

# Horsley Witten Group

*Sustainable Environmental Solutions*

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## MEMORANDUM

TO: Sudbury Planning Board  
FROM: Horsley Witten Group, Inc.  
DATE: October 2, 2020  
RE: Planning Board Work Session, Continued  
Draft Sudbury Master Plan – Volume 3

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At the work session on September 16, 2020, Planning Board members were asked to provide written comments on Volume 3 of the Sudbury Master Plan, *The Action Plan*, dated September 9, 2020. Comments received are compiled in the attached table.

Please note that Planning Board Chair Stephen Garvin provided comments on an earlier draft of Volume 3, dated August 14, 2020. This draft was discussed with the Master Plan Steering Committee at its August 27, 2020 meeting. The Chair's comments that pertained to material that was either deleted or addressed based on discussion at the August 27<sup>th</sup> meeting are not included in the attached.

**General Comments on Overall Table**

J. Finnicum

- I would like to see a commitment to define strategies and bylaws targeted at burying power/cable/phone/data lines in Sudbury in the master plan. Prioritize along Route 20 and scenic roads.
- I would like to see a commitment to work with an entity to define concrete goals/requirements with regards to sustainability in the Town in the master plan. For example, AIA 2030 commitment as well as a target LEED or WELL or other certification for new construction or renovations to public structures. Look to other towns for inspiration. Concord? There are grants to help achieve these goals... so maybe if we are going to recommend hiring a grant writer add sustainability to their list of responsibilities. There is a lot more definition needed here, which is why I recommend working to define and adopt town wide goals. Should be done ASAP to take advantage of state and fed \$.

C. Karustis

- Maybe include column stating whether this will be done by 3rd party or by town to help define outside spends. Or, include this column in the more detailed database.

**Comments on Action Items**

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
<b>ROUTE 20 CORRIDOR</b>							
<b>A. Sudbury will work to develop a strong vision for Route 20 redevelopment and remove barriers to achieving that vision.</b>							
<b>ADDED ACTIONS BY PB MEMBER</b>			A.1 Complete the Wastewater Management Study being conducted by .....  Short Term  Comment: I would highlight each of the Critical Path items to link to the section above				
A.1 Fund and commission a visioning study that will provide detailed buildout visualizations of future development scenarios. Identify preferred elements from each scenario.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Select Board, Planning Board	Short-Term (within 5 years)	A.2 Fund and commission a visioning study that will provide detailed buildout visualizations of future development scenarios. Identify preferred elements from each scenario.				
A.2 Use the results of the future development scenarios to estimate wastewater needs and environmental impacts.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Board of Health	Short-Term (within 5 years)	Comment: I would remove this one.				
A.3 Identify and fund the development of a wastewater solution(s) for Route 20.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)	A.3 Identify and fund and commission the development of a wastewater Management Plan specific to study solution(s) for Route 20 redevelopment.				
A.4 Develop and adopt zoning for target areas on Route 20 that will allow developers to build environmentally sustainable, accessible, and attractive projects.	<b>Planning &amp; Community Development</b> , Planning Board	Mid-Term (5-10 years)					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
A.5 Revisit the Water Resource Protection Overlay District to ensure the bylaw reflects current best practices in stormwater management, wastewater technology, site design, and other development standards important to protecting the Town's water supply.	Planning & Community Development, Dept. of Public Works, Planning Board, Board of Health	Mid-Term (5-10 years)					
A.6 Ensure zoning allows or requires the inclusion of housing types that will be much more affordable than typical single-family homes in Sudbury. Where a new Housing Production Plan or Housing Strategy is developed (see <b>Housing</b> ), new development should be consistent with the strategies in that plan. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.	Planning & Community Development, Planning Board	Mid-Term (5-10 years)					
A.7 Sudbury will capture opportunities to connect Route 20 to other areas of the community (see <b>Transportation and Connectivity</b> ).	Planning & Community Development, Dept. of Public Works	Ongoing					
<b>B. Identify ways to expand shuttle service along Route 20 in order to connect key nodes within the community. Consider requirements or incentives for new development to include transit-oriented amenities.</b>			Comment: Seems like a study should be developed.				
B.1 Combine public and private investments to ensure the future rail trails in Sudbury connect to Route 20 in a way that enhances local and regional access.	Planning & Community Development, Bruce Freeman Rail Trail Design Task Force	Ongoing	Comment: How do we measure success for this?				
B.2 Evaluate the potential for using "back road," "access road," or other connectivity strategies to keep automobiles from re-entering Route 20 when unnecessary.	Planning & Community Development, Dept. of Public Works	Mid-Term (5-10 years)	Comment: How does this relate to shuttle service?				
B.3 Provide incentives for private commercial property owners to incorporate site elements conducive to transit ridership. These could include interior circulation routes for shuttles and some dedicated parking spaces for shuttle riders.	Planning & Community Development, Planning Board	Short-Term (within 5 years)	Comment: I think the Planning Board will have to mandate this as part of new development designs.				
<b>ECONOMIC DEVELOPMENT</b>							
<b>A. Sudbury will work with property owners and other stakeholders to ready sites for development or redevelopment.</b>							
A.1 Identify and advertise sites for commercial development, especially redevelopment sites, along Route 20.	Planning & Community Development	Short-Term (within 5 years)	Comment: What does this mean?				
A.2 Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.	Planning & Community Development	Mid-Term (5-10 years)					
A.3 Identify and fund the development of a wastewater solution(s) for Route 20.	Select Board, Dept. of Public Works, Board of Health	Mid-Term (5-10 years)	Comment on 'wastewater solution(s)': Study				

