assisted Living Facility	100 units	1 building	3-4 stories	

Multifamily (Rental or Condo)



Townhouse Condo



Office



These alternatives reflect the unit and building sizes of developments currently being marketed in or near Sudbury. The multifamily rental is generally comparable to the Mews project now open on Powder Mill Road in Concord and the Pulte condo developments being constructed in the Greater Boston region. The townhouse developments are somewhat comparable in size to those unit types being constructed in Sudbury. Two alternatives – assisted living and single family homes are not illustrated. Either of these scenarios would be comparable to existing developments in the region.

Value Ranking of Alternatives

Having identified potentially marketable alternatives and prepared a site plan detailing the number of units or square footage in the case of office, for each alternative, the consultant team was then able to establish a potential range in land values for each alternative. The range of land values shown in Table 1 is based on a per unit estimate of the current market value for land assuming a number of factors including the proposed use and density, soft costs including project planning and engineering, as well as infrastructure.

- The higher value reflects favorable market conditions and appropriate zoning in place to facilitate permitting.
- The lower value in each range reflects uncertain market and permitting conditions. The market climate as of today favors multifamily rental. The condo market is riskier requiring a longer, more uncertain time period to market a development. While land value estimates assume full payment at the time of closing, the Town may not receive full value of property for some time, as many ownership developments are structured so that land is paid for as units are sold.

The alternatives were then ranked in land value as noted below in Table 17. The ranking took into account both the factors of potential land value and marketing time. Multifamily rental was ranked the highest because it is assumed to have the fastest marketing time. Garden style condos were ranked second. While they have the highest land value, the current economic conditions makes the marketing of this type of ownership development a higher risk to the town. A townhouse condo alternative has a value comparable to the multifamily rental, but with lower density and less favorable market conditions. The lowest density single family option can be marketed more quickly but has a lower value than the multifamily options. A single family development would also be impacted by much higher per-unit site development costs, as well as the site conditions which might not be as conducive to a quality single family development as for a multifamily development. The office use has an extended marketing period and the unknown marketing time period and financial challenges for constructing an assisted living development make this the lowest ranked of the six options.

Table 17 Value Ranking of Alternatives

	Buildout (Sudbury Portion Only)	Potential Land Value	Marketing Time
1. Multifamily Rental	250 units	\$7.5M - \$8.75M	1-1.5 years
2. Garden Style Condo	250 units	\$11.25M – \$13.75M	3-5 years
3. Townhouse Condo	83 units	\$6.5M – \$8.0M	2-4 years
4. Single Family (40,000 s.f .lots)	15 units	\$3.75M - \$4.0M	1-2 years
5. Office	260,000 s.f.	\$2.6M - \$3.9M	10+ years
6. Assisted Living	90 units	?	? years

RECOMMENDATIONS / NEXT STEPS

While the consultant team was able to establish a clear ranking of a range of marketable alternatives, the uncertain market conditions, the lack of zoning and site preparation limit the town's ability to select amongst these options at this time. The consultant team recommend the following next steps.

- ***Decide on short/vs. long term strategy:***

Given the market uncertainty, the Town should either pursue the highest market value option (multifamily rental) and the permitting strategy which could make this happen in the shortest possible time, or continue holding the property until the market improves to support another alternative for property disposition. Alternative public purposes or considerations might be combined with either short or long term strategies.

- ***Prepare site and regulatory strategy for site disposition***

It has been estimated that it will take the town two to three years to prepare the site for disposition. Market conditions can change significantly during this time. If the town chooses to pursue a redevelopment option, it will need to revisit the recommendations of this report while working with the Town Planner on a disposition strategy including possibly preparing a developer's kit with guidelines to test market interest.

Also, to the extent that the Town can reduce investor risk by building support of relevant town departments, obtaining support for re-zoning, testing the soils to ensure a favorable percolation rate for the proposed uses, acquiring the Wagner property and relocating the access, for example, the town will ensure that they will obtain a greater value for the site.

