

# Town of Sudbury

## Master Plan Steering Committee

Flynn Building  
278 Old Sudbury Road  
Sudbury, MA 01776  
978-639-3387  
Fax: 978-443-0756

MasterPlan@sudbury.ma.us

www.sudbury.ma.us/masterplan

### DRAFT MINUTES

APRIL 12, 2019 AT 8:45 AM

POLICE STATION MEETING ROOM, 75 HUDSON ROAD, SUDBURY, MA

**Members Present:** Chair John Sugrue, At-Large; Vice-Chair Susan Asbedian-Ciaffi, At-Large; Vice-Chair Jennifer Roberts, At-Large; Nathalie Forssell, At-Large; Jan Hardenbergh, At-Large; Janie Dretler, Board of Selectmen; Pat Guthy, Commission on Disability; Ellen Joachim, Lincoln-Sudbury Regional High School Committee; Amy Lepak, Sudbury Housing Authority; Robert May, Council on Aging; John Riordan, Zoning Board of Appeals; Fred Taylor, Historic Districts Commission; and Dick Williamson, Park and Recreation Commission.

**Members Absent:** Dan Carty, Board of Selectmen; Dave Henkels, Conservation Commission; and Lee Swanson, Historic Districts Commission.

**Others Present:** Stephen Garvin, Chair, Planning Board; Nancy Kilcoyne, Planning Board; Diana Warren, Historical Commission; Adam Duchesneau, Director of Planning & Community Development; Beth Suedmeyer, Environmental Planner; Nate Kelly, Principal, Horsley Witten Group; Krista Moravec, Senior Planner, Horsley Witten Group; and Fabiola Alikpokou, Staff Planner, Horsley Witten Group.

Mr. Sugrue opened the meeting at 8:45 a.m.

### **Regular Meeting Business**

#### *Approval of Meeting Minutes*

Mr. Sugrue motioned to approve the minutes of February 15, 2019 as amended. Mr. Riordan seconded the motion. The vote was unanimous.

Mr. Sugrue motioned to approve the minutes of March 15, 2019. Mr. Riordan seconded the motion. The vote was unanimous.

#### *Administrative Report*

There were no administrative reports presented.

### **Bus Tour Follow-Up**

Ms. Moravec outlined the main topics/questions regarding the tour:

- Anything new learned?
- Locations to view by someone who did not take the tour.

- Top challenges/opportunities for Sudbury in the next 20 years.

Ms. Roberts commented on the various housing communities in town and noted there were developments she was unaware of before the tour. She suggested creating a document which would include the location of all the affordable and non-affordable housing communities in town. A related discussion followed.

### **Baseline Report: Demographics/Community Profile**

Ms. Moravec posed the following considerations to the Master Plan Steering Committee (MPSC):

- Was your perception of Sudbury altered or inconsistent?
- What concerns you? Where are opportunities?
- How will the Master Plan be influenced by these trends?

As guidance in addressing the above questions, Ms. Moravec referred to the Community Profile document created by the Metropolitan Area Planning Council (MAPC) and noted there was another such demographic study profile/projection documented by UMass.

Discussion ensued regarding the United States Census and projections. It was noted the Census is conducted every ten years and would next be performed in 2020.

Mr. Garvin stated the planning process was more interested in the trends and understanding the data, but at the same time not getting too involved with the absolute numbers.

Mr. May suggested a subcommittee be formed for this aspect of the Master Plan process. Mr. Sugrue asked the MPSC if they thought the projection baseline was far off.

Ms. Moravec recommended compiling Sudbury specific data and incorporating it into the MAPC Community Profile document. Ms. Roberts agreed with that suggestion. Mr. May stated he did not think anything was more important than having agreement on the baseline data, otherwise there would be major discrepancies further along in the process. Ms. Moravec agreed with the importance associated with the baseline data and asked MPSC members to be mindful of what specific data had relevant importance to the process. Mr. Sugrue agreed obtaining the correct data was important, but pointed out the MPSC did not need to get bogged down with exact numbers and percentages. He indicated identifying and noting trends was the most important piece of analysis for this data. Ms. Guthy stated the MPSC must feel confident with the data presented, but she did not at this time.

Ms. Guthy commented on the water supply and wells in Sudbury, and wondered how the water supply would support future growth. Mr. Riordan agreed the water supply was a huge concern in town as well as environmental issues.

A significant conversation took place regarding the 55+ population that lives alone. Mr. Garvin suggested the 55+ population be included in that group for study, due to regulatory age stipulations for newer housing. Ms. Moravec suggested further study of the Town's data in consideration of those in the 55+ age group who are living alone.

Ms. Moravec announced Tom Dworetzky, from Camoin Associates, would be presenting information related to economics and housing at the next MPSC meeting. She also noted the working groups would review the documentation associated with that presentation.

Ms. Dretler recommended all new larger housing developments be displayed on a map. Mr. Sugrue agreed and added it would be helpful to see how these developments related in proximity to the Town's open space land. Ms. Dretler commented she too was surprised to see how many new housing developments there were and would like to explore the effects of the developments on transportation, schools, and other community resources. Ms. Suedmeyer directed the MPSC how to access some of this information via online resources which would help to show various reports regarding open space and population.

Mr. Williamson recommended the use of asterisks for documenting sources within related reports. Ms. Moravec agreed with the recommendation. Mr. Hardenbergh commented including such notes on the Master Plan website might be helpful.