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
A.4 Modify zoning to promote the type and scale of development aligning with current retail and office market trends, including mixed-use buildings, walkability, connectivity, integration with housing options, etc.	Planning & Community Development, Planning Board	Mid-Term (5-10 years)	Comment: This seems like a similar zoning change effort as in A6				
<b>B. Sudbury will take an active approach to business attraction, retention, and expansion.</b>							
B.1 Attract the types of businesses that Sudbury residents currently leave town to patronize, particularly food service, entertainment, and recreation-oriented retail.	Planning & Community Development	Ongoing	Comment: This seems like another Action item but what is the concrete step?				
B.2 Assist existing businesses seeking to expand by helping locate appropriate space in Town.	Planning & Community Development	Short-Term (within 5 years)					
B.3 Conduct outreach to existing businesses to understand and address issues and promote retention.	Planning & Community Development	Short-Term (within 5 years)	Comment: This is a survey and report. Can measure this.				
<b>C. Sudbury will pursue private-public partnerships to advance the needs of local entrepreneurs and business owners.</b>							
C.1 Pursue a private-public partnership to develop modern flexible office and meeting space that supports existing and new professionals within the town who may currently work from home.	Planning & Community Development	Mid-Term (5-10 years)	Comment on 'partnership': With whom?				
C.2 Pursue a private-public partnership to develop a small-scale entrepreneurial/maker space to support light manufacturing/assembly businesses.	Planning & Community Development	Mid-Term (5-10 years)	Comment: Too vague				
<b>D. Sudbury will develop capacity to support economic development efforts.</b>			Comment: Priority #1. Should be A.1.				
D.1 Consider hiring an additional planning staff person tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building.	Select Board, Planning & Community Development	Short-Term (within 5 years)	Comment on 'consider hiring': Too passive. "Sudbury will hire...."				
D.2 Develop a comprehensive economic development strategy for the town.	Planning & Community Development	Short-Term (within 5 years)					
D.3 Strengthen relationships with economic development stakeholders, such as the Sudbury Chamber of Commerce, to assist with capacity building for economic development efforts.	Planning & Community Development	Ongoing					
<b>E. Sudbury will develop a strategy for its ongoing fiscal health.</b>							
E.1 Develop strong fiscal strategies and policies that prioritize short- and long-term expenditures and balance costs against revenues.	Select Board, Finance Committee	Short-Term (within 5 years)	Comment: Can this be a document?				
<b>TRANSPORTATION &amp; CONNECTIVITY</b>							
<b>A. Sudbury will remain active in regional efforts to coordinate transportation planning across multiple municipalities.</b>							

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
A.1 Coordinate with the state, MassDOT, Metropolitan Area Planning Council (MAPC), Massachusetts Bay Transportation Authority (MBTA), MetroWest Regional Transit Authority (MWRTA), and adjacent towns to establish and enhance connections between key destinations.	<b>Planning &amp; Community Development,</b> Transportation Committee, Council on Aging, Commission on Disability	Ongoing					
A.2 Explore the need for and establish park and ride locations.	<b>Planning &amp; Community Development,</b> Transportation Committee, Council on Aging, Commission on Disability	Short-Term (within 5 years)	Comment on 'Explore': Study?				
A.3 Solicit support from legislators as needed to prioritize and implement regional connectivity projects.	<b>Select Board,</b> Transportation Committee, Council on Aging, Commission on Disability	Ongoing					
<b>B. Sudbury will continue to identify, design, and install physical improvements to its roadway system in a way that increases public safety and pedestrian/bicycle mobility and ensures compliance with state and federal accessibility regulations.</b>							
B.1 Implement the projects in the Complete Streets (Phase II) Prioritization Plan. Coordinate and prioritize improvements that support other economic development and housing initiatives.	<b>Dept. of Public Works,</b> Planning & Community Development	Short-Term (within 5 years)	Comment on 'Coordinate and prioritize improvements that support other economic development and housing initiatives': Is this something different or part of B1?				
B.2 Explore traffic signal synchronization opportunities along Route 20.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)	B.2 <del>Explore</del> study traffic signal synchronization opportunities along Route 20.				
B.3 Consider transportation demand management strategies for larger developments.	<b>Planning &amp; Community Development,</b> Planning Board, Dept. of Public Works	Short-Term (within 5 years)	B.3 <del>Consider</del> Evaluate transportation demand management strategies for larger developments.				
B.4 Explore access management strategies to reduce congestion and improve safety along major roadways, particularly commercial areas along Route 20, including, but not limited to:	<b>Planning &amp; Community Development,</b> Dept. of Public Works	Mid-Term (5-10 years)					
a. Identify opportunities for shared driveways and/or other connections between adjacent commercial properties.	<b>Planning &amp; Community Development,</b> Planning Board	Short-Term (within 5 years)					
b. Evaluate frontage of rear roads between multiple properties to create connectivity between adjacent commercial properties to better serve businesses with reduced driveways and road access points.	<b>Planning &amp; Community Development,</b> Planning Board	Short-Term (within 5 years)					

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c. Work with MassDOT to determine if syncing signalized intersections can improve traffic flow.	<b>Planning &amp; Community Development</b> , Dept. of Public Works	Short-Term (within 5 years)	c. Pursue study <del>Work</del> with MassDOT to determine if syncing signalized intersections can improve traffic flow.				
<b>C. Sudbury will foster the continued creation of the Bruce Freeman Rail Trail and other walking and biking networks throughout Town.</b>			C. Sudbury will <del>complete</del> <del>foster</del> the continued creation of the Bruce Freeman Rail Trail (BFRT) and <del>will incorporate</del> other walking and biking networks throughout Town.				
<b>ADDED ACTIONS BY PB MEMBER</b>			C.1 Complete the 75% design and Issued for Construction drawings, and complete construction of Phase I of the BFRT.  <b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force, Commission on Disability  Short-Term (within 5 years)				
<b>ADDED ACTIONS BY PB MEMBER</b>			C.2. Acquire the Mass Central Rail Trail (MCRT) right-of-way, conduct environmental studies, acquire required permits and approvals, prepare engineering designs and construction drawings, and construct MCRT.  <b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force, Commission on Disability  Short-Term (within 5 years)				
C.1 Continue to work with Friends of the Bruce Freeman Rail Trail on signage and wayfinding, safe roadway crossings, features, and amenities for those with disabilities, and trail maintenance policies. Partner with the Friends of the Bruce Freeman Rail Trail.	<b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force, Commission on Disability	Short-Term (within 5 years)	C.3 <del>W</del> Continue to work with Friends of the Bruce Freeman Rail Trail on signage and wayfinding, safe roadway crossings, features, and amenities for those with disabilities, and trail maintenance policies. <del>Partner with the Friends of the Bruce Freeman Rail Trail.</del>				
C.2 Continue to work with neighboring municipalities to foster the completion of the Bruce Freeman Rail Trail.	<b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force	Short-Term (within 5 years)	Comment: Don't think we need this.				
C.3 Continue to discuss the design of the proposed Mass Central Rail Trail with regional and state partners.	<b>Select Board</b> , Planning & Community Development	Ongoing	Section deleted by PB Member				

