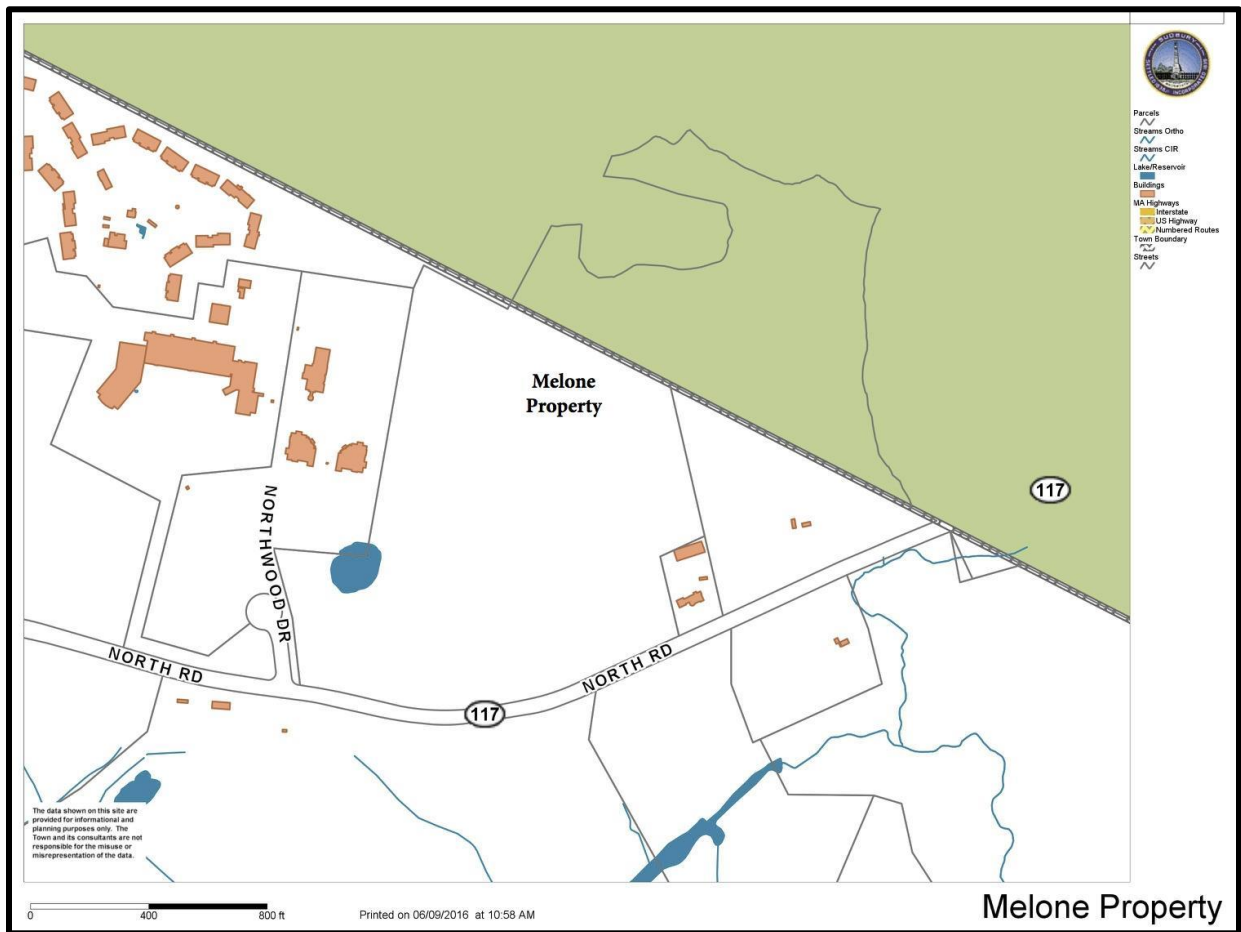


# Envision Melone: Shaping Melone's Future Together

## Final Report

November 16, 2017

Sudbury Board of Selectmen and Office of Planning and Community Development



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The Sudbury Board of Selectmen in conjunction with the Office of Planning and Community Development conducted a two-pronged public participation study called “Envision Melone.” First, an exercise known as a charrette occurred on October 3, 2017, which was then followed by an online survey, intended for those who were unable to attend the in-person event. The purpose of the study was to garner public participation and input for the future use of the Melone property by way of visioning. The study’s intentions were to:

- Identify people’s perspectives of the property.
- To hear from the public their inputs regarding the “best use” and future of the Melone property.



#### **BACKGROUND:**

The property is a 46-acre parcel located on Route 117/North Road of which 16 acres of the property are located in the Town of Concord. The Town purchased this property in 1992, and managed as a gravel operation on the parcel since the 1990s. Estimates from the Department of Public Works indicate that nearly all of the gravel has been removed from the parcel. The site straddles the town line between Sudbury and Concord. This is the largest remaining, buildable town-owned property and it has considerable development potential. However, portions of the parcel are constrained by wetland

buffers, steep slopes, and water resource boundaries. A study performed in 2012 by Larry Koff and Associates provide context in Table 1.

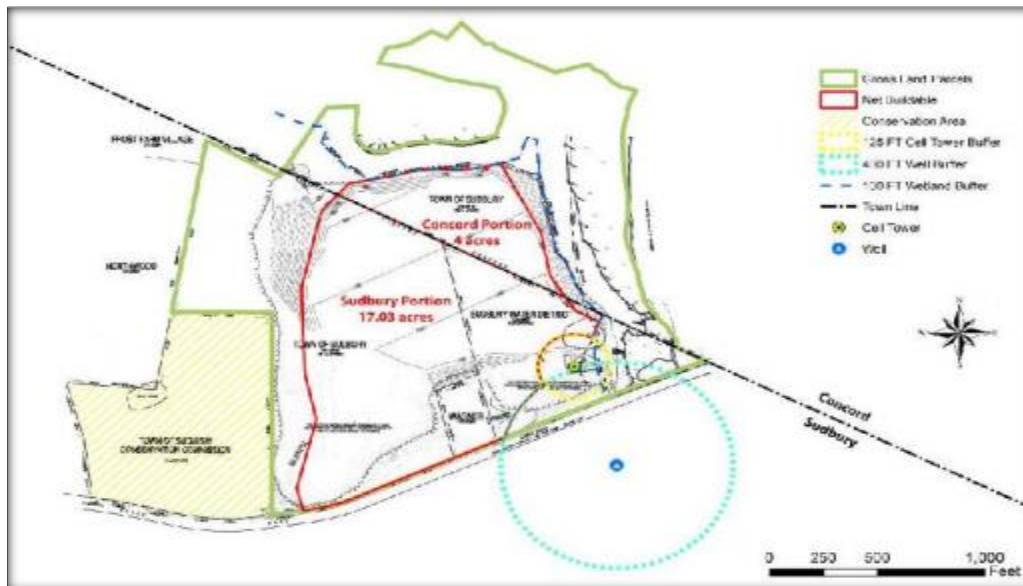
**Table 1: Site Gross Area and Net Developable Area**

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

*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 three miles from the Lincoln train station.
- Surrounding the site is a rural setting, bordered 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 1: Melone Property Existing Conditions/Development Areas**



**PUBLIC PARTICIPATION: A TWO-PRONGED APPROACH**

The Selectmen have been interested in the planning for the future of this parcel for several years and made it a priority in 2017. With the assistance of the Office of Planning and Community Development, a public participation program was developed to get a sense of how the residents saw the current state of the property and to garner ideas for best uses. The goal was to gain a fresh and unbiased perspective and to possibly share new ideas through the public process. The first approach began with an in-person workshop, known as a “charrette,” followed by an online survey to reach out to those who could not attend the charrette.