### **Public Outreach**

#### *Stakeholder Outreach*

Ms. Moravec presented the Sudbury Master Plan Stakeholder Outreach Plan document. She commented on outreach strategies and stakeholder topic meetings which could be used to confirm existing conditions and trends, and to discuss future needs and potential strategies to meet those needs. Examples included:

- Surveys receiving information about ongoing greater public surveys and how to access them.
- Hosting a Working Meeting – Having a focused discussion with a group to discuss Master Plan topics of interest, possibly facilitated by a consultant. It was noted Town boards, committees, and commissions which do not have representation on the MPSC should be contacted using this method. Meetings with the Planning Board and Board of Selectmen would be held at various stages during the update process as well.
- Email via the Planning and Community Development Department to Town boards and committees – The Planning Department will send an email with questions (no more than three) for the specific group to consider at their next meeting. Worksheets would be provided and responses would be emailed and provided to Town staff and the consultant.
- Email via Planning Department to Community Groups – These would be the same emails distributed to the Town boards and committees, but adjusted slightly. In the first outreach email, a contact person would be requested to keep the group current on the project.
- Email via other Town Departments – If appropriate, other Town departments would be asked to conduct similar outreach to the various Town boards, committees, and commissions they staff. Worksheets would be provided and responses would be emailed/provided to Town staff and the consultant.
- Steering Committee Meeting In A Box (SCMIAB) – This approach would give members a script to present to their respective committees or other community groups they are involved with. The contact person would ask questions (no more than three) to have the committee or community group consider at their next meeting or individually. Worksheets would be provided. Responses will be collected at a later date or sent to Town staff or the consultant.

Mr. May commented he would be working with and conducting focus groups with the Council on Aging and all users of the Senior Center.

Ms. Moravec then spoke about the specific boards, committees, and commissions; and the local and regional groups; and outlined the following related stakeholder Topic Meetings:

- Historic, Cultural, & Natural Resources
- Mobility & Connectivity
- Health, Housing, & Equity
- Economic Resiliency & Town Infrastructure
- Recreation

Other target engagement strategies and outreach included:

- Surveys
- Hosting a Working Meeting
- Email via Planning Department
- Email via other Town Departments
- MPSC MIAB
- MPSC Member Contact

Outreach topics were discussed in consideration of helping with promotion (email, posting flyers, etc.). Group discussion ensued regarding the outreach plan and the various Town groups to be considered in the public outreach process. The logistics of meeting with various groups was discussed including approximate planning timing and size of meetings. MPSC members felt the Economic Resiliency & Town Infrastructure Stakeholder Meeting would likely be split into two different meetings/topical discussions. Ms. Guthy recommended combining the Natural Resources and Recreation Stakeholder Topic Meetings.

Mr. May mentioned the Sudbury Foundation, which funds various Town volunteer organizations, should be included within Local & Regional Groups of the Sudbury Master Plan Stakeholder Outreach Plan. Mr. Duchesneau confirmed the Sudbury Foundation would be included in that listing, as well as any other appropriate groups the MPSC might suggest.

Ms. Moravec emphasized the Master Plan process was always in draft form, and designed to be supplemented and updated as needed. Ms. Suedmeyer mentioned the inclusion of various parent and religious groups who might be offered surveys or Meetings In a Box sessions. Ms. Moravec stated she had special materials for such groups and found that population to be very important to the process.

Ms. Dretler also mentioned the Sudbury Villagers and the League of Women Voters, and provided contact information for Ms. Moravec.

Mr. May noted the applicability of the Livable Sudbury Report which had input provided from over 500 people in the community. Ms. Dretler further suggested approaching those 500 residents and asking them if they would choose to add more comments or provide survey responses if they had not done so with the recent Livable Sudbury survey. Ms. Moravec suggested asking somewhat different questions to this selected grouping.

Ms. Roberts recommended getting the input of young families and felt social media may be a superior outreach tool for this demographic group as they may not have the time for numerous committee meetings. Ms. Moravec stated it was her hope the Sudbury Public School Committee would help to reach parents via e-mail regarding upcoming events.

### *Op-Ed Series*

Ms. Moravec indicated she had spoken to the Sudbury Town Crier and they had agreed to run the op-ed series on the Master Plan update process. She reviewed several of the MPSC suggestions for the op-ed series:

- “Launch of the Master Plan Update Process” in April 2019
- “Where We’ve Been” – in May 2019
- “400<sup>th</sup> Anniversary – Bridge to the Future” – in June 2019
- “Sustainability – What Does it Mean” – in July 2019

Ms. Moravec also suggested op-ed submissions promoting the Master Plan Public Forum and a follow-up after the Forum. She recommended the op-ed submissions be posted on the MPSC website as well.

At this time Mr. Garvin left the meeting.

### **Public Outreach: May Public Forum**

Ms. Moravec stated the Public Forum was scheduled for May 22, 2019 and distributed a proposed format for the Forum highlighting small group discussions.

Mr. May inquired about conducting the Public Forum on a Saturday in order for the senior population to be more likely to attend. Mr. Duchesneau indicated the May 22<sup>nd</sup> date had been selected to plan around various springtime activities. Ms. Moravec suggested a supplemental follow-up session could possibly be held on a Saturday before or after the Forum. Ms. Suedmeyer stated obtaining school gym space for the Public Forum was difficult at this time of year and added the Goodnow Library was the recommended venue for the Forum.

Ms. Moravec reviewed the proposed Public Forum agenda. She noted the Horsley Witten Group and Camoin Associates would be presenting at the Forum and asked for alternate facilitators and note takers from the MPSC. Mr. Sugrue and Mr. Hardenbergh volunteered to act as alternate Public Forum facilitators. Ms. Asbedian-Ciaffi and Ms. Kilcoyne volunteered to act as alternate note takers.

Mr. Kelly noted having an MPSC member act as an alternate facilitator is beneficial because the member has recently studied the associated materials and knows the Town. However, the challenge is the ability to separate the topics of discussion, as it would not be a debate.