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C.4 Pursue grants to fund trail connections.	Planning & Community Development	Ongoing					
<b>D. Sudbury will map key destination points within the community and will work to close gaps in the pedestrian and bicycle network accessing these destinations and creating and improving access for those with disabilities.</b>							
D.1 Revisit the walkway inventory conducted in 2000 by the Sudbury Walkway Committee and update the inventory of completed walkways. Identify locations of the existing network that are not accessible for those with disabilities. Prioritize future walkway segments.	Planning & Community Development, Dept. of Public Works	Mid-Term (5-10 years)	D.1 Revisit <del>Update</del> the walkway inventory conducted in 2000 by the Sudbury Walkway Committee <del>to include and update the inventory of</del> completed walkways. Identify locations of the existing network that are not accessible for those with disabilities. Prioritize future walkway segments.				
D.2 Create an inventory of destination points, including but not limited to civic institutions such as schools and libraries, commercial areas, recreational assets, and historical and cultural places in the community.	Planning & Community Development	Short-Term (within 5 years)					
D.3 Work with community businesses and organizations to create marketing plans to attract rail trail users to visit local shops and amenities.	Planning & Community Development	Short-Term (within 5 years)					
D.4 Create an open dialogue with property owners with key frontage areas as a means of educating and engaging owners about benefits of closing gaps within the pedestrian and bicycle network.	Planning & Community Development	Mid-Term (5-10 years)					
D.5 Explore the possibility of creating a toolkit that can be given to property owners located in frontage areas so that they may better understand some of the benefits of pedestrian infrastructure such as increased property values. Develop and implement an educational campaign with key stakeholders.	Planning & Community Development	Long-Term (more than 10 Years)					
D.6 Pursue grant opportunities and funding available for the creation of walkways. Grant programs to pursue include but are not limited to Complete Streets Funding, Transportation Alternatives Program (TAP), Safe Routes to School, and others.	Planning & Community Development	Ongoing					
<b>E. Sudbury is committed to be a community where people of all ages and abilities and financial means are able to get where they need to go locally and regionally without use of personal automobiles.</b>							
E.1 Continue to work with MAPC through their Making the Connections micro transit pilot project to identify and fill gaps in connectivity between modes and destinations.	Planning & Community Development, Transportation Committee	Ongoing					

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E.2 Continue to coordinate with Sudbury Senior Center and Commission on Disability in the evaluation of its transportation services to ensure that needs of the entire community are being met and identify gaps in services. Identify opportunities to expand existing services for older residents and persons with disabilities and investigate new types of services such as ride-share programs. Identify funding sources required to ensure access.	<b>Council on Aging,</b> Transportation Committee, Planning & Community Development, and Commission on Disability	Ongoing					
E.3 Coordinate with MWRTA to expand accessible service in Sudbury wherever possible.	<b>Transportation Committee,</b> Planning & Community Development	Ongoing					
E.4 Ensure future housing development, particularly those with SHI units, include resources and access to existing local shuttle services, walking and bicycling amenities, and connections to regional transportation networks. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.	<b>Planning &amp; Community Development,</b> Housing Trust, Transportation Committee	Ongoing					
E.5 Identify specific measures to address gaps in transportation services for persons with disabilities and identify funding sources required to ensure access.	<b>Council on Aging, Commission on Disability,</b> Transportation Committee, Planning & Community Development	Short-Term (within 5 years)					
E.6 Manage parking resources and explore options for shared parking near trails.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)					
E.7 Revisit the Route 20 commuter shuttle to determine if it is meeting commuter needs. Explore the need for and establish a designated park and ride location in Sudbury.	<b>Transportation Committee,</b> Planning & Community Development	Ongoing	Comment: Isn't this addressed in B?				
E.8 Consider hiring a grant writer to pursue opportunities for the Town (could be on a case by case basis).	<b>Select Board</b>	Short-Term (within 5 years)					
E.9 Rethink the school busing cost structure to encourage bus use and discourage car drop-off/pick-up of students.	<b>Sudbury Public Schools</b>	Short-Term (within 5 years)					
<b>HISTORIC AND CULTURAL IDENTITY</b>							Comment: Lots of input from committees, maps
<b>A. Sudbury will address historic preservation needs and emphasize collaboration among its local historic preservation groups and coordinate their efforts town-wide.</b>							



Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
A.1 Re-evaluate the purpose, scope, and adequacy of regulatory tools to protect Sudbury's historical and cultural resources.	<b>Historical Commission</b> , Historic Districts Commission	Mid-Term (5-10 years)		<p><u>This is a town wide planning and bylaw issue that should be led by the Planning Board or Planning and Community Development</u>, Historical Commission, Historic Districts Commission</p> <p><u>Short-Term (within 5 years)</u><del>Mid-Term (5-10 years)</del></p> <p>Note: unbold 'Historical Commission'</p>			Comment: add landscape
a. Explore the creation of new local historic districts and the expansion of existing districts. Examine and consider the use of "a single property or spot historic district" for significant structures and buildings outside of historic districts.	<b>Historic Districts Commission</b> , Historical Commission	Mid-Term (5-10 years)		<p>a. Explore the creation of new local historic districts and the expansion of existing districts. Examine and consider the use of "a single property or spot historic district" for significant structures and buildings outside of historic districts.</p> <p><u>Examine existing districts and expand or reduce based on historic resources and affect on area character. Redefine how HD boundaries are defined. 300' is not always effective when deeper properties are still visible from the public way. Add provisions for landscape regulations within HD.</u></p> <p><u>This is a town wide planning and bylaw issue that should be led by the Planning Board or Planning and Community Development</u>, Historical Commission, Historic Districts Commission</p> <p><u>Short-Term (within 5 years)</u><del>Mid-Term (5-10 years)</del></p> <p>Note: unbold 'Historical Commission'</p>	Comment on 'Examine and consider the use of "a single property or spot historic district" for significant structures and buildings outside of historic districts': I would remove this portion of the action. It is technically covered by 'new districts' and I believe the board has generally been against this measure.		Comment: should also consider reducing some