Both approaches were advertised on the Town of Sudbury’s website, various social media platforms including Facebook and Twitter, and with flyers posted on various community bulletin boards throughout town (i.e. grocery stores, Goodnow Library, Senior Center, and coffee shops).



*The Charrette:*

A week prior to the charrette, on September 26, 2017, the Board of Selectmen and three Planning Board members were trained by the Director of Planning and Community Development to be charrette facilitators. It was during this time, the facilitators received a packet on demographics of the property as well as a Facilitator’s Guide. The Director of Planning and Community Development, Meagen Donoghue went through the evening’s schedule of events and highlighted specific aspects pertinent to running a smooth group process.

The charrette occurred on October 3, 2017, from 7:00 to 9:00 in the Fairbank Community Center Gym. A total of 42 people attended the event which started with a brief introduction by Ms. Donoghue who also explained the process for the evening. She indicated that the evening's events would happen in two parts, only giving directions for the first half. Ms. Donoghue asked the participants to think of the property in its current state and to think of its strengths, weaknesses, opportunities, and threats, also known as a S.W.O.T. Analysis. She further explained that groups were created by matching the color stickers on people's nametags to the color folders located at four round tables located in the back of the room. She introduced the facilitators and then asked those in attendance to go to their respective tables.

Next, the charrette proceeded with participants effectively working in discussion groups, with two facilitators, one acting as moderator and the other as note taker to record the responses on a flip chart. With approximately ten participants at each table, some with more, and others with less, the participants had a half an hour to brainstorm and come to a consensus with their S.W.O.T. analysis.



What is a S.W.O.T. Analysis? See below:

#### S. Strengths

- Characteristics that will be an advantage for the property.

#### W. Weaknesses

- Characteristics of the site that are at a disadvantage or harmful.

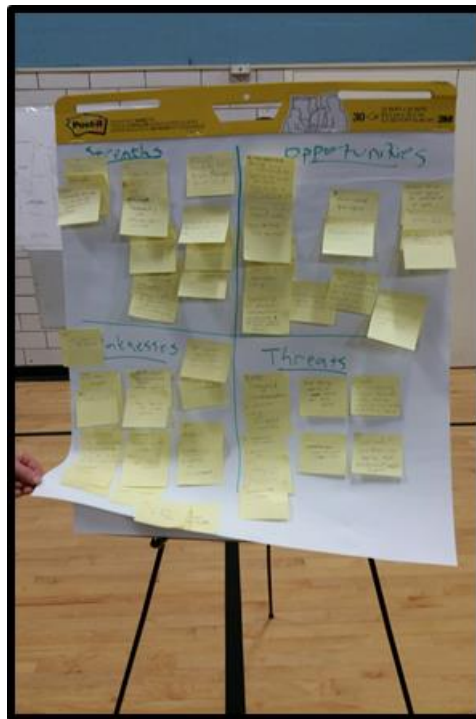
O. Opportunities

- Favorable elements that could exploit the site’s advantage(s).

T. Threats

- Unfavorable situations or elements that could cause a negative effect.

The participants were given pens, pencils, note paper, Post-It Notes to mark their maps, aerial views provided at each table, as well as their flip-charts in which the facilitators recorded on. The facilitators created a peaceful, constructive discussion resulting in a compilation of responses (see Appendix A for all individual group responses). Each group was then tasked to present their findings to those in the room.



For part two of the charrette, people were asked to take what they brainstormed from the S.W.O.T. analysis and come up with best uses for Melone. Groups again worked for a half hour and then presented their findings.

*Charrette Demographics:*

Demographics of those that participated were culled from sign-in sheets and an evaluation distributed to all participants. From the sign-in sheets, two participants reported they were from nearby Concord, while the remaining 42 participants indicated they lived in Sudbury. Of those that filled out the evaluations, 28 responded. The intention of the evaluation was to provide comments about how the program ran, yet other questions identified age range, and how long they lived in Sudbury, as illustrated in the charts below.

Chart 1: Ages of Charrette Evaluators

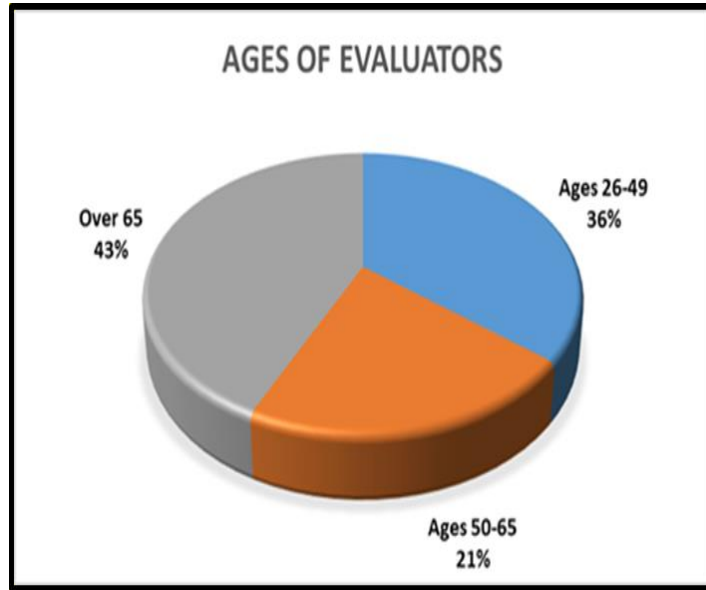
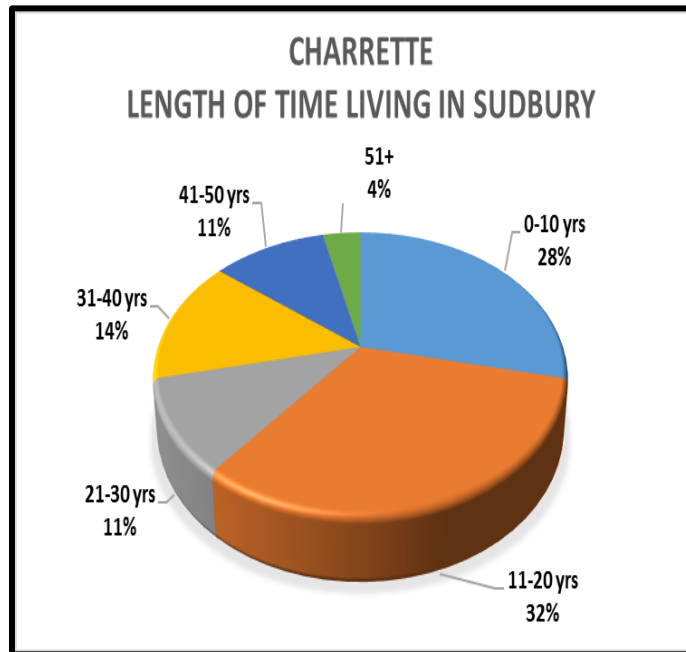


Chart 2: Length of Time Living in Sudbury for Charrette Evaluators





*Online Survey:*

For those that were unable to attend the charrette, an online survey was created in-house and accessed via the Town’s website. The questions featured the S.W.O.T. analysis and also asked participants for best uses (see Appendix B for all individual responses).