### **Next Meeting**

Mr. May inquired about additional intercommunication methods. Ms. Moravec replied that all additional MPSC correspondence/information would be directed to Mr. Duchesneau and Ms. Suedmeyer. Ms. Roberts suggested the utilization of a message board for MPSC members. Mr. Sugrue indicated that method would not be possible in light of Open Meeting Law requirements. A group discussion followed. In preparation for the next meeting, Ms. Moravec suggested MPSC members consider:

- Logistics of Meetings In A Box.
- Promotion ideas for the May 22<sup>nd</sup> Public Forum.
- Additional groups for inclusion on the Stakeholder Outreach list.

At this time Mr. Riordan left the meeting.

Ms. Moravec stated the Public Forum would provide further valuable insight and the Public Forum Press Release would be out on Monday.

Mr. Sugrue motioned to adjourn the meeting at 10:53 a.m. Ms. Asbedian-Ciaffi seconded the motion. All members voted in favor with Mr. Riordan absent from the vote.

DRAFT

# Housing

**Note to Steering Committee:** The US Census Bureau’s American Community Survey data are used in this chapter. Because data are estimates, they are published with a margin of error (MOE), and we recognize this means they have limitations. For example, the smaller the reported estimate, the higher the MOE. This is for all data regardless of its source. As you review this chapter, consider if the MOE (expressed as +/-n) should be added to each data line item in tables and chart. Note, however, that while this additional information can be helpful, it will present a lot of information, relevant or not, and may be confusing for the public.

Safe and secure housing is essential for everyone to be healthy and successful in their personal lives and in the community, creating economic and social stability. A community that offers diverse housing choices opens opportunities for all ages, incomes, and abilities, and bolsters local economic sustainability.

Housing characteristics are important to evaluate when planning for a community’s future.<sup>1</sup> These characteristics include types of options available (such as rentals or number of bedrooms in a unit or house), how many homes are available (if there is competition for a limited few), and their age (older homes are less energy efficient and have a higher risk of environmental hazards such as lead based paint or asbestos). Housing costs impact current residents and their ability to meet the cost of living in a community, as well as determining who can afford to move into a municipality.

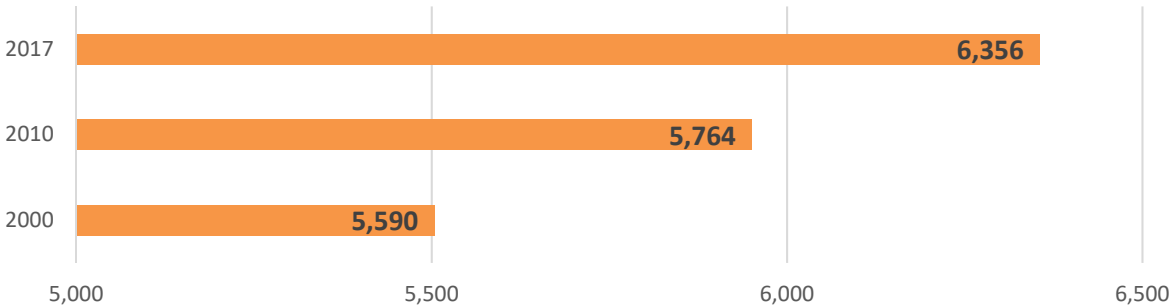
## Housing Supply

Between 2000<sup>2</sup> and 2017, Sudbury increased its housing supply by an estimated 14%, consistently adding between 7% to 8% per decade (Figure 1). This was consistent with population growth, where the Town saw a 5% to 6% increase per decade and a total increase of 11% between 2000 and 2017.

---

<sup>1</sup> Unless otherwise noted, data presented are from the US Census Bureau’s American Community Survey (ACS). The ACS is conducted every year to provide up-to-date information about the social and economic needs of communities. The US Census Bureau collects data from a sample of the population in the US and Puerto Rico rather than from the whole population. It is important to keep in mind that all ACS data are estimates for one, three, or five-year periods. ACS data are published with a margin of error (MOE).  
<https://www.census.gov/programs-surveys/acs/about.html>

<sup>2</sup> The Census is conducted once every 10 years to provide an official count of the entire US population and housing to Congress.



Source: Table DP04; 2000 and 2010 Census and 2017 American Community Survey 5-Year Estimates (2013-2017)

**Figure 1: Total Housing Supply**

## Age of Homes

Sudbury’s housing stock is dominated by post-World War II construction, with over 40% of all homes having been built between 1950 and 1969 (Table 1). It is important to consider the public health impacts of older homes. For example, homes built before 1970 (almost half of Sudbury’s housing stock) tend to have environmental concerns, such as asbestos and lead-based paint, which pose health risks to those with respiratory conditions or young children.

**Table 1. Age of Housing in Sudbury, 2017**

Year Built	Number of Units
1939 or earlier	330 (5%)
1940 – 1949	187 (3%)
1950 – 1959	1,155 (18%)
1960 – 1969	1,404 (22%)
1970 – 1979	801 (13%)
1980 – 1989	732 (12%)
1990 – 1999	889 (14%)
2000 – 2009	661 (10%)
2010 or later	197 (3%)
Total	6,356

Source: Table DP04, 2017 American Community Survey 5-Year Estimates (2013-2017)

## Types of Homes

As shown in Table 2, all housing types grew from 2010 to 2017. The number of single-family attached homes (townhouses or condominiums; units that share a wall) grew faster than any other type. Buildings with 10 or more housing units have also seen a significant increase.