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b. Examine the effectiveness of the Demolition Delay Bylaw to protect properties outside historic districts and consider ways to enhance and update it.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)	Comment: If the over-arching category is "Mid-Term", this cannot be "Short-Term"	<u>This is a bylaw issue that should be led by the Planning Board or Planning and Community Development.</u> Historical Commission, Historic Districts Commission  Note: unbold 'Historical Commission'	b. Examine the effectiveness of the Demolition Delay Bylaw to protect properties outside historic districts and consider ways <del>to enhance and</del> update it.		Comment: be cautious of state regulations
c. Consider establishing a Minimum Maintenance Bylaw or a Demolition by Neglect Bylaw to maintain historic properties and protect them from demolition.	<b>Historical Commission</b> , Historic Districts Commission	Mid-Term (5-10 years)		<u>This is a bylaw issue that should be led by the Planning Board or Planning and Community Development.</u> Historical Commission, Historic Districts Commission  Note: unbold 'Historical Commission'  <del>Short-Term (within 5 years)</del> <del>Mid-Term (5-10 years)</del>			
d. Consider the deletion of non-historic properties from historic districts so that attention and valued time is better focused on the purpose of Historic Districts.	<b>Historical Commission, Historic Districts Commission</b>	Mid-Term (5-10 years)					Add "buildings" to the list of things that should be exempted where appropriate.*

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
<p>A.2 Appropriate funding for and develop a town-wide Historic Preservation Plan. Items addressed in the plan will include, but will not be limited to:</p> <ul style="list-style-type: none"> <li>a. Ongoing survey and study of non-documented and under-documented historic and archaeological resources and/or those not fully understood.</li> <li>b. A clear description of the responsibilities of each historic resource stakeholder in the community, including the Town boards, committees, and commissions, historic property owners (homeowners and businesses), and the Town.</li> <li>c. An assessment of needs and gaps in Sudbury's historic preservation administrative capacity, funding, and infrastructure.</li> <li>d. An audit of existing historic preservation regulatory tools, how their effectiveness can be strengthened, and adopting new tools for preservation protections.</li> <li>e. Identifying the appropriate situations for purchasing property, regulating property, and educating property owners to achieve historic preservation.</li> </ul>	<p><b>Select Board</b>, Planning &amp; Community Development, Historical Commission, Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>	<p>Comment: I would make this A.1. for two reasons: It's a Critical path item and it is a short-term item. I would try and organize these by timeframe to the extent feasible.</p>	<p>f. <a href="#">Town Center Master Plan</a></p>			<p>Comment on 'appropriate funding': CPC town meeting decision</p> <p>Comment on 'A.2.a': by whom</p> <p>Comment: on 'A.2.e': stone farm example of how this could not have helped better planning → concerned about restrictions that are less flexible</p>
<p>A.3 Develop a sophisticated and accessible platform for the Towns historic and archaeological resources inventory that can be used to support local permit review and educate residents and property owners.</p> <ul style="list-style-type: none"> <li>a. Create a complete digital inventory of historic structures, sites, landscapes, roads, significant features (i.e. stone walls), and archaeological sites throughout Sudbury.</li> <li>b. Identify and inventory historic structures, buildings, sites, and landmarks that have not been inventoried or those inventories which are out of date.</li> <li>c. Work with the Sudbury Historical Society and the Goodnow Library to include link historic photos of Sudbury with property addresses as part of the platform.</li> <li>d. Link with GIS data to better inform and shape the effectiveness of preservation and planning policies.</li> </ul>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Long-Term (more than 10 Years)</p>					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
A.4 Develop better partnerships and collaboration among preservation organizations, Town boards, committees, and commissions, Town officials, and citizens to advance the protection, preservation, and development of historical archaeological resources and town character.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)	<u>A.14 Create a Historic and Archaeological Working Group / Committee comprised of</u> <del>Develop better partnerships and collaboration among</del> preservation organizations, Town boards, committees, and commissions, Town officials, and citizens <u>who's mission is to</u> advance the protection, preservation, and development of historical archaeological resources and town character.				
<b>B. Sudbury will continue to develop educational resources and materials related to historical and archaeological resources in the community.</b>							Comment: top priorities
<b>ADDED ACTIONS BY PB MEMBER</b>				<u>B.5 Create a more descriptive and informative Historic Districts Design Guidelines document similar to Concord's but tailored to Sudbury.</u>  <u>Historic Districts Commission, Historical Commission</u>  <u>Short-Term (within 5 years)</u>			
B.1 Develop a Historic Preservation Primer for all local boards, commissions, and committees that clearly describes the variety of historic preservation regulatory tools in the community, powers and limitations, and how they function together.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)					Comment: ✓
B.2 Increase awareness and support among residents about the value and benefits of Historic Preservation tool protections. Consider an education campaign for local realtors, Chamber of Commerce, community leaders, and other stakeholders.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)					Comment: ✓

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B.3 Develop more robust resources for historic homeowners such as a historic design library, better online resources the Town's webpage, and public seminars on how to preserve historic homes (how to restore historic windows, historic property maintenance, etc.).	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)			Comment: Not sure this is the correct place, but it is the closest item I could find. The actions related to the preservation of historic homes at the moment are generally regulatory and punitive and there should be more emphasis on helping with, providing resources, and encouraging the protection of historic properties rather than protecting them at the time someone intends to demo them.		Comment: ✓
B.4 Working in collaboration with the Historical Society, the Historical Commission, the Wayside Inn, the Sudbury Cultural Council, and other interested parties, to develop materials focused on Sudbury's historical resources to support the local tourist economy. This would include connections to the rail trails incorporating historical railroad elements to capitalize on bicycle and pedestrian use to attract tourism to the Town.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)	B.4 Working in collaboration with the Historical Society, the Historical Commission, the Wayside Inn, the Sudbury Cultural Council, and other interested parties, to develop materials focused on Sudbury's historical resources to support the local tourist economy. This would include connections to the rail trails, incorporating historical railroad elements, to capitalize on bicycle and pedestrian use to attract tourism to the Town.				Comment: ✓  Comment: Economic development position
<b>C. Sudbury will continue to foster a vibrant local arts and culture network.</b>							
C.1 Continue to provide local artists and arts organizations with access to municipal facilities as appropriate to display art, hold classes, and publicize events.	<b>Town Manager</b>	Ongoing					Comment: ✓
C.2 Continue funding special projects in Sudbury Public Schools that engage students with local historic resources and cultural entities through grants from the Cultural Council as appropriate.	<b>Cultural Council</b> , Sudbury Public Schools	Ongoing					
C.3 Coordinate efforts between the Cultural Council, Sudbury Arts, and the Commission on Disability to increase access and offerings related to the arts for people with disabilities.	<b>Commission on Disability</b> , Cultural Council, Sudbury Arts	Short-Term (within 5 years)					
C.4 Encourage collaboration between local arts, cultural, historic organizations, and the local business community to create community-wide events and programming.	<b>Town Manager</b>	Short-Term (within 5 years)					