**Sudbury**  
Massachusetts

**Envision Melone Survey - Town of Sudbury**

1. What are the characteristics of the site that are an advantage or strength for the property? Please list 2-3.

250 characters left.

2. What are the characteristics of the site that are at a disadvantage or harmful? Please list 2-3.

250 characters left.

3. What are the favorable elements or opportunities that could exploit the site's advantage(s)? Please list 2-3.

250 characters left.

4. What are the unfavorable threats or elements that could cause a negative effect? Please list 2-3.

250 characters left.

5. Based on your previous answers to the 4 questions, what do you think are the best uses of the property? Please list 2-3.

250 characters left.

6. Optional demographics. Please select all that apply.

- I am a Sudbury resident.
- I am a Sudbury business owner.
- I serve on a Town committee.
- I am an employer to the Melone property.
- None of the above.

7. How long have you lived in Sudbury?

- 0-10 years
- 11-20 years
- 21-30 years
- 31-40 years
- 41-50 years
- 51+ years
- I am not a resident.

8. What is your age?

- 18-25 years
- 26-35 years
- 36-45 years
- over 45 years

9. Please share any additional comments you may have. If you would like a response, please include your email address and phone number.

250 characters left.

[Finish](#)

*Online Survey Demographics:*

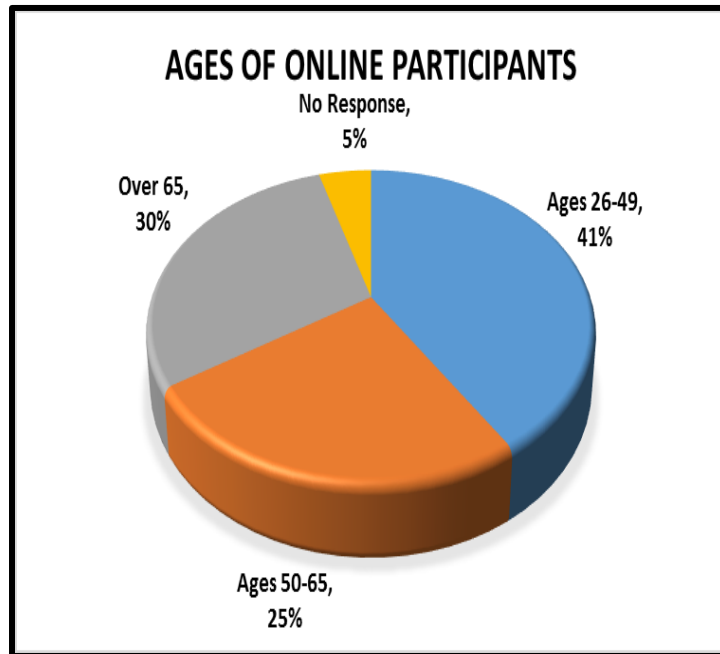
Those that took part in the online survey also identified their age and how long they lived in town. However, because the survey resulted in individual responses, other optional demographics were asked including:

- I am a Sudbury resident
- I am a Sudbury business owner
- I serve on a Town Committee

- I am an abutter to the Melone property
- None of the above.

The charts featured below illustrate the demographics of the online survey participants.

**Chart 3: Ages of Online Participants**



**Chart 4: Length of Time Living in Sudbury for Online Participants**

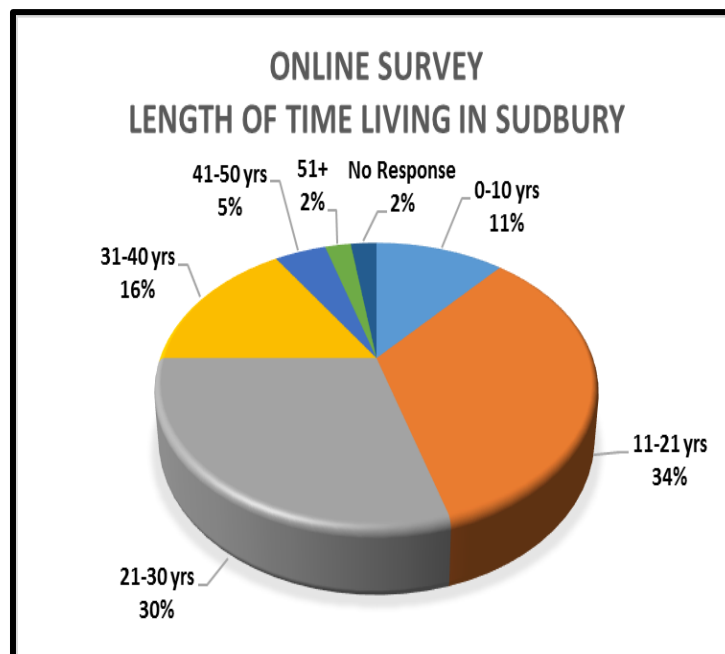
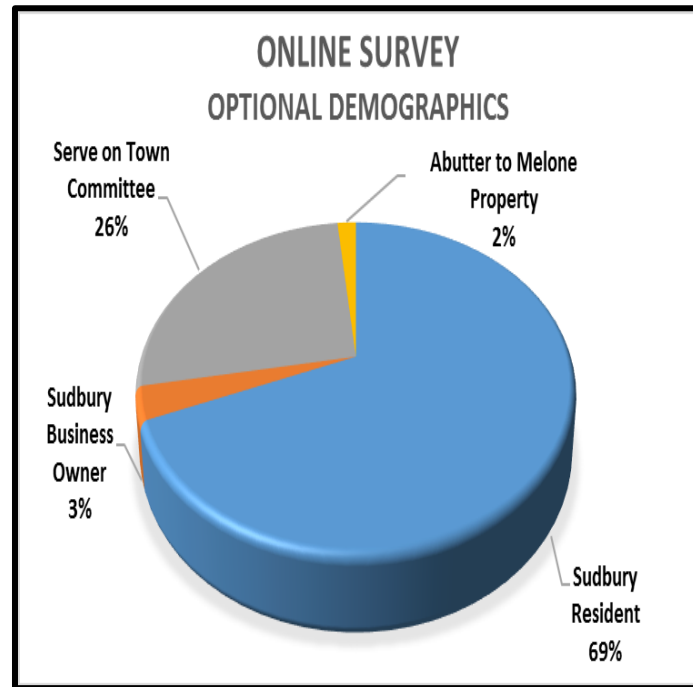


Chart 5: Optional Demographics for Online Participants

*Online Disclaimers:*

A few disclaimers for the online survey are important to note. There was nothing preventing those who attended the event in taking part in the online survey, nor was there a preventative measure having people take the survey more than once. In addition, not every aspect of the online survey was completed. Therefore, the data collected is not scientific by any measure.