**Table 2. Change in Housing Types in Sudbury, 2000-2017**

Units in Structure	2000	2010 Est	2017 Est	Change 2000-2017
Total housing units	5,590	5,764	6,356	1,136
Single-family, detached*	5,322 (95%)	5,193 (90%)	5,634 (89%)	221
Single-family, attached*	14 (0%)	239 (4%)	384 (6%)	331



Units in Structure	2000	2010 Est	2017 Est	Change 2000-2017
2 units	37 (1%)	66 (1%)	51 (1%)	14
3 or 4 units	58 (1%)	70 (1%)	66 (1%)	8
5 to 9 units	6 (<0%)	26 (<0%)	18 (<0%)	12
10 or more units	153 (3%)	170 (3%)	203 (3%)	50

\* Single-family structures include fully detached, semi-detached (semi-attached, side-by-side), row houses, duplexes, quadruplexes, and townhouses. In order for attached units to be classified as single-family structures, each unit must: be separated by a ground-to roof wall, have a separate heating system, have individual meters for public utilities, and have no units located above or below. (<https://www.census.gov/construction/charts/definitions/>)

Source: Table DP04, 2000 Census and 2010 (2006-2010) and 2017 (2013-2017) American Community Survey 5-Year Estimates

Note to Steering Committee: Table 3 was added after review by the Working Group and we are still confirming numbers. The intent is to give the estimates a “reality check.”

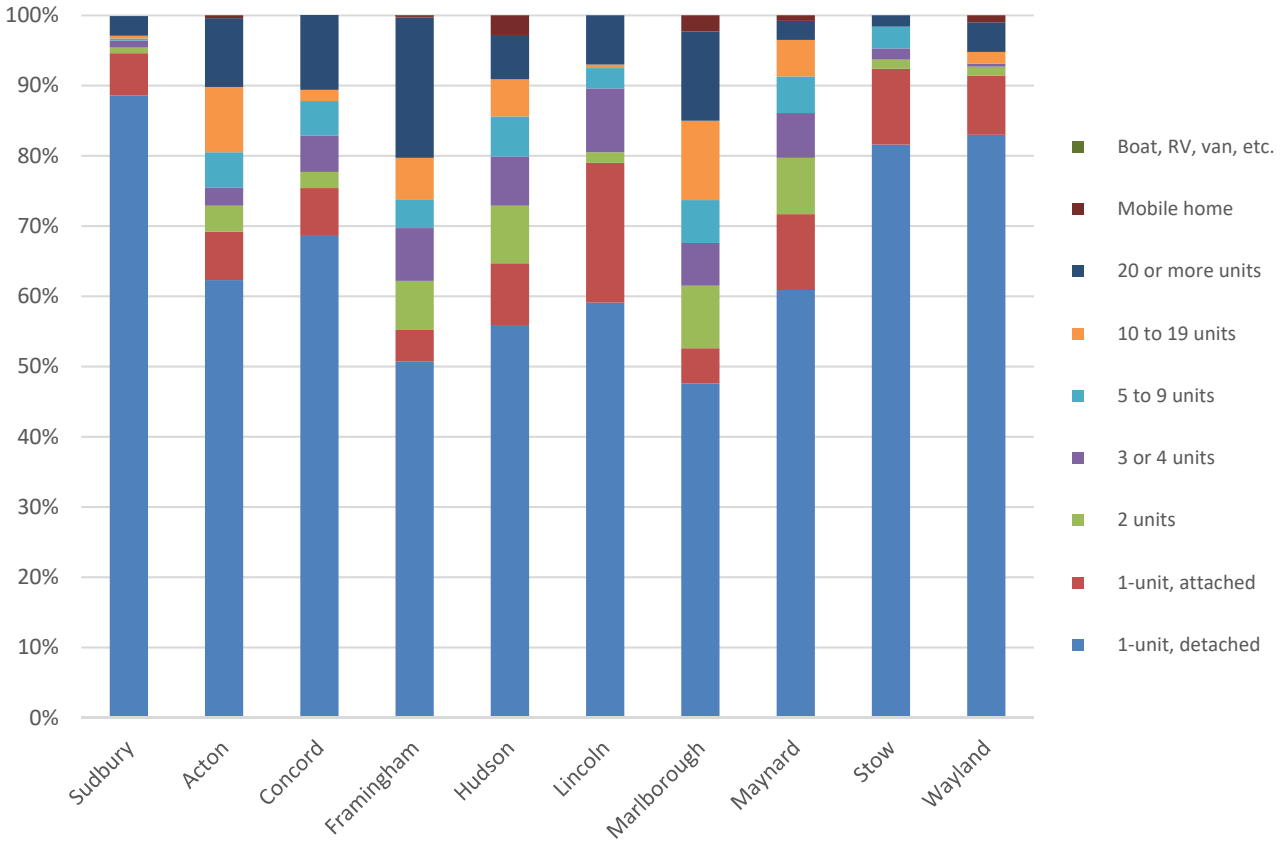
While single-family detached homes still make up an estimated 89% of all homes in town, this is down from over 95% in 2000, suggesting that Sudbury has made gains toward diversifying its housing stock over the past two decades. Table 3 lists multifamily and single-family attached units developed since 2010. Many of these include subsidized units meeting local affordable housing needs (see discussion later in this chapter). A handful of projects are still under construction at this time.

**Table 3. Multifamily Residential Development Constructed Since 2010**

Name	Total Units	Subsidized Units	Location	Owner/Manager	
Sudbury Housing Authority Duplex Reconstruction	12	12	various locations	Sudbury Housing Authority	
Villages at Old County Road	37	10	Old County Road	Trask, Inc (Southboro)	
Landham Crossing	31	8	192 Boston Post Road	Trask Development	
The Coolidge	64	64	189 Boston Post Road	B'nai B'rith Housing	
278 Maynard Road	3	3	3 Marlboro Road	Sudbury Housing Trust	
Dudley Brook Preserve	26	0	40 Tall Pine Drive	Pickwick Development	Age restricted
Avalon Sudbury	250	63	Bay Drive	Sudbury Avalon, Inc.	Under construction
Highcrest at Meadow Walk	60	0	Farmstead Lane	Pulte Homes	Age restricted, Under construction
The Coolidge Phase 2	56	56	189 Boston Post Road	B'nai B'rith Housing	Age restricted, Under construction
<b>TOTAL UNITS</b>	<b>539</b>	<b>216</b>			

Source: Sudbury Department of Planning and Community Development, May 7, 2019

Similar to Sudbury, single-family homes in neighboring towns are the dominant type of housing (Figure 2). In 2017, communities like Acton, Framingham, and Marlborough offered more diverse housing options, and most of their multi-family units were in larger structures of 10 or more units.