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<b>NATURAL ENVIRONMENT</b>				<a href="#">The town needs better big picture design planning of existing parks. Where can this fit in?</a>			
<b>A. Sudbury will take proactive measures to protect the Town's drinking water supply.</b>							
A.1 Monitor lands within the aquifer for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions. See <b>Conservation and Recreation Land</b> .	<b>Conservation Commission</b> , Planning & Community Development	Ongoing					
A.2 Continue coordination with the Sudbury Water District as it plans for future investments.	<b>Planning &amp; Community Development</b> , Sudbury Water District, Select Board	Ongoing					Comment: What is the coordination we have today?
A.3 Revisit the Water Resource Protection Overlay District to ensure the bylaw reflects current best practices in stormwater management, wastewater technology, site design, and other development standards important to protecting the Town's water supply (see <b>Route 20 Corridor</b> ).	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Planning Board, Board of Health	Mid-Term (5-10 years)					Comment: take out district
A.4 Review all local regulations that govern development above the aquifer (e.g., Zoning, Board of Health, Conservation, Subdivision) to ensure provisions protect water quality and allow for groundwater recharge to the greatest extent practicable.	<b>Planning &amp; Community Development</b> , Planning Board, Board of Health, Conservation Commission	Long-Term (more than 10 Years)					Comment: and improve stormwater bylaw
<b>B. Sudbury is committed to implementing best management practices for stormwater management.</b>							
B.1 Continue to support the implementation of the Town's Stormwater Water Management Program Plan with adequate staffing, equipment, and financial resources. See <b>Town Services, Facilities, and Infrastructure</b> .	<b>Dept. of Public Works</b>	Ongoing					
B.2 Identify opportunities to install green infrastructure on Town properties in existing or planned infrastructure.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)					
B.3 Prioritize green infrastructure to manage stormwater as part of future public projects and investments.	<b>Dept. of Public Works</b> , Planning & Community Development, Planning Board	Ongoing			Comment: This could apply to private projects as well. Encouraging the use of green infrastructure on new private development or requiring on new subdivisions or something along those lines.		Comment: add to bylaw

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
B.4 Revise all local regulations (e.g., Zoning, Board of Health, Conservation, Subdivision) to allow the use of porous/pervious materials to take the place of traditional impervious cover where appropriate.	<b>Planning &amp; Community Development,</b> Planning Board, Board of Health, Conservation Commission	Long-Term (more than 10 Years)					Comment: delete 'allow' and replace with 'encourage'  Note: also underlined the words 'where appropriate'
B.5 Where appropriate, incorporate language into the Zoning Bylaws and Subdivision Rules and Regulations that limits the area of alteration on a site, protects steep slopes, and limits the removal of existing vegetation or trees on a site.	<b>Planning &amp; Community Development,</b> Planning Board	Mid-Term (5-10 years)					Comment: encourage in cluster development regulations
<b>C. Sudbury is committed to enhancing and maintaining the quality of surface water resources.</b>							
C.1 Monitor lands around ponds and waterways for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	<b>Ponds &amp; Waterways Committee,</b> Conservation Commission	Ongoing					Comment on ' <b>monitor</b> ': who/how?
C.2 Continue to implement strategies in the Ponds and Waterways Master Plan.	<b>Ponds &amp; Waterways Committee</b>	Ongoing					Comment: ✓
C.3 Continue participation in regional planning and management efforts in the SuAsCo River watershed.	<b>Planning &amp; Community Development,</b> Conservation Commission	Ongoing					Comment: ✓
<b>D. Sudbury encourages polices and development standards that protect and improve the Town's natural resources.</b>							
D.1 Monitor lands that support important wildlife habitat for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	<b>Conservation Commission</b>	Ongoing					
D.2 Evaluate the effectiveness of Sudbury's Wetland Bylaw and Regulations.	<b>Conservation Commission,</b> Planning & Community Development	Mid-Term (5-10 years)			Comment: Add revise as needed to best protect wetlands?		
D.3 Require the use of low impact design standards for projects near sensitive environmental resources and encourage town wide as appropriate.	<b>Planning &amp; Community Development,</b> Planning Board	Short-Term (within 5 years)					
D.4 Identify opportunities to restore the Town's floodplain areas to natural states wherever possible (see <b>Resiliency</b> ).	<b>Planning &amp; Community Development,</b> Conservation Commission	Mid-Term (5-10 years)					Comment: ✓
D.5 Develop a forestry management plan to address publicly owned forested areas.	<b>Conservation Commission</b>	Mid-Term (5-10 years)					Comment: ✓