APPENDIX

Meeting Notes from July 19, 2012 Melone Property Project Kick-off Meeting

Note taker: Renee Guo, Larry Koff & Associates
Meeting Notes from July 19, 2012 Melone Property Project
Kick-off Meeting

In Attendance:

Consultant Team:

Larry Koff & Associates:

Larry Koff (Larry K)
Robertta Cameron
Renee Guo

Bluestone Planning Group
Larry Bluestone (Larry)

Avery Associates
Jon Avery

Town Staff/ Residents

Maureen Hafner, Town Assessor
Bob Haarde, Selectman
Dick Williamson, Park & Rec Commission
Nancy McShea, Park & Rec Director
Dave Levington, Council on Aging
Sam Merra, Council on Aging
Dick Bell, Conservation Commission
John Sklenak, Conservation Commission
Debbie Dineen, Conservation Coordinator
Rami Alwan, Energy Committee
Bill Place, DPW Director
Bob Leupold, Health Director
Chris Morley, Planning Board/Community Preservation Committee
Lucie St. George, School Committee
Larry O'Brien, Selectman
Cynthia Gerry, Asst. Town Assessor
Sam Webb, Conservation Commission
Pat Brown, Planning Board/Rail Trail Committee
Jody Kablack, Dir. of Planning and Community Development
Lisa Gutch, School Committee

Introduction:

Jody: The consultant report on property value of alternative uses will be utilized by the Selectmen and Town to guide their decision making. This report is not going to present final recommendations on the disposition of the site. Research on municipal uses was done earlier: open space, housing, recreation. Through next 6 weeks, alternative values of commercial uses to be identified. We need attendees to confirm the alternatives for the team to study and the site development assumptions.

Larry K. (Larry Koff)

This is a land planning valuation study. Unlike other studies, our report is to mainly look at the private market uses which will generate cash flow for the Town given the market for alternative uses. Five alternatives, discussed with Jody, have been identified. Retail use as a stand-alone activity was ruled out because of location and market factors. Attendees supported this conclusion.

Larry (Larry Bluestone) presented background information on site and development assumptions, i.e., Slides 2-5.

Site Description:

Comment: We shouldn't rule out the Concord portion of the site; approx. 8 acres (half of Concord area) has development potential. We should look at 40B or potential for land swap in Concord.

Larry Koff: We will, for study purposes, assume that the Concord parcel might be developed in a subsequent phase. In this manner we will avoid identifying proposals which are dependent upon the town of Concord's support and where the valuation is constrained by this uncertainty.

The site is now zoned for 2 acre single family use in Concord.

Comment: There are environmental issues on the site, specifically wetlands and riverfront. However, the gravel pit is considered "degraded" under the Wetlands Protection Act.

LarryKoff: Key issue is given the property that Sudbury controls, what are the most suitable uses?

Comment: The Water District property is included, provided an approximately 400' set-back around the cell tower. They are fine with us using their property for this study.

Question: Will the Town pay the Water District for this property?

Answer: There will likely be some payment or profit sharing if the property is sold or developed.

Q: Would the town of Concord allow access to the Concord portion of the site through Sudbury

A: Don't know yet.

Larry Bluestone: no direct curb cut access on town portion, only on Water District portion.

Jody: This issue can be solved. Route 117 is also a town route so there is no State curb permitting process. There is significant frontage available for a curb cut on the town portion of the property.

Comment: The Water District would like to see: 400 ft zone to the well, so a portion of the Melone property close to the cell tower should be put aside for this zone (deducted from developable land, or use as open space), but think about “fall zone” buffer around the cell tower too.

Comment: Wagner property, maybe the Water District can trade the triangle area with the Wagner property (?)

Comment: The existing entrance to the site is also within the 400 ft zone to the well, so it’ll be good if the access point is moved to someplace else.

Jody: 20 acres in Sudbury (plus Water District land).

Assumption made that some alternatives will require zoning changes.

Comment: If used for solar, there won’t be big zoning change for Concord, and they might be more willing to work with us.

Larry Bluestone: Minimum site elevation is 130’; we can’t go any lower than that given the water table.

The slope between Sudbury and Concord can be used as a natural buffer to the wetland.

Comment: Local wetland bylaw and state regulations. The town has a history of applying local wetland bylaw as well as state regulations.

Comment: Drainage, depending on use, try to get away from a retention basin, try to achieve natural infiltration, do have a stormwater bylaw for this, seek alternative infiltration methods. Infiltrate throughout the site (Low Impact development).

Larry Bluestone: Strategy for stormwater detention will depend on specific use / site plan. Can’t determine at this stage.

Question: What is the opportunity cost of developing municipal recreation? Know what the alternatives are? Mixed - partially municipal recreation, partially commercial. How much value is full recreation use?

Jody: LKA is not looking at municipal recreation, but more intensive commercial recreation.

Larry Bluestone: Zoning requires a 500 ft setback from a residential lot line to the cell tower?

Jody: not applicable, because that’s for building a new tower

Q: Sell the property vs. lease it?