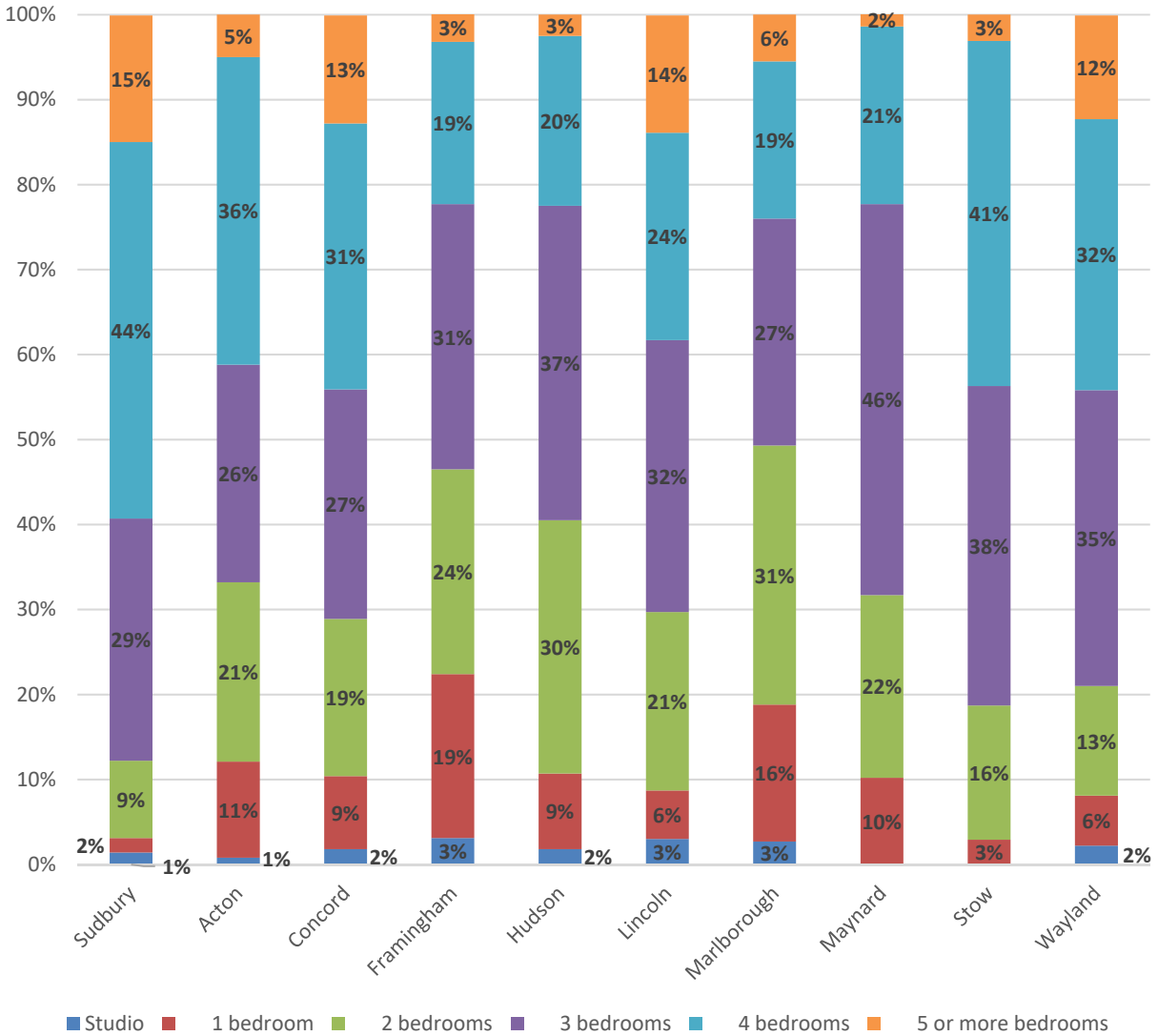


Source: Table DP04, 2017 American Community Survey 5-Year Estimates (2013-2017)

**Figure 2. Types of Housing in Sudbury and Neighboring Communities, 2017**

### Number of Bedrooms

Consumers seek out a particular home to meet the size of their family or to accommodate other needs. In Sudbury, smaller housing options (two bedrooms or less), which are attractive to empty-nesters looking to downsize and young families, tend to be less available compared to neighboring towns. In 2017, these types of housing options represented just 12% of the total housing stock (Figure 3), and most homes had four bedrooms or more.

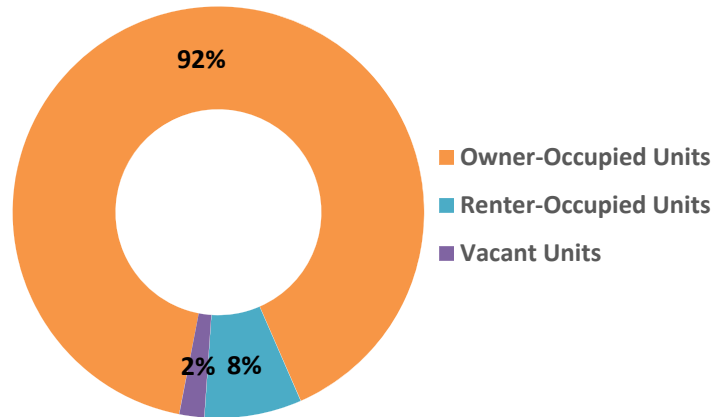


Source: Table DP04, 2017 American Community Survey 5-Year Estimates (2013-2017)

**Figure 3. Size of Housing Units by Number of Bedrooms in Sudbury and Neighboring Communities, 2017**

### Tenure and Occupancy

Most housing in Sudbury was occupied (98%) in 2017 and primarily by owners (Figure 4). Only an estimated 130 homes (2%) were vacant. Of the occupied homes, only 8% were rentals. While this is a small percentage, it is an increase from 2000, where rentals made up only 6% of total occupied units. Overall, Sudbury had the lowest percentage of rental units compared to its neighbors, falling below Stow and Wayland (Table 4).