**RESPONSES**

Responses from both the charrette and online survey have been combined to provide the top four (4) answers for the S.W.O.T. Analysis these include:

## Strengths:

- Size
- Location
- Town Owned
- Developable

## Weaknesses:

- Traffic

- (Possible) Environmental Issues
- Location/Access
- Topography

#### Opportunities:

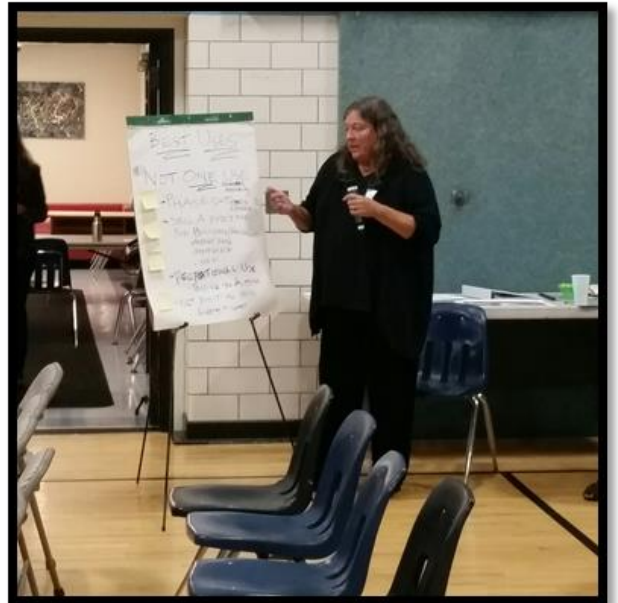
- Revenue
- Mixed-use possibilities
- Affordable housing/recreation
- Open space

#### Threats:

- (Possible) Environmental issues
- Traffic
- Strain on town resources
- Impacts to nearby well-water

#### Top combined responses for “Best Uses” include:

- Housing
- Recreation
- Mixed-use
- Commercial
- Solar
- Phased approach



All responses from both the charrette and online survey are located in both Appendix A and B.

It is important to note that many residents have strong ties to the Melone property and prior to, and after the charrette and online survey, a number of residents sent correspondence indicating their sentiments (see Appendix C).

#### **FACILITATORS' PERSPECTIVES**

The facilitators shared a unique experience as all were Sudbury Residents, all served the Town on either the Board of Selectmen or the Planning Board, and are usually tasked with sharing their thoughts about projects. However, during the charrette, they were charged with the responsibility to remain unbiased, promote diverse answers and move the conversation along in an positive way. Their perspectives located in Appendix D.

**RECOMMENDATIONS:**

First, the Town must conclude if there are any potential environmental contaminants in the ground prior to moving forward with any sort of action.

For many of the responses, what must be considered for allowing certain uses is changing the zoning. Currently, it is zoned Research District, which only allow by right for the following uses (General Zoning Bylaws, Table of Use, July 13, 2015):

- Residential Care Facility.
- Use of land or structures for religious purpose.
- Use of land or structures for educational purposes on land owned or leased by the Commonwealth or any of its agencies, subdivisions or bodies politic or by a religious sect or denomination, or by a nonprofit educational corporation.
- Family Day Care
- Child Care (in existing building)
- Use of land for the primary purpose of agriculture, horticulture, floriculture, or in accordance with M.G.L. c. 40A, s.3.
- Facilities for the sale of produce, and wine and dairy products, provided that during the months of June, July, August, and September of every year, or during the harvest season of the primary crop, the majority of such products sale, based on either gross sales dollars or volume, have been produced by the owner of the land containing more than five acres in area on which the facility is located.
- Municipal purposes.
- Agriculture, nonexempt.
- Farm stand, nonexempt.
- Nursing or convalescent home and assisted care facility.
- Medical center or clinic.
- Bank, financial agency.
- Light manufacturing.
- Laboratory for research and development.
- Manufacturing.

Uses allowed by a Special Permit through the Zoning Board of Appeals include:

- Child care facility (not defined in M.G.L., Chapter 28A, s.9).
- Essential services.
- Kennel.
- Funeral Home.
- Adult day care facility.
- Bed and Breakfast.
- Educational use, nonexempt.
- Major commercial project.

Uses allowed by Special Permit through the Planning Board include:

- Senior Residential Community.
- Incentive Senior Development.

Another recommendation would be to collaborate with surrounding neighbors including the Town of Concord and the Sudbury Water District to allow for creative development opportunities.

While many of the responses included utilizing it for town recreational purposes, if the property, or a portion of it were to be sold, consider creating a marketing packet to send to potential responders to future Requests for Preproposals (RFPs).

## **CONCLUSION**

Envision Melone was created as a public participation exercise to gauge what the residents of Sudbury would like to see as a future use of the property. The program was tailored to set preconceived notions aside and encouraged participants to think constructively about Melone's existing state and what best uses can occur as a result. As a two-pronged approach, Envision Melone allowed residents to have options to voice their opinions by providing participation choices. The charrette catered to small group work and consensus building, while the online survey allowed people to individually express their thoughts. Interestingly, similar demographics and responses arose from both approaches, with a few creative outliers (more so in the charrette, however).

Moving forward, the Town should take the responses garnered from Envision Melone into strong consideration whether the plan is to retain the property or sell all or portions to developers. Residents have sense of what they want and need for Sudbury "today," and that was evident with the outcomes of the program.

# APPENDIX A

## Responses From Charrette

### Strengths:

1. Thirty acres of relatively flat open space.
2. Borders many existing trails and conservation land.
3. Well studied.
4. No negatively affected abutters.
5. Developable lot that can be used for multiple purposes.
6. Close to Lincoln and Concord Commuter Rail line.
7. Proximity to Bruce Freeman Rail Trail.
8. Large contiguous property—approximately 46 acres.
9. Limited traffic on this section of Route 117.
10. Close to businesses, daycare, lunch place—could possibly thrive.
11. Already open space, would not need to clear woods and natural space.
12. Parker street mixed-used development.
13. If left alone = open space.
14. Good connectivity = cell tower.
15. Large space suitable for multiple development.
16. Proximity to commuter lines.
17. Long list of people looking for affordable housing.
18. Route 2, 117, commuter rail.
19. Access to potential rail trail.
20. Proximity to Concord and Maynard.
21. Developable land (no issues).
22. Ample space.
23. Good size – 46 acres.
24. Town-owned (no acquisition costs).
25. Undeveloped.
26. Large parcel
27. Adjacent to Route 117.
28. Near Concord and Lincoln Railroad.
29. Topography.
30. Large parcel.
31. It's dry!
32. Scenic area.
33. White's Pond.
34. Positive engineering reports.
35. Town already owns it.
36. Residential area nearby.
37. Multi-use potential.