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
D.6. Develop a tree preservation bylaw that defines tree preservation standards and mitigation for public and private properties, and establishes a tree warden or tree commission with enforcement powers and master planning responsibilities. Consider mitigation requirements such as a tree fund or tree bank.	<b>Planning &amp; Community Development</b> , Planning Board, Dept. of Public Works	Mid-Term (5-10 years)					Comment: I was going to mention a tree bylaw
<b>E. Sudbury will educate private property owners about the community-wide benefits of healthy natural resources on their land.</b>							
E.1 Promote land management programs for private property owners, including Chapter 61 programs.	<b>Conservation Commission</b> , Planning & Community Development	Short-Term (within 5 years)					
E.2 Continue to educate the public about how they can implement best practices for stormwater management on their properties. Examples include rain gardens, rain barrels, and reduced impervious surfaces.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Conservation Commission	Short-Term (within 5 years)					
E.3 Educate residents about the impacts of fertilizers and lawn chemicals on local waterways and promote and encourage the use of alternative environment-friendly options.	<b>Conservation Commission</b>	Short-Term (within 5 years)					
E.4 Educate residents about the importance of tree cover and the use of selective clearing of forested areas.	<b>Conservation Commission</b>	Short-Term (within 5 years)					
<b>CONSERVATION AND RECREATION LAND</b>							
<b>A. Sudbury will use existing plans to help address the conservation and recreation needs of the community.</b>							
A.1 Support the implementation of the Open Space & Recreation Plan Action Plan.	<b>Planning &amp; Community Development</b> , Park & Recreation Commission, Conservation Commission	Ongoing					
A.2 Encourage and support on-going updates of conservation plans like Ponds and Waterways Master Plan, Land Management Plan for the Watersheds of the Sudbury Reservoirs, and Athletic Fields Master Plan.	<b>Planning &amp; Community Development</b> , Ponds & Waterways Committee	Ongoing					
A.3 Be proactive to ensure that outdoor areas, such as fields and trails, are accessible to all residents and that accommodations are in place to make this possible, using federal and state ADA standards.	<b>Park &amp; Recreation Dept.</b> , Commission on Disability	Ongoing					
<b>B. Sudbury will continue to be proactive about identifying and prioritizing lands of interest for conservation.</b>							



Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
B.1 Continue the work of the Community Preservation Committee, the Land Acquisition Review Committee, and regional partners like Sudbury Valley Trustees.	Planning & Community Development, Conservation Commission	Ongoing					
B.2 Promote opportunities for public use as part of property acquisition to ensure community benefits and continued support of land acquisition initiatives.	Planning & Community Development, Conservation Commission	Ongoing					
B.3 Continue planning efforts to increase public conservation and recreational benefits of Sewataro and Broadacre properties	Planning & Community Development, Conservation Commission, Park & Recreation Dept.	Ongoing					
<b>C. Sudbury will work to increase programming to meet needs for organized activities.</b>							
C.1 Ensure indoor and outdoor activities and programs for residents that are accessible and support the participation of those individuals living with disabilities.	Park & Recreation Dept., Commission on Disability	Ongoing					
C.2 Make grading improvements to existing fields, such as Davis and Feeley Fields.	Park & Recreation Dept.	Short-Term (within 5 years)					maintain existing turf fields to optimize the use of existing fields (which was either deleted or modified): and add new turf*
C.3 Add LED lighting to artificial turf fields to allow usage at night.	Park & Recreation Dept.	Short-Term (within 5 years)			Comment: I questioned this item previously. I cannot recall if we confirmed this, but is this coming from parks & rec directly?		
<b>D. Sudbury recognizes the importance of communication between the Town and residents and will enhance the effort to inform people of conservation efforts.</b>							
D.1 Develop public education materials that explain the local acquisition process and promote conservation efforts.	Planning & Community Development, Conservation Commission	Short-Term (within 5 years)					
D.2 Collaborate with the Land Acquisition Review Committee to improve acquisition process education in Sudbury.	Planning & Community Development, Conservation Commission	Short-Term (within 5 years)					
<b>E. Sudbury will commit to enhancing connections between open space areas, parks, schools, and historic resources with residential areas for walking/biking, which will increase recreational opportunities and access to these resources.</b>							
E.1 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail and ensure accessibility in compliance with ADA regulations.	Bruce Freeman Rail Trail Design Task Force, Planning & Community Development	Short-Term (within 5 years)	E.1 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail and ensure accessibility in compliance with ADA regulations.				Comment: ✓