Source: Table DP04, 2017 American Community 5-Year Estimates (2013-2017)

**Figure 4. Tenure and Occupancy of Housing in Sudbury, 2017**

**Table 4: Tenure of Occupied Units in the Region, 2017**

	Owner-Occupied Units	Renter-Occupied Units
Sudbury	92%	8%
Acton	75%	25%
Concord	77%	23%
Framingham	54%	46%
Hudson	75%	25%
Lincoln	62%	38%
Marlborough	57%	43%
Maynard	73%	27%
Stow	90%	10%
Wayland	89%	11%

Source: Table DP04, 2017 American Community 5-Year Estimates (2013-2017)

## Housing Affordability

### Housing Costs

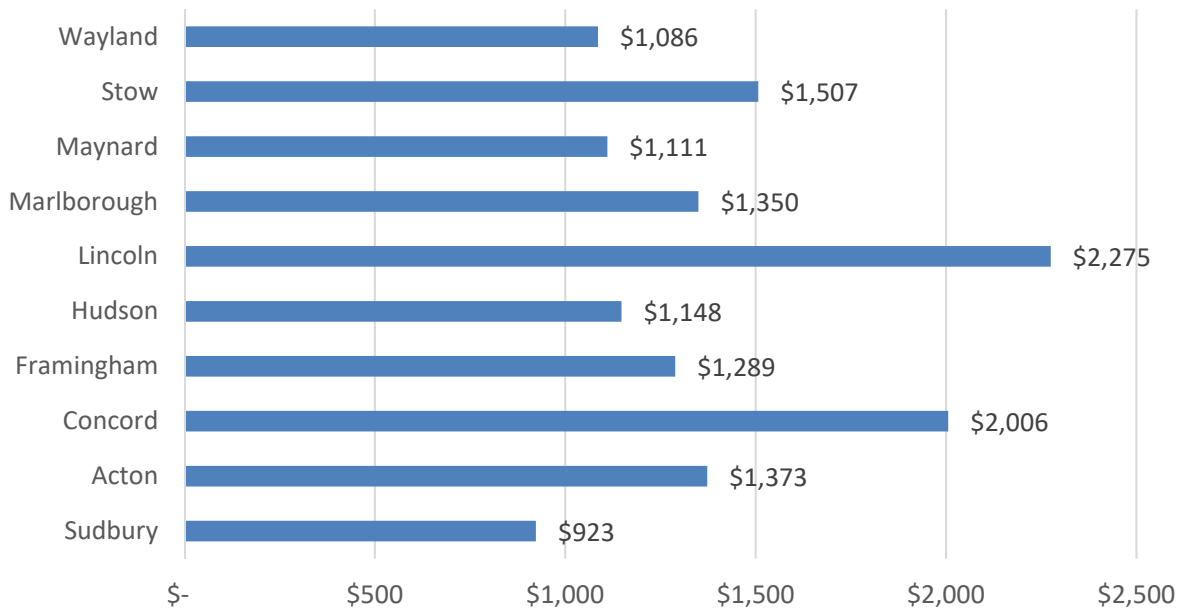
The housing market in the region is strong and housing costs have increased over the past five years. Table 5 **Error! Reference source not found.** illustrates the changes in housing sales from 2014 to 2018 in Sudbury, neighboring communities, Middlesex County, and the Commonwealth of Massachusetts. The median sales price for a single-family home in Sudbury in 2018 was \$749,900, an increase of 11% since 2014, the lowest percentage change along with Lincoln in the area. The town had the fourth highest median sales price in 2018 after Wayland, Concord, and Lincoln, where the latter two had sales of \$900,000 and higher.

**Table 5. Annual Median Home Sale Prices in Sudbury, Neighboring Communities, Middlesex County, and Massachusetts, 2014-2018**

	2014	2015	2016	2017	2018	% Change 2014-2018
Sudbury	\$675,000	\$680,000	\$695,000	\$718,500	\$749,900	11%
Acton	\$482,603	\$505,000	\$521,500	\$531,500	\$565,000	17%
Concord	\$775,000	\$842,000	\$830,000	\$910,250	\$900,000	16%
Framingham	\$317,000	\$343,000	\$379,000	\$395,000	\$425,000	34%
Hudson	\$300,000	\$311,500	\$330,000	\$333,500	\$359,000	20%
Lincoln	\$858,000	\$700,000	\$857,500	\$850,000	\$954,500	11%
Marlborough	\$273,000	\$288,200	\$315,000	\$335,108	\$350,000	28%
Maynard	\$295,000	\$310,000	\$325,000	\$360,000	\$359,000	22%
Stow	\$426,000	\$455,715	\$476,000	\$465,000	\$520,000	22%
Wayland	\$619,000	\$695,000	\$700,000	\$675,000	\$752,000	21%
Middlesex Co.	\$420,000	\$442,500	\$460,000	\$497,000	\$533,500	27%
Massachusetts	\$325,000	\$335,000	\$344,900	\$360,000	\$380,000	17%

Source: The Warren Group

Gross monthly rents in Sudbury have also increased. In 2000, the median monthly rent was \$795 and in 2017, it was estimated to be \$923, an increase of \$128. When compared to its neighbors (Figure 5), rents in Sudbury were the lowest. The median gross monthly rents were estimated to be between \$1,000 and \$2,000, and many of these communities had over 20% of their housing as rentals, while Sudbury had 8%.