Larry Koff: This decision will not be considered in draft report.

Roberta: five scenarios

Jody: how did you came up with these five uses? Do the Town/committee members have other alternatives? If so they need to make sure these are viable uses.

Roberta: looking at what's being built in the region. What are comparable development models? What are the characteristics?

Larry Koff: retail is not a viable use, because there is too much retail in the region. We are looking at what the value to the town will be for different uses.

Q: is there a groundwater treatment facility on the Concord property, will that have any impact on the development?

Jody to find out.

Q: any rough analysis on the wastewater treatment load?

Q: how much more traffic can Rt. 117 absorb?

Q: There is a 350 unit multifamily development just built in West Concord, how can we develop this site?

Jody: if we want to trade off revenue with conservation, that's a political issue. We want to know what amount of development can be sustainable on this site in Sudbury. What is the maximum capacity?

Comment: Don't be afraid to think outside of the box, don't limit ourselves.

Roberta: Office

0.1-0.2 FAR, this is not the maximum. Less than the density at the Cummings site.

Q: one thing to think about: adding solar arrays to a parking canopy for any office use office space

Roberta: there will be potential to combine alternatives in some of these alternatives.

Q: two stories of structured parking at the back that won't be seen.

Larry Bluestone: high cost, not feasible

Larry Koff: medical vs. office?

Answer: caution regarding potential contaminates for medical uses – any uses which might have contaminants would not be viewed favorably due to proximity to well.

Jon Avery: medical office along Route 2, there will be a saturation point.

Comment: consider how much office space septic capacity would allow – maybe 5 stories?

Roberta: Recreation scenario

Q: we already have facilities in Marlborough, have high end golf, have some small indoor facilities, etc. So if you combine all of them, there is a lot of competition.

Jody: we know there are facilities around, but we need to know about the demand for more facilities?

Comment: there is huge demand for fields.

Comment: there might be certain commercial recreation uses that exist in other places but might have a market here.

Comment: we want to see the results of your study to help us decide.

Roberta: solar

Jon: How close is the grid to the site. Approximately 5.5 miles to the north west on Powdermill Road.

Comment: 4 MW is beyond what the town needs, so the town will need to become a power producer and sell power to other entities, which the town currently can't do. It would be legally complicated to set up.

Jon: the property could be sold to a private power producer, not the town, this analysis intends to show how much the land is worth.

Comment: preference for the Town to retain control of the land.

Our research is to help Selectmen decide whether to lease or sell the property to reach the maximum revenue.

Jon: Land could also be used as a solar farm too, they have trouble to buckle up to the power line.

Comment: Concord produces their own power for the town; they are already a power producer, already in the game.

Roberta: residential with 250 rental units

Comment: alternative can be senior units, mixed income, possibly continuing care facility.

Comment: maybe some mixed use of residential and retail uses (medical, retail), create a small retail center. Create a senior community that links all of the nearby housing, retail together.

Q: multifamily complex: need to determine infrastructure/impact costs to the town?

Q: 40B is no benefit to the seniors – local seniors cannot afford market units and not enough affordable units. Town has had better luck subsidizing moderate income housing that serves local needs but does not count toward SHI.

Jon: It's attractive to the community to build age restricted developments, but disconnected with market. Developers see senior housing as a limitation due to problems of marketing. Financing also challenging. Continuing Care Residential Community: some of the newer ones are not doing well, the issue with the permitting model is that it's self-financing. Rental is strongest in today's market with developers and financiers.

Roberta: Flex Space:

Definition: space that has warehousing or light industrial capacity, that has office in the front and garage in the back. May also accommodate contractors, etc.

Jon: flex space, typically single floor, also called high-tech space, 40-45% of office space, the rest can be something else, like software development, manufacturing, etc. basically a modern box with facilities that can be used by multiple uses. Distribution space has traditionally congregated at 495. Issue with connectivity, trucks going on 117?

Q: is it possible to integrate some of the five scenarios together to become a multi-dimensional space?

Larry Koff: yes we will consider some mixed use scenarios.

Comment: we need to understand the needs for recreational use before we rule it out.

Roberta: We will look at the market for each of these uses, but when we look at the conceptual site plan, we can comment on potential for combined scenarios.

Comment: Structure it in ways that accommodate multi uses (i.e., meet public needs in addition to commercial use.)

Jon: It has to be driven by incentives, for example if you want a field, then you need to allow higher density.

Comment: CPA money is available for certain uses.