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
E.2 Identify opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc. by strategically expanding the existing network of walkways.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)	E.2 Identify opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc. by strategically expanding the existing network of walkways. (See .....)				Comment: ✓
E.3 Continue to discuss the design of the proposed Mass Central Rail Trail with regional and state partners.	<b>Select Board</b> , Planning & Community Development	Ongoing	Section was deleted by PB Member				
<b>F. Sudbury will work with local organizations such as the Senior Center, Council on Aging as well as other Town departments to connect residents with conservation areas in the community.</b>							Comment: universal design!
F.1 Increase programming in conservation areas for all residents, particularly seniors, youth, and those living with disabilities.	<b>Conservation Commission</b> , Council on Aging, Commission on Disability	Short-Term (within 5 years)					
F.2 Create community gardens or similar amenities that are accessible to people of all abilities, include seating and gathering areas for the multi-generational experience.	<b>Conservation Commission</b> , Commission on Disability	Short-Term (within 5 years)					
F.3 Work with Sudbury Public Schools and the Lincoln-Sudbury Regional High School to incorporate awareness and direct experience of conservation areas into arts, science, and history curricula.	<b>Conservation Commission</b> , Sudbury Public Schools, Lincoln-Sudbury Regional High School	Mid-Term (5-10 years)					
<b>TOWN FACILITIES, SERVICES, AND INFRASTRUCTURE</b>							
<b>A. Sudbury will plan for and implement changes to its services and facilities that anticipate the needs of an aging population consistent with Livable Sudbury: A Community Needs Assessment and the American's with Disabilities Act.</b>							
A.1 Convene a Livable Sudbury Working Group with leadership from the Council on Aging, Senior Center, and Livable Sudbury Ambassador, and representation from public safety (Police, Fire, EMA), Planning & Community Development, the Library, and the Commission on Disability among other municipal departments, to prioritize and implement the potential action items in <i>Livable Sudbury</i> .	<b>Council on Aging</b>	Short-Term (within 5 years) then Ongoing					
<b>B. Sudbury will commit to research and, where appropriate, invest in technology that will enhance municipal services.</b>							
B.1 Dedicate resources to explore the coordination and implementation of new technology across multiple departments to produce reports for each department on possible investments and returns.	<b>Select Board</b>	Mid-Term (5-10 years)					
B.2 Explore the possibility of using Asset Management software as part of planning for facilities maintenance and capital expenditures.	<b>Facilities Dept.</b> , Select Board	Mid-Term (5-10 years)					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
B.3 Invest in upgrades to GIS data that will help visualize and, where applicable, analyze data for the Assessor's Office, Planning & Community Development, Dept. of Public Works, public safety, the Historical Commission, and others.	Select Board	Short-Term (within 5 years)					
<b>C. Sudbury is committed to investing in and building significant infrastructure projects to contribute to the long-term prosperity of future generations.</b>							Comment: establish a "running list: with properties and timeline
C.1 Perform detailed engineering and financial analysis to determine the cost of providing sewer service to Route 20 (see Route 20 Corridor).	Dept. of Public Works, Select Board	Short-Term (within 5 years)					Comment: not much from [illegible]
C.2 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail.	Select Board, Planning & Community Development, Bruce Freeman Rail Trail Design Task Force	Ongoing	C.2 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail (BFRT) (See.....).		Comment: Is this repeated from earlier? If so could probably remove.		
C.3 Continue to work with state and regional partners on the proposed Mass Central Rail Trail.	Select Board, Planning & Community Development	Short-Term (within 5 years)	C.3. Acquire the Mass Central Rail Trail (MCRT) right-of-way, conduct environmental studies, acquire required permits and approvals, prepare engineering designs and construction drawings, and construct MCRT. (See.....)C.3 Continue to work with state and regional partners on the proposed Mass Central Rail Trail.		Comment: Same as above, feels repetitive		
<b>D. Sudbury recognizes the value of well-planned maintenance and asset management programs and include these practices into the everyday provision of municipal services.</b>							Comment: \$\$
D.1 Develop a comprehensive Facilities Assessment and Maintenance Plan that includes a Capital Needs Assessment for every municipal building.	Facilities Dept., Dept. of Public Works	Short-Term (within 5 years)					
D.2 Consider the development of a more formal Asset Management Program that emerges from the Facilities Assessment and Maintenance Plan.	Town Manager, Facilities Dept., Dept. of Public Works	Short-Term (within 5 years)					
D.3 Ensure the Facilities Assessment and Maintenance Plan addresses any state or federal compliance requirements (e.g., MS4 stormwater program).	Town Manager, Facilities Dept., Dept. of Public Works	Short-Term (within 5 years)					
D.4 Develop educational materials for the public to raise awareness of the need for maintenance related to municipal facilities.	Facilities Dept.	Short-Term (within 5 years)					
<b>E. Sudbury is committed to be a community where people of all ages and abilities enjoy access to municipal services, facilities, and public discussion.</b>							
E.1 Ensure all digital material developed by the Town is compliant with Section 508, an amendment to the United States Workforce Rehabilitation Act of 1973 and the Web Content Accessibility Guidelines.	Town Manager, Technology Administrator, Commission on Disabilities	Short-Term (within 5 years)					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
E.2 As part of the Self Evaluation of Town facilities, properties, and services, develop a Transition Plan to meet the regulatory requirements outlined in ADA. Coordinate the Transition Plan with the State Historic Preservation Office and the State Architectural Review Board for all facilities located in in the Town.	Facilities Dept., Commission on Disability	Short-Term (within 5 years)					
E.3 Ensure the Town achieves and maintains compliance with Title II of ADA.	Town Manager, Facilities Dept., Commission on Disability	Ongoing					
<b>HOUSING</b>							
<b>A. Sudbury will actively pursue housing strategies that will diversify its housing stock in ways that are consistent with the character of existing districts.</b>							
A.1 Pursue regulatory changes and infrastructure investments that will allow for higher density housing along Route 20 (see <b>Route 20 Corridor</b> ).	Planning & Community Development, Planning Board	Ongoing			Comment on 'along': Along specific areas of route 20? We are not talking about all of route 20.		Comment: ✓ Comment: overlay districts
A.2 Identify areas around Route 20 where missing middle housing could serve as a transition between mixed-use/multi-family developments and surrounding residential neighborhoods.	Planning & Community Development, Planning Board	Short-Term (within 5 years)			Comment: The first two actions may make better sense in route 20?		
A.3 Identify larger developable parcels where missing middle housing types may be appropriate as part of a town-wide Housing Strategy to provide both home ownership and rental opportunities.	Planning & Community Development, Planning Board	Short-Term (within 5 years)					
A.4 Adopt new or revised zoning bylaws to enable development consistent with A.3 above.	Planning & Community Development, Planning Board	Mid-Term (5-10 years)					
A.5 Adopt Inclusionary Zoning tailored to capture opportunities throughout the Town in different districts and for different housing types (e.g., Route 20, new subdivisions, cluster, etc.).	Planning & Community Development, Planning Board	Short-Term (within 5 years)					Comment: done ✓
A.6 Identify zone changes to allow two-family units by right and some flexibility in minimum lot sizes, both consistent with wastewater requirements.	Planning & Community Development	Short-Term (within 5 years)					Comment: Out? Why? Don't want too much alternative housing.
<b>B. Sudbury will continue to support a sophisticated local network of organizations committed to meeting local housing needs.</b>							
B.1 Continue active support for and participation in the Regional Housing Services Organization (RHSO).	Planning & Community Development	Ongoing					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
B.2 Develop a town-wide Housing Strategy that will enable the Town to meet local needs and maintain its SHI stock above 10%. Ensure that the needs of those who require accommodations and accessible housing are addressed. Develop a Housing Strategy which would include active engagement of the Housing Trust, Sudbury Housing Authority, and RHSO.	Planning & Community Development	Short-Term (within 5 years)					
B.3 Provide resources for the continued training and education of municipal staff and board members on issues related to housing.	Planning & Community Development	Short-Term (within 5 years)					
<b>RESILIENCE</b>			Comment: This section needs a definitive plan or study of some sort.				
<b>A. Sudbury recognizes it is vulnerable to the impacts of natural hazards and climate change and must build capacity to be more resilient.</b>							
A.1 Maintain the network of stakeholders that participated in the MVP process. Consider periodic update meetings to evaluate progress and revisit priorities as needed.	Planning & Community Development, MVP Committee, Police and Fire Departments, Commission on Disability.	Short-Term (within 5 years)					Comment: ✓
A.2 Continue to pursue implementation funding from the MVP program. Research additional federal, state, and regional funding sources that can support these initiatives.	Planning & Community Development, MVP Committee	Ongoing					
A.3 Continue to stay current on climate change data as it becomes available. Incorporate changes to address these new issues into local policies and regulations as appropriate.	Planning & Community Development, MVP Committee	Ongoing					
A.4 Monitor lands with natural resources, such as wetlands and others with flood storage capacity, for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	Planning & Community Development, Conservation Agent	Ongoing					
A.5 Develop outreach programs and materials to educate residents and businesses about the efforts the Town is doing to be more resilient and how they can contribute and be a part of the process (see <b>Natural Environment</b> ).	MVP Committee	Short-Term (within 5 years)					
<b>B. Sudbury understands that the Hazard Mitigation Plan is an important document to help it prepare for and recover from natural hazard events.</b>							