Source: Table DP04, 2017 American Community Survey 5-Year Estimates (2013-2017)

**Figure 5. Median Gross Rents in Sudbury and Neighboring Communities, 2017**

## Household Incomes and Poverty

With a strong housing market, the costs of homes and rents continue to rise and require higher incomes for people who want to live in Sudbury. As shown in Table 6, median incomes for both households and families have increased from 2000 to 2017 to meet these rising costs. However, overall, when adjusted using the Consumer Price Index to show incomes in 2017 dollars, the rise in income decreased a household's buying power for goods and services by 2% and families by 5%.

**Table 6: Household and Family Income of Sudbury Residents, 2000-2017**

	2000		2010 Est	2017 Est	% Change 2000-2017
Median Income: Households	\$118,579 (1999 dollars)	\$175,262 (2017 dollars)	\$153,295 (2010 dollars)	\$170,945 (2017 dollars)	-2%
Median Income: Families	\$130,399 (1999 dollars)	\$192,732 (2017 dollars)	\$166,008 (2010 dollars)	\$183,234 (2017 dollars)	-5%

Source: Table DP03, 2000 Census and 2010 (2006-2010) and 2017 (2013-2017) American Community Survey 5-Year Estimates

The U.S. Department of Housing and Urban Development (HUD) takes a deeper dive into household income and other data through its Comprehensive Housing Affordability Strategy (CHAS) program. Through HUD CHAS data, a town can learn more about how many of its households that might have low or very low incomes (80% or less of the area median income), which are vulnerable to rising costs. The latest CHAS data were from 2015 and it reported an estimated 15% of households in Sudbury fell within these criteria (Table 7). By occupancy, nearly three quarters of renters and 11% of owner-occupied households were considered low or very low income.

**Table 7. Income Distribution Based on Household Occupancy, 2015**

Income Distribution Overview	Owner-Occupied Households	Renter-Occupied Households	Total Households
Household Income <= 30% HAMFI	285 (5%)	115 (32%)	400 (7%)
Household Income >30% to <=50% HAMFI	95 (2%)	135 (38%)	230 (4%)
Household Income >50% to <=80% HAMFI	225 (4%)	25 (7%)	250 (4%)
Household Income >80% to <=100% HAMFI	290 (5%)	10 (3%)	300 (5%)
Household Income >100% HAMFI	4,815 (84%)	70 (20%)	4,885 (81%)
Total	5,710	355	6,065

HAMFI – HUD Area Median Family Income. This is the median family income calculated by HUD for each jurisdiction, in order to determine Fair Market Rents (FMRs) and income limits for HUD programs. HAMFI will not necessarily be the same as other calculations of median incomes (such as a simple Census number), due to a series of adjustments that are made (For full documentation of these adjustments, consult the [HUD Income Limit Briefing Materials](#)). If you see the terms "area median income" (AMI) or "median family income" (MFI) used in the CHAS, assume it refers to HAMFI.

Source: HUD CHAS data based on 2015 American Community Survey 5-Year Estimates (2011-2015)

As incomes increased, the proportion of families living in poverty remained the same, however, individuals living in poverty rose slightly between 2010 and 2017 (Table 8). Notable increases were children under 18 years old, which rose by 3% since 2010, and children under 5 years old, which rose by

7%. Residents 18 years and older living in poverty also went up by 1%, however, residents 65 years and older living in these circumstances decreased by 4%.

**Table 8: Families and Individuals Below the Poverty Level in the Past 12 Months in Sudbury, 2000-2017**

	2010 Est	2017 Est	Change 2010-2017
Families below the poverty level	2%	2%	0%
Individuals below the poverty level	2%	3%	1%
Under 5 years	2%	9%	7%
Under 18 years	2%	5%	3%
18 years and older	5%	6%	1%
65 years and older	6%	2%	-4%

Source: Table DP03, 2010 (2006-2010) and 2017 (2013-2017) American Community Survey 5-Year Estimates

When compared to its neighbors, Sudbury poverty rates were among the lowest for both households and families, followed by Lincoln and Acton, respectively (Table 9). Framingham, the most populated community in the group, had the highest percentage of households and families in poverty.

**Table 9: Percentage of Individuals and Families Below the Poverty Level in the Past 12 Months in Sudbury and its Neighbors, 2017**

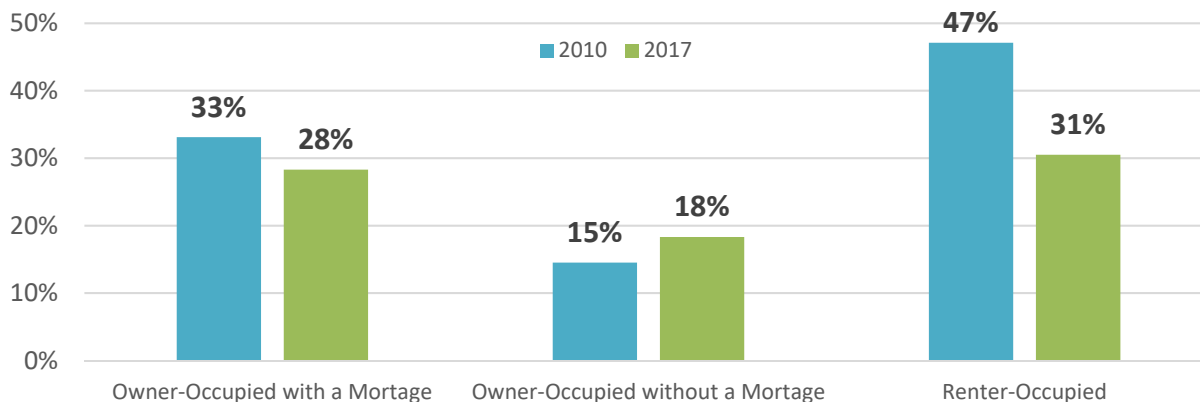
	% of Families	% of Individuals
Sudbury	2%	3%
Acton	2%	4%
Concord	4%	6%
Framingham	8%	12%
Hudson	5%	6%
Lincoln	2%	3%
Marlborough	5%	7%
Maynard	7%	8%
Stow	2%	4%
Wayland	1%	3%