**Weaknesses:**

1. Grading and topography.
2. Steep slopes along sides.
3. Access is poor from Route 117.
4. History of contamination.
5. Not zoned for housing.
6. Currently cannot use ground water for irrigation.
7. Traffic patter, congestion.
8. Traffic on 117.
9. Possible need to mitigate any environmental issues.
10. Greater need for public safety in North Sudbury.
11. Town consensus.
12. Needs remediation after gravel operation.
13. Access.
14. Is Town able to develop or should sell to a private developer?
15. Municipal water.
16. Needs Town water.
17. Access to property.
18. Traffic.
19. Wagner property.
20. Access.
21. Cell tower.
22. Long-distance to business areas.
23. Cost to develop and remediate.
24. Contamination.
25. If housing – traffic, town services demand and health risk.
26. Concord area – wetlands not developable.
27. Portion in Concord not developable.
28. No drainage.
29. Traffic on Route 117.
30. Isolated.
31. “Degraded soil” may require remediation.
32. Zoning issues.
33. Man-altered topography.
34. Wastewater management required for development.
35. State requires five-year review of groundwater.
36. Possible contamination of TCE.
37. Loss of open space.

**Opportunities:**

1. Single parcel at Town’s disposal to consider multiple uses.
2. Produce revenue for the Town – new taxes.
3. Opportunity to generate usage fee income through user groups of Parks and Recreation.
4. Ability for mixed use.
5. Affordable housing meeting/exceeding 40B.
6. Opportunity for business tax revenue.
7. Bring business to North Sudbury.
8. Town-owned open space.
9. Developable lot to increase capacity for ballfield for all sports.
10. Sports fields.
11. Mountain biking fields.
12. Tax revenue.
13. Opportunity for community gathering space in North Sudbury.
14. To draw in customers from Lincoln, Weston, Maynard, and Concord.
15. Affordable housing.
16. Ice cream/drinks after Davis Field sports.
17. For connecting “North” Sudbury to southern part of Sudbury.
18. Dog park-off leash.
19. Dog park.
20. To develop commercial residential neighborhood with open space and trails.
21. Baseball fields.
22. Need recreation spaces.
23. Revenue opportunity.
24. Blank-slate, wide open for mixed-use/other development.
25. Affordable housing.
26. Rezone.
27. Mixed-use development.
28. Tax base.
29. Multi-use, multi-generational.
30. Playing fields.
31. 40B.
32. Town could sell and make money.
33. Conservation lands.
34. Near trails and rail trails.
35. Baseball fields.
36. Open space.
37. Affordable housing.
38. Agriculture.

**Threats:**

1. Sudbury loses control of development.
2. Traffic.
3. Abutters.
4. Water contamination.
5. Cell tower potentials.
6. Chemicals.
7. Davis could lose open space if not developed for sports.
8. Potential of contamination.
9. Dense housing capacity at schools and Town services.
10. If Sudbury drops below 10% 40B, we are at risk of hostile development.
11. Contamination – legal liability.
12. If housing, traffic, Town service demand, risk, and safety.
13. Loss of well recharge area.
14. Wetlands? Are there any nearby that development might impact?
15. Environmental issues.
16. Contamination of TCE – “liability.”
17. Misinformation about site pollution.
18. Environmental unknowns.
19. Environmental testing.
20. Local opposition.
21. Well water.
22. Traffic.
23. Affordable housing.
24. Agriculture.

**Best Uses:**

1. Multi-use, passive.
2. Open space conservation.
3. Agriculture, Verrill Farm partnership.
4. Dog park.
5. Uses for families.
6. Connection to rail trail traffic.
7. Arts/cultural center.
8. Business incubator.
9. Multi-use, “Destination Sudbury.”
10. Tot lot.
11. Housing – market rate, affordable, commercial.
12. Uses for families.
13. Trails.
14. Not ONE use – flexibility and adaptability.
15. Phased – things change.
16. Sell a portion for housing and revenue – market rate, affordable, 55+.
17. Recreational use – passive and/or active.
18. Net positive energy – solar?
19. Age-restricted housing.
20. Non-age-restricted housing – affordable rentals.
21. Fields: Diamond, rectangular = possible revenue opportunities.
22. Trails – connectivity.
23. Ice hockey rink.
24. Amphitheatre.
25. Commercial.
26. Can do today: Solar farm, ice rink, dog park, school bus storage.
27. After environmental issues are addressed: Mixed use: affordable housing, business, recreation, and fields.

## APPENDIX B

## Responses From Online Survey:

### Strengths:

1. Size, town owned.
2. Size and location.
3. Size and location.
4. It is a large piece of property that can be used for multiple purposes.
5. One of the largest remaining open spaces in Sudbury, already Town owned; no need to raise funds to acquire it, surrounded by sloping and wooded areas, the gravel mining operation has already generated revenues for the Town.
6. Access, cost, acreage.
7. Open space.
8. Location along Route 117 is advantageous for commuters and also for reaching schools and shopping.
9. Location, beauty.
10. Can fit softball/baseball/soccer fields, build houses/condos, on Route 117 so it is convenient for Sudbury residents.
11. Size and location that make it suitable for housing.
12. The site, size, and how accessible this property is.
13. Large, accommodate lots of uses, appropriate for affordable housing.
14. Large enough to accommodate multiple uses, undeveloped, adjacent to existing senior housing, woodlands, and businesses at 9-acre cnr.
15. That it is a large open space, and can be utilized as such instead of putting more housing on it; should be left as is.
16. One cannot think of a strength,
17. Size, location (right off Route 117), relatively dry.
18. Large open space, easy accessibility.
19. Located close to multiple towns, undeveloped area around it, near fields, farms, and open space.
20. It is perfect for rectangle and diamond fields.
21. It is owned by the Town, it is fairly large, and it is undeveloped.
22. Because it is an open property it has great potential for solar power generation. I feel that it should be a requirement that any building added to the property be required to have south-facing roofs and use solar technology, so that they do not add to Sudbury's carbon footprint. Architecturally, this is very easy to do.
23. Quiet, isolate, and large.
24. Location along major east-west highway.
25. Very close to the Concord border, set behind a natural berm, large size, gravel pit so already disturbed.
26. Large land opportunity, which is rare, lots of town needs, currently undeveloped – blank slate.
27. Large open space on highly accessible right of way (117) for commuting. Minimal neighboring abutters minimize impact for development (noise, etc.), close to large playing field. Could move the DPW to the area to house the salt shed and trucks to get it out of a neighborhood like its current location on Old Lancaster and avoid complaints.

28. It's a large track of unused land.
29. Accessibility from Route 117.
30. Large size, on a major route, percs well.
31. It's large and offers multiple uses.
32. Wide-open and good drainage, proximity to the rail trail under construction.
33. Private entrance.
34. Size, accessibility to 117.
35. Large site on a state road that is close to a main highway.
36. Open land, large parcel, and allows for multiple uses.