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
B.1 Update the Sudbury HMP every five years to measure progress of the plan's goals, to update new goals into the plan and thereby remain eligible for Federal Emergency Management Agency (FEMA) funding.	<b>Fire Chief</b> , Planning & Community Development	Ongoing					
<b>C. Sudbury is committed to conserving energy and using renewable energy sources to reduce costs as well as its carbon footprint.</b>							Comment: electric car charging bylaw or zoning
C.1 Continue to upgrade Town facilities and buildings to improve the energy efficiency.	<b>Facilities Dept.</b> , Energy & Sustainability Committee	Ongoing					
C.2 Continue to identify opportunities to install solar energy systems on Town properties.	<b>Facilities Dept.</b> , Energy & Sustainability Committee	Ongoing					
C.3 Create informational mechanism(s) to connect businesses and residents with renewable energy resources. Examples include: a page on the Town's website, developing and/or distributing pamphlets and informational materials available through regional and state entities, such as the Massachusetts Clean Energy Center to the Town.	<b>Planning &amp; Community Development</b> , Energy & Sustainability Committee	Mid-Term (5-10 years)					
C.4 Research and develop carbon and climate related goals and create a carbon reduction plan.	<b>Planning &amp; Community Development</b> , Energy & Sustainability Committee	Short-Term (within 5 years)	Comment: This needs to be C.1. from which everything else in this section stems. Reducing carbon footprint is paramount.				
<b>D. While the impacts of the COVID-19 pandemic are still unknown, Sudbury recognizes the need to understand the current snapshot of the Town's social and economic situation as a result and plan for future public health events that impact its ability to deliver Town services and will have social and economic effects on the community.</b>							
D.1 Identify data that can help explain the impacts of the COVID-19 pandemic, including data the Town already collects and new data points needed.	<b>Town Manager</b> , Board of Health	Short-Term (within 5 years)					Comment: or similar events in the future
D.2 Identify where the Town was successful in delivering Town services and functions and where gaps existed during the COVID-19 pandemic, and design plans to address these short falls.	<b>Town Manager</b>	Short-Term (within 5 years)					
D.3 Collaborate with neighboring communities and state and regional partners to collect and analyze data that will help measure the impacts of COVID-19 and develop policies to address future pandemics.	<b>Town Manager</b> , Board of Health	Short-Term (within 5 years)					

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
<b>PUBLIC HEALTH AND SOCIAL WELLBEING</b>							Comment: regionalizing or partnerships with neighboring towns
<b>A. Sudbury will work to build capacity and support existing networks of municipal departments like the Dept. of Health and Board of Health that are working on public health issues, including opioid addiction, mental health, social isolation, dementia, etc.</b>							
A.1 Increase staffing to support public health work and utilize volunteers in the community to assist with educating residents.	Select Board, Board of Health	Short-Term (within 5 years)					
<b>B. Sudbury will consider social determinants and Integrate health policies into other aspects of municipal planning decisions.</b>							
B.1 Conduct community needs assessments to identify gaps in health and social services for residents, particularly seniors, residents living with disabilities, and low-income families and individuals. Use Livable Sudbury as a starting point to expand an assessment of needs to other populations in the community.	Board of Health, Council on Aging, Commission on Disability	Short-Term (within 5 years)					
<b>C. Sudbury will work to diversify and expand communication tools and strategies about public health issues and locally available services.</b>							
C.1 Create integrated communication channels and ensure that materials are presented in accordance with Section 508 of the Workforce Rehabilitation Act of 1973.	Town Manager, Technology Administrator	Short-Term (within 5 years)					
C.2 Collaborate with local organizations such as the Senior Center, the Commission on Disability, and the Town Social Worker to share/disseminate information with its constituents as well as the community in general.	Town Manager	Short-Term (within 5 years)					
<b>D. Sudbury will work to connect public health resources with transportation options.</b>							
D.1 Continue to support the Council on Aging/ Senior Center to enhance transportation services such as Sudbury Connect and FISH (see <b>Transportation and Connectivity</b> ).	Council on Aging, Transportation Committee	Short-Term (within 5 years)					
D.2 Include access to public health resources in the "Making the Connections" pilot study (see <b>Transportation and Connectivity</b> ).	Transportation Committee, Planning & Community Development	Short-Term (within 5 years)					
<b>E. Sudbury will work to strengthen social and civic engagement to bring residents together.</b>							
E.1 Explore ways to create an outdoor accessible community common space for residents to utilize for activities like outdoor picnic and summer concerts and events.	Park & Recreation Dept.	Mid-Term (5-10 years)					Comment: public/private partnership → meadow walk?
E.2 Ensure the voting process continues to be accessible, inclusive, and equitable.	Select Board, Town Manager, Town Clerk	Ongoing					Comment: options for town meeting participation also

Action Item	Responsible Parties	Timeframe	C. Karustis	A. Shah	J. Sugrue	J. Finnicum	Stephen Garvin
E.3 Continue to find opportunities through the Parks and Recreation Department, Library, Senior Center, and local organizations to create family-friendly, all-ages and all abilities community events year-round.	<b>Park &amp; Recreation Dept.</b> , Library, Council on Aging, Commission on Disability	Ongoing					
E.4 Evaluate such opportunities based on participation costs and consider including free events or costs based on a sliding scale.	<b>Park &amp; Recreation Dept.</b> , Sudbury Public Library	Short-Term (within 5 years)					