Comment: The town is not giving up control by selling the property. Leasing the property. There is a way to develop the property that the town can benefit the most.

Jody: This is a limited study.

Comment: if you do residential, there should be recreational uses on site

Q: What is the market value of a high end single family subdivision?

Jody: That may not be an acceptable use due to the school impacts, but it should be looked at.

Q: What's the intent of the report? Five scenarios, to decide which is the best? Or to decide what combination works the best?

Comment: When we look at fiscal impact, we will consider the school impacts on values.

Larry Koff: Schedule

August 16 finding reports, discuss with selectmen.

Q: Sudbury is an agricultural community, is there way to put some agricultural component on the site?

Jon: disposition of the property for farming will not generate significant value for the town

Comment: Some agricultural activities reinforce town's agricultural economic base. It is not evident what uses these might be. We might comment on this use but not likely we will be able to identify a unique agricultural use that would be financially beneficial to the town.

Sept 4th: final report. This is a definite time.

Regional map

Comment: there is significant proposed development at the Town's borders: Parker Street development on Route 27, proposed and permitted in Maynard, commercial/mixed use but nothing presently happening. Wayland Town Center. Concord Mews (350 rental units).

Weakness

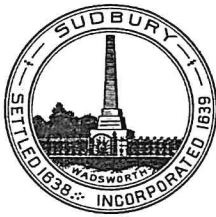
Jody: the site is spanning two towns.

Proximity to the water department cell tower and well.

Comment: Opportunity to create a senior housing village by connecting site to North Woods and Frost Farm developments as well as to Rail Trail and White Pond. With these connections there might be room for limited retail.

Strength

Jody: This parcel is too far away from the rail trail to sustain retail for users. Parcel is large enough to accommodate a lot of uses.



Town of Sudbury

Planning and Community Development Department

Jody A. Kablack, Director

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<http://www.sudbury.ma.us/services/planning>

kablackj@sudbury.ma.us

TO: Board of Selectmen
FROM: JAK Jody Kablack, Director of Planning and Community Development
RE: Rugged Bear Plaza Site Plan Modification, 410 Boston Post Road
DATE: August 29, 2012

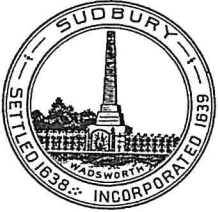
An application to modify a Site Plan decision from 1984 has been received for the above property. The Rugged Bear Plaza is located in a Business District and contains one 2-story mixed use commercial building of approximately 28,300 gross sq. ft. with 104 parking spaces, landscaping and wastewater management system on a 2.28 acre parcel of land located at 410 Boston Post Road. The parcel is also within Zone 2 of the Water Resource Protection District. The plaza received site plan approval in 1984 for the construction of the building which excluded restaurant use as a tenant. The site plan was subsequently modified in 1994 to allow a small restaurant, but it was never constructed. The subject modification application seeks to allow a 50 seat restaurant on this property.

I have reviewed the application and conducted a site visit, and offer the following comments and recommendations:

1. Restaurant is a permitted use by right in the Business District in Sudbury. It is unclear as to why this use was prohibited in the original approval, however it may have been related to septic system issues. Title V has changed since the original site plan was approved, and the use of newer technologies may allow for more intense uses.
2. The Board of Health approved the installation of a 50 seat restaurant at this site in November of 2011, pending review and approval of a design plan.
3. The applicant has stated that a new septic system devoted exclusively to the restaurant use will be installed, however no details of this system have been submitted. It is recommended that the design plan for the system be submitted so that its impact can be assessed pursuant to the Water Resource Protection District Bylaw and the Stormwater Management Bylaw. As this site has been developed for 28 years, the Town may want to explore stormwater upgrades on the property where feasible.
4. Parking calculations submitted with the application indicate that while there are 20 spaces too few if all present tenants and uses are calculated according to zoning requirements and a 50 seat restaurant is added, section 3122 of the Zoning Bylaw allows for the sharing of spaces where it is demonstrated that the need for parking occurs at different times. The applicant has provided such an analysis which indicates that fewer than 75% of the spaces have been observed to be in use at a variety of dates and times over the past year, and that the busy times for the mix of present tenants is fairly well distributed over the course of the week and weekends so that parking use will be staggered and can accommodate the existing and proposed uses.