**Weaknesses:**

1. Contamination, traffic challenges, and topography.
2. Contamination.
3. It is located on the edge of Sudbury. It is accessed by a small, narrow road.
4. Limited access – only from Route 117, which is narrow and congested during rush hour. Proximity to wetlands and Sudbury Water District pumping facility makes development more difficult and unwise. Close to former Unisys property with known groundwater contamination.
5. Not aware of any.
6. Potential for another needless ballfield.
7. The “disturbed topography” is a disadvantage but could be overcome.
8. Far edge of Sudbury, traffic.
9. Parking lot is small.
10. Prior use may be an issue.
11. Any bad effects left-over from Sperry-Rand?
12. Far away from Sudbury center.
13. Current traffic on 117 at rush hour. Concerns of some people about contamination, despite clearance by several prior engineering reports.
14. Possible chemicals on the property.
15. Will increase the already crowded school system, loss of open land, and increase in traffic.
16. Potential pollution.
17. Poor site lines for the entrance, possible toxic contamination. Nothing should be done to that site until a far more thorough testing occurs so avoid possible harm to which the Town will be liable.
18. 117 is very busy, reports previously have said there has been illegal dumping in the area, conservation area: building should be restricted.
19. It is on Route 117.
20. It is remote, at the edge of town. It has possible contamination issues.
21. That it is on Route 117 and certain types of development could make the traffic at the pantry Road light even heavier than it already is.
22. At edge of Sudbury and Concord: not AT ALL near stores in Sudbury or Concord. Setbacks (and prior lawsuit) from Concord wetlands and from Sudbury Water District land reduce useable acreage and safe access location.
23. Split with Concord. No apparent commercial uses which would help generate town tax revenues while having fewer services needs such as schools. I am unaware of environmental conditions since Town has been dumping on property. Major issue is to clarify environment cleanup issues. Far outside our current van services.
24. Very close to the Concord border so inconvenient for south Sudbury residents. Possibly contaminated. Not very pretty.
25. Potential traffic concerns. Concord owns part/wetlands may limit some construction.
26. Traffic going west on 117 at rush hour.
27. Possible contamination from town using site as a dump. Contamination of nearby town water district well (currently non-operational with septic and stormwater from development).
28. It’s at the edge of town. It’s on a chemical dumping ground. It straddles a town line.
29. Potential contaminants and the cost of clean-up.



30. Traffic, and far from commercial areas.
31. Close to Well #5.
32. Contamination issues (and don't just say "there aren't any" because they have been discussed since prior to the 1990's). Many conflicting and competing plans generates a lack of consensus shading into hostility. Parcel is far from amenities (town services, schools, shops, public transportation, and entertainment).
33. Isolation from other uses and activities, no pedestrian connection, and busy commuter route.
34. Significant possibility of chemical contamination. Exit/entrance to Route 117.
35. No sidewalks, busy state highway, fatalities from excessive speeding on this stretch of Route 117.
36. Questionable contamination. Difficult entrance visibility.
37. A new road or improved road to the site would have to be built and new infrastructure would have to be incorporated into any new buildings.
38. Traffic.
39. The road congestion and the dumping that has happened.

**Opportunities:**

1. Increasing affordable housing, potential for mixed-use, more than one recreation use.
2. Location and size are good for mixed-use, mixed-income, housing, and recreation.
3. A mixed-use (similar to the Raytheon site) could be used in development of this parcel. It might be a good location for a few new soccer and/or baseball fields.
4. Opportunity to set aside an important piece of open space and add recreational opportunities for the town. Opportunity to protect one of the few remaining pieces of land in Sudbury from residential or commercial development.
5. Community facilities – fields, recreation facilities.
6. Leaving the property alone, there are plenty of opportunities at other properties in out town on or between existing commercial.
7. Same.
8. Recreational use for sports, potential park for leisure activities, and building houses or condos.
9. Given the existing needs, I think the best use would be for multi-family housing.
10. Location between Sudbury and Concord is a plus and not too far away from the NEW TRAIL.
11. Creative use of space. “Opportunity for old fashioned: community (day care, coffee shops, mixed-income family housing).
12. Mixed-income housing, including affordable units, play space for toddlers, potential small-scale business enterprise(s).
13. Either leaving it an open space, or utilizing it for community/sports.
14. Open space recreation area.
15. Open space area could be built to preserve area.
16. It is perfect for rectangle and diamond fields.
17. Address the lack of playing fields in town. Create a park.
18. Close access to the upcoming rail trail. Some businesses to make a walkable North Sudbury Commons appeals to me.
19. Access from a numbered highway. Large acreage. Ability to acquire a key parcel that is absolutely needed in order to best utilize, and more importantly safely access, the property.
20. Athletic field, brush dump, housing development.
21. Base on the 2012 report, it seems that this may be best left to expand the trail network already existing. High-end housing may be possible with access to river and golf course as well as West Concord Train.
22. Should have put enormous 40B there years ago but we had our head in the sand. One could not conjure a more perfect 40B site – on the Concord border, not near hardly any other Sudbury people, set behind a natural border, huge, but we blew it. Too late now, we already at/over 10% and don’t want to go any further over 10% than we have to.
23. Developable. Location near Route 2 and Lincoln train.
24. Affordable housing (senior preferably), new fire station for north Sudbury, etc.
25. Housing could take advantage of all three strengths. Commercial development could take advantage of size and location. Athletic fields could take advantage of size.
26. Some vegetative restoration within and abutting any development.
27. Recreation fields – distance form amenities is no issue; large size allows space for both fields and parking. Selling a part of the site to a private developer would help defray the costs to the town to support recreation fields.

28. Location and zoning.
29. Septic capacity implies multi-family residential is a possibility. Isolation implies light industrial is a possibility.
30. A mixed-use complex which includes 40B housing as the 10 percent “goal” was established by the legislature as a floor, not a ceiling. The Sudbury Housing Authority has received over 500 applications for housing which is clear evidence of the need. PS. I live in Masketahquid Village and feel lucky that I was able to get an apartment.
31. Dog park, star gazing, school bus overnight storage. We have to reduce traffic in the Town Center so let’s get the buses out of Noyes school lot an build solar panels like the LS parking lot to keep snow off the buses and the bus driver’s cards.
32. Sell and get revenue. Tax opportunities.
33. Land to build and homes to buy, or commercial property for more business.

**Threats:**

1. Traffic challenges, costs to mitigate prior contamination.
2. Please don't put fields or housing on this land.
3. Any property can be altered or changed to accommodate uses.
4. Negative elements could be the construction or additional single-family homes which would bump up our requirement for additional 40B housing.
5. Commercial or residential development would place an additional burden on town services (schools, public safety) that are already stretched. Route 117 is a narrow thoroughfare that is already congested. It cannot stand additional sources or rush hour traffic.
6. Affordable housing.
7. Ballfields, commercial interests.
8. Increased traffic.
9. Traffic could be an issue, but that's always an issue and 117 is a reasonable location.
10. Problems to build in a sand-pit!
11. Sudbury lost an opportunity to become a 21<sup>st</sup> century suburb which means thinking outside the box in terms of the use of this land. Use this land for the same old stuff as in soccer fields and other types of sports.
12. The belief that there's no longer a need for affordable housing. Unwillingness to compromise.
13. NO HOUSING.
14. Large building in this area would impact traffic, wildlife, schools and town services. Conservation areas are in danger. Since the most recent building of the homes near Puffer/Haynes and the Concord rail trail wildlife is being moved yet again. Traffic is horrible on 117. A retail or multi-use would be a disaster.
15. Lack of action by the BoS.
16. Contamination precludes housing. Isolated location also argues against housing.
17. Potential for traffic. I would look for additional potential exit points. Not just on Route 117.
18. Inability to move to acquire that key parcel for 10 years +/-; low price and willingness to sell may both now be gone. Town of Concord difficulties. Unsolvable pollution issues, though unlikely.
19. Concern with environmental.
20. Environmental and septic remain major limiters of use. Absence of transportation options.
21. Not great for ball fields because way too far.
22. Town politics – disagreeing user groups.
23. It is absolutely stupid to put residential housing on top of a chemical dump site with heavy metals. We own that property so any long-term health issues as a result will be the liability of the town.
24. More traffic on Route 117.
25. Traffic could be made worse with either/or housing and commercial if the development doesn't have a commercial component distance from retail could make it unattractive to owners/renters.
26. Impact to groundwater quality i.e. irrigation for sports fields; discharge from septic.
27. Attempting to locate affordable housing on this site would not only focus concern on the contamination issues, but would also require senior housing—existing zoning does not permit family housing. Dragging this process out forever as disaffected constituencies impede progress ensures maximum dis-affection and paralysis.

28. Old house that is abandoned.
29. Isolation implies single-family residential is a poor fit.
30. There will be the typical complaints about traffic that usually accompany any hint of 40Bhousing, and having no public transportation options does not help.
31. Chemical contamination.
32. It may ruin the beautiful view if this stretch of 117 down to town line gets built.
33. Traffic issues, rezoning.
34. Rentals will drive up school costs and will taxes from commercial property cover the costs of pupils in our schools? No renters. Option to buy property. People who own are harder workers and take more pride in their town and community. Keep Sudbury desirable not trashy.

**Best Uses:**

1. Housing, recreation, possible retail, portions held for future use.
2. Opened space.
3. Mixed income housing and recreation.
4. Best uses of property would be a mix of athletic fields, affordable housing, and maybe some businesses.
5. Retain as open space with walking/running/bike trails. Add playing fields for youth and adult sports. This would address a critical shortage without requiring significant infrastructure. The town could probably get user groups to help fund construction, and this could also coexist with the open space/recreational trail option.
6. Community facilities fields and recreational facilities.
7. Leave the property alone. Nature is not making any more open space especially this close to a large city.
8. Housing – low-income, subsidized, or mixed housing. Sudbury needs to plan ahead to develop housing options for families of all income levels.
9. 40B housing. That part of town needs a better low-income housing offering.
10. Sports fields, leisure activities (park).
11. I think affordable housing is the most important thing that could be done with the property and according to the analysis would have a return earlier than the other choices. Otherwise, mixed commercial and housing, perhaps.
12. More senior living space or anything but a sport project.
13. An opportunity to discuss how to use this land in a new and different way that is in direct response to some emerging needs of our town. Mixed-income housing. Integrating generations. Opportunities for social inter-action (walking trails, coffee shops, play areas).
14. More than one use, including both affordable and market rate housing, play space for toddlers, one or two small-scale businesses, passive recreation such as trails through woods to senior housing developments, White's Pond, 9-Acre Corner.
15. Use it as open space and recreation.
16. Open space. No need to over develop.
17. Outdoor arts center/amphitheater, playing fields, hockey rink, NOT HOUSING.
18. Recreation or open space only. I do not understand why we have to build out every parcel of open space that we already own while we are then getting into debt buying other parcels of land to retain open space. I can't comprehend the strategy here.
19. Playing fields, recreation.
20. Mixed-use, playing fields, solar generation, small business food opportunities.
21. Some form of parkland, with multiple use options (e.g. dog park, trails, and possibly LEASED space for American Legion/Babe Ruth or similar). NOT in a good location for Town athletic fields. NOT in an acceptable location for multi-family housing or any kind.
22. While "best" use may be residential housing, I do not think more residential housing improves the town's financial condition in the short or long run. Can we swap with Concord for anything?
23. Make a deal with Clausson to kill Sudbury Station 40B and hand him (sell him) Melone.
24. Town recreation (large area and potential great opportunity to alleviate longstanding field issues – such as new kid baseball diamonds. 55+ housing.
25. Develop the property for affordable senior housing.

26. Create fields or open space.
27. Recreation.
28. A mix of fairly dense residential along with targeted retail development makes the most sense. The size of the parcel allows for inclusion of some recreational or athletic uses.
29. Recreational fields. Sale to private developer of part of the land, subject to existing zoning.
30. Commercial/industrial.
31. A co-housing development of at least 40 dwellings that has a lot of internal activities, or warehousing and clean industrial assembly.
32. Mixed-use: housing, fields, community gardens, playgrounds.
33. If the chemical contamination can be quantified and made safe, I'd like to see a mixture of affordable housing and recreation fields.
34. Town facility to store school busses. I'm sure the residents on Candy Hill Lane don't like the school bus noise and fumes staring up every morning in the Noyes school parking lot.
35. Rec. fields. Open space.
36. Corporate office building. A mix of housing and small businesses or park.
37. Sell for profit. Phase in mixed-use (housing, fields, retail).
38. Home ownership. No rentals. More 40B affordable to buy housing. This gets good honest hardworking people in town who have a desire to care for property and pay taxes. Not renters on Section 8 who mooch and drive up school costs. If affordable property is a must – have it be buying not renting similar to Landham Crossing. From an affordable 40B.

## APPENDIX C



## Correspondence from residents prior to and after the charrette and online survey

From an email dated August 24, 2017:

*I think in envision melone the town should build a badly needed new senior center on the property along with low income senior citizen housing. . The complex should also offer much improved senior transportation. The population of Sudbury with all the baby boomers is aging fast The housing would attract seniors without school-age children which would help with our residential tax rate for all Sudbury home owners.The housing units would be within walking distance to the new senior center which would improve the quality of life and the social life of residents in the community. Maybe there could be a pool or small golf course with all that land. Thank you .  
Barbara Bahlkow Sudbury Historical Commission----*

- Former vice chair of COA six years and founding member and co-chair of CERT -- Sudbury representative on Board of Directors of Baypath Elder Services Sudbury resident, sixty years .

From an email dated September 2, 2017:

*Please do not use the property for yet more housing! Sudbury is already overcrowded, impacting roads and water quality—not to mention taxes.*

- Carole Flynn

From an email dated October 31, 2017:

To the Community Planning Department,

*I participated in the recent "charette" to discuss possible uses for the subject property. As requested, I submitted a survey at the end of that charette. Attached please find two "white papers" expanding on the uses of said property. I do not believe anything on the attached opportunities negates or changes anything I originally submitted. I have simply had more time to refine my thoughts. Please consider them an addition/supplement to my originally submitted survey. I discussed both topics at todays "office hours" and that is why Selectmen Haarde and Brown are copied.*

Respectfully submitted,  
Dan DePompei

Mr. DePompei's "white papers" are on the following pages.