5. As a condition of site plan approval, it is recommended to require the planting of 2-3 street trees along the frontage of the property within the existing landscape buffer area. This area was replanted several years ago, and significant vegetation removed. It is further recommended to re-plant the landscape islands located in the parking aisle closest to Route 20, as the trees within those islands are dying.
6. If changes to the exterior of the building are contemplated for the new use, Design Review Board approval will be necessary. All new signage requires DRB approval as well.
7. The property is well kept and I have no knowledge of any violations or problems.

cc: Board of Health
Building Dept.
DPW Director
Conservation Coordinator
Fire Chief
Design Review Board
Applicant



Maureen G. Valente
Town Manager

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To: Board of Selectmen
From: Maureen Valente, Town Manager
Re: Suggestions on changes to the Route 20 Steering Committee and Citizens' Advisory Committee (CAC) Membership and Mission Statements
Date: August 28, 2012

Per your direction, I looked into the issues of attendance at the meetings of these groups, and the quorum problem. To help with this, I surveyed via email the members of the two committees.

I have attached a summary of the responses from the members of the two committees who responded to me. There was a very high response rate from the Steering Committee members (nearly 80%) but only a little over 50% of the CAC responded. However, this may be attributed to the timing as it is late August just before Labor Day and folks could be out of Town and others were getting their children ready to return to school. For your information, there are 14 appointed members of the CAC in total, and 9 members of the Steering Committee.

Based on discussions with the Board of Selectmen, feedback from the members of the two committees, and discussions with Jody Kablack, who is the staff person authorized to spend time supporting the work of the committees, below are my suggestions for changes to the Rt. 20 Sewer committees.

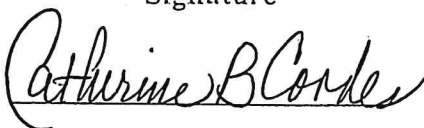
1. Amend the Mission Statement of the Steering Committee to drop the requirement that appointments to the CAC must be pre-approved by the Steering Committee. Have the Board of Selectmen request a report from the CAC on potential new members, but don't make that a requirement that bars the Selectmen from appointing new members.
2. Keep the Steering Committee, but have them meet only quarterly with a date that works for members and is known long in advance and confirm that all Steering Committee members can and will make those meetings. This is the committee that has the most conflict with busy members, particularly those with other board responsibilities. Further, amend the Mission Statement of the Steering Committee to provide progress reports to the Selectmen at least twice per year instead of monthly.

3. Ask members of the Steering Committee if they would like to be appointed to the CAC, but note that all members of the CAC, including any joining from the Steering Committee, must re-affirm their intention to attend the monthly meetings, commit to the work of the Committee, and follow the requirements of item (4) below.
4. Ask all members of the CAC to sign a new application form indicating they agree to:
(a) notify the chair of the Committee if they will miss a meeting at least 24 hours before the meeting so that chair knows if he/she has a quorum and (b) request changing to associate status if they know they will be missing two or more meetings in a row (e.g., if they are out of state for an extended period, or are aware of business travel that will impact their availability) and (c) an understanding that if they do not notify the chair of their inability to make a meeting, they will automatically be moved to associate membership status. Simply not communicating with the chair is unacceptable.
5. Offer any member of the CAC who cannot commit to attending the CAC meetings the option of becoming an associate, non-voting member.
6. Monitor the attendance situation with these changes for three more months and see if the quorum/attendance situation improves. Revisit the question in December if problems continue.

I would further report on some common shared concerns about wisely using the time they are willing to dedicate to the Committee's work.

1. Continuity of membership is important and new members or intermittent members should not be encouraged. As one noted, it slows up the progress to have to keep bringing folks up to speed who missed prior discussions. This gets very discouraging to those who have consistently attended meetings who then must spend their time covering information that has already been discussed.
2. Reliance on agendas and sticking to them.

2012 MPO Election Nomination Papers

Nominated Community	Name of Chief Elected Official	Signature
<u>Town of Bedford</u>	<u>Catherine Cordes, -</u> Selectmen Chair	
Open MPO Seat Community is Running For (only check one)	<input checked="" type="checkbox"/> MAGIC Seat	<input type="checkbox"/> South Shore Seat

Endorsers

Nominating Community	Name of Chief Elected Official	Signature
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Individual endorsements may be attached as a separate letter but must specify the municipality and the official being nominated and must be signed by the chief elected official of the endorsing community.

Please return in person or by mail
By 5 PM on Friday, September 28, 2012 to:
Marc Draisen, Executive Director
Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111

Phone inquiries to
Eric Bourassa, MAPC (617) 451-2770 x2043
Paul Regan, MBTA Advisory Board (617) 426-6054