## The Sudbury (Melone) Water District

### Assume:

1. Sudbury Water District, SWD, well #5 is currently inactive
2. Well # 5 is equipped to strip TCE contamination from it's water source.
3. The TCE removal meets state standards for drinking water
4. The TCE contaminant is a fixed amount of contamination and stripping the TCE would eventually bring the contamination to acceptable levels
5. The capacity of well #5 is 50,000,000 gal/yr
6. The market value of water is \$4/1000 gal
7. The revenue capability of well #5 is \$200,000/yr
8. Well # 5 is currently inactive basis high levels of Mn & Fe
9. Mn & FE are normal contaminants that can be removed through known, accepted processes. I am told Concord does this at some of their wells.

### Recommendation:

Sudbury (Sudbury Water District) should investigate if well #5 can generate sufficient revenue to generate a satisfactory return that would finance the capital cost of MN & Fe treatment at the well.

### Conclusion:

Reactivating well #5 would re-initiate the stripping of TCE contamination and would possibly clear the contamination from the Melone property. Reactivation of well #5 would also apparently increase Sudbury's potable water capacity by 50,000,000 gal/yr.

## The Melone Property and “Sudbury Municipal Power” (a calculation and hypothesis by DAD)

Assume:

1. 8,000 households in Sudbury
2. 1 KW avg energy use per hour per household
3. 0.2 kw avg energy output per hour for a standard, commercial solar panel
4. 25 ft<sup>2</sup> average area for a standard, commercial solar panel

Therefore:

1.  $(1 \text{ KW}/0.2 \text{ KW}) \times 25 \text{ ft}^2 = 125 \text{ ft}^2 =$  panel area to meet the avg energy demand per household
2.  $125 \text{ ft}^2 \times 8,000 \text{ households} = 1,000,000 \text{ ft}^2$  is the total panel area to provide the energy demand of all households

Assume:

1. The Melone property is 46 acres of which 20 is developable
2. 1 acre = 44,000 ft<sup>2</sup>

Therefore:

3.  $20 \text{ acres} \times 44,000 \text{ ft}^2/\text{acre} = 880,000 \text{ ft}^2$  nominal area available for solar panels

Conclusion:

It would seem reasonable (basis these simplified calculations and a few algorithms borrowed from the internet) that a solar generating facility could be built on the Melone property. On a sunny day, said plant could possibly supply all the energy needs of Sudbury.

## APPENDIX D

## Perspectives from Charrette Facilitators

*The Melone Charette was incredibly well organized and well run. Plenty of information was available for all attendees to inform their opinions. Everyone felt comfortable speaking openly and the environment was conducive to open exchange of ideas and collaboration. I think the format, the preparation and facilitation led to a very effective charette through which many good ideas and visions were raised and discussed.*

- Robert Haarde, Chair of the Board of Selectmen

*I found the Envision Malone Charrette to have minimal value because there was little or no foundation information provided before the event to let participants know the status of potential contamination or existence of a comprehensive study/report done previously at considerable expense to the town. It was as though we were starting back at zero, when we had already had a report that laid out options. Many residents were simply expressing personal preferences. Some participants noted the first step would be to determine if there was contamination, and if so, to what extent.*

- Leonard Simon, Board of Selectmen

*Recollections of the "Envision Melone" charrette a month later...*

*1) Excellent organization and advance publicity. It would have helped to have a confirmed list of informational materials ("Go to this web page and read these documents.") concerning the history of the project during the July/August timeframe. A lesson for the future. Props for persistence to the Selectmen's Office (Leila) for scheduling which started in July, with an initial target date in late August. Publicity (flyer) available in late August (good advance notice), with a confirmed charrette date of October 3. Good publicity, good attendance. Props to Meagen for lining up facilitators in time to have training September 26 and considering their comments concerning the evening's schedule. The training was really useful to facilitators and key in making the event run smoothly. 7 to 9 is a good timeframe.*

*2) The event itself was singularly well organized and run. There were maps and other information available, the little logistical gotchas were worked out (doors unlocked; basketball hoops retracted; SudburyTV recording; markers, flipcharts, easels, pencils, questions and so on available). The clear organization and tight timing kept the evening moving. Follow up reporting (which, I gather, is what this summary is for) showing how we will use this information builds public trust that the whole exercise isn't just a waste of time. The mechanics of reporting the group conclusions (deciding who would report per group; physically getting the flipcharts up front, possibility of questions and interactions during reporting) was less smooth than the rest of the evening. One large, general map on each table for consideration during the group discussion would have been useful. Closing on time is appreciated.*

*3) The affordable housing incident... happened. We learn, we move on. However, defending against either the actual or the perceived co-option of a town event by interest groups should be part of any planning meeting. My observation: people at my individual table with strongly-held personal positions were accepted but not necessarily supported.*

*4) Just a comment on the survey. It followed the format of the charrette, but with no maps and*

supporting information. Further, it was open-ended--again, like the charrette. The survey was very difficult to follow for those who had not attended the charrette and don't know what SWOT stands for.

- Patricia Brown, Board of Selectmen

*My experience w/ the forum:*

- Great discussion at our group
- Group naturally divided - half essentially wanted housing/development, the other half more open space oriented. our read-out reflected this accordingly
- I liked how it was organized - splitting "friends" up upon arrival was a great idea
- Some great ideas were generated by the various groups -- one that I am particularly intrigued with is using it as some type of arts/culture center. One of the tables came up with the idea of an outdoor amphitheater and it immediately made me think of the Gtell Amphitheater at Mount Holyoke college (see <http://www.meetatmhc.com/conference-services/facilities/> and <http://www.meetatmhc.com/conference-services/facilities/#!prettyPhoto/1/>) Metrowest is lacking in a small to medium sized outdoor performance space - this could actually be a revenue generator if done correctly
- On a down note I was troubled by Steve Swanger leaving the housing literature at the various tables. He was at my table and was surprisingly quiet during the process but when he got the opportunity he did present the housing "facts" to the group.

- Daniel Carty, Board of Selectmen

*I think that overall the charrette went very well, the public was engaged but I do think that the experience was dependent of the leaders of the group ( which is not uncommon in charrettes). I think that some members of the public were predisposed to some thoughts - such as what the land could be used for, or that the land was "contaminated" - which led the others to either take these opinions to be fact or push back against them. Our group had one member in particular who was convinced the land was contaminated but we did convince her to keep an open mind and that testing was an essential first step to provide certainty for the land value and opportunities.*

*Having the public members lead the group result presentation helped engage them more and was a good decision that I believe should be incorporated in the future.*

*I believe that the results had some value as an initial step and look forward to seeing the process move forward and how the public can remain engaged.*

- Stephen Garvin, Chair of the Sudbury Planning Board

*Just a few thoughts about the Melone envision night. First, I thought it was very well thought out and executed. I thought the number of people at each table was enough to discuss ideas without being overwhelming. There were a enough redundant thoughts regarding the positive and negative aspects of the property to seriously consider them moving forward.*

*I felt there were some good suggestions and the usual standbys. I was a little disappointed that there was a lack of showing in the 30 to 50 age group. Perhaps another meeting at a different time of day or an online survey could produce a wider range of creative uses for the site.*

*And the candy was much appreciated!*

- Nancy Kilcoyne, Planning Board

## Works Cited

Koff, Larry, and Associates, et. al. (2012). *Town of Sudbury Land Value Analysis for Former Melone Property*.