Source: Table DP03, 2017 American Community Survey 5-Year Estimates (2013-2017)

### Cost Burdened Households

As housing costs rise, some households are not seeing their incomes increase proportionately. As discussed above, poverty rates are one indicator of affordability. Another indicator measures the percent of income spent on housing. As a rule of thumb, when aggregated, housing costs (rent, mortgage, insurance, utilities, fees, real estate taxes, etc.) should be no more than 30% of a household's income. When housing costs are greater than 30%, a household is considered to be "cost-burdened." Figure 6 shows the change from 2010 to 2017 in renter-occupied households and owner-occupied households, with and without a mortgage with housing cost burdens in Sudbury.

Since 2010, fewer households experienced the burden of housing costs with the exception of owner-occupied units that do not have a mortgage. These households typically are retired residents who have paid off their mortgage and most likely living on limited incomes.



Source: Table DP04, 2010 (2006-2010) and 2017 (2013-2017) American Community Survey 5-Year Estimates  
**Figure 6. Percentage of Units with Housing Cost Burdens by Occupancy Type in Sudbury, 2010 and 2017**

**Note to Steering Committee:** One of our readers who is very familiar with local rental housing expressed surprise at the number of rental units that are supposedly cost-burdened. Many of the rental programs in Town are specifically designated for “affordability” at prices at or below 30% of total income, so these numbers seemed high. HW will continue to look into this issue, but we suspect that there are enough market-rate rentals in Town to account for these cost-burdened homes. The downward trend suggests the work of the Housing Authority is having a significant positive impact.

Housing cost trends, however, are expected to continue to increase, but incomes are not keeping up. This could put additional households at risk if the gap grows. As an example, as noted in Table 5, the median home sales price in 2018 was \$749,900. It is estimated the monthly mortgage payment for a home with this cost is \$4,285 and the household income needed to afford this payment is \$171,040.<sup>3</sup> The median household income for Sudbury was \$170,945 and median family household income was \$183,234 (Table 6). This payment would equate to approximately 30% and 28% of the monthly income for these households, respectively, at or slightly under the 30% threshold.

## Homelessness

According to the Massachusetts Coalition for the Homeless, the number of people experiencing homelessness and housing instability in the Commonwealth remains high.<sup>4</sup> The Massachusetts Department of Housing and Community Development (DHCD) stated in its third quarter report (May 2018), in fiscal year 2018, 1,902 families applied for emergency assistance and another 1,268 entered shelters, hotels/motels, or other home assistance during that quarter alone. The total number of

<sup>3</sup> Assumes a 20% down payment and includes insurance, taxes (\$17.91/\$1,000 for FY 2019), and P&I. Source: <https://www.zillow.com/mortgage-calculator/>. \$4,285 x 12 months = \$51,420, which is 30% of \$171,400.

<sup>4</sup> <https://www.mahomeless.org/about-us/basic-facts>



families applying for emergency assistance to date during fiscal year 2018 was 5,640. The top reason for families or individuals seeking emergency assistance and shelter was health and safety reasons (62%), followed by domestic violence (16%), and eviction (14%). Health and safety reasons can include housing was irregular housing, housing not meant for human habitation, violent conduct in the home, mental illness, substance abuse, or conditions of housing.

The Massachusetts Department of Elementary and Secondary Education reported that over 21,000 students in the Commonwealth were identified as being homeless. Most were staying with friends or family, or in shelters. The Sudbury School District has a district homeless policy to ensure that homeless students have the same access to academic and educational programs as all students.<sup>5</sup>

Resources for the homeless in Sudbury can be found through the Massachusetts Homeless Coalition.<sup>6</sup> Current facilities in the area are:

- Shelters for Families
  - Pathways Family Shelter, Framingham
  - South Middlesex Opportunity Council, Framingham
- Shelters for Unaccompanied Adults
  - Turning Point, Framingham
- Survivors of Domestic Violence
  - Voices Against Violence, Framingham

The Massachusetts Homeless Coalition identifies the lack of affordable housing as a main driving force behind the rise of homelessness. Those most at risk in Sudbury are individuals and families which are cost-burdened, particularly those paying more than 50% of their income on housing (severely cost-burdened). These data were available through the 2015 CHAS data and it was estimated that 615 households were severely cost-burdened in Sudbury (Table 10). A significant portion of the households that fell within this category had an elderly person, who typically have fixed incomes. While some may have paid off mortgages and still live in their homes (refer back to Figure 6), increasing heating and other utility costs, among other housing expenses, can take funds away from other needs like healthcare, transportation, and food. The Sudbury Council on Aging works closely with seniors, and their family members and caregivers to ensure elderly residents are receiving the services and resources they need.

---

<sup>5</sup> [http://sudbury.k12.ma.us/index.php?option=com\\_content&view=article&id=153:special-services-and-programs&catid=65](http://sudbury.k12.ma.us/index.php?option=com_content&view=article&id=153:special-services-and-programs&catid=65)

<sup>6</sup> <https://www.mahomeless.org/get-help>

**Table 10: Severely Cost-Burdened Households in Sudbury, 2015**

Household Type	Estimated Households
Elderly family households (2 persons either or both 62 years or older)	155
Elderly non-family households (2 persons either or both 62 years or older)	212
Small family households (2 persons neither 62 years or older, or up to 4 persons)	190
Large family households (5 persons or more)	23
Other household types (non-family, non-elderly)	35
<b>Estimated Total</b>	<b>615</b>

Severely cost-burdened: Household paying more than 50% of its income on aggregate housing costs  
Source: HUD CHAS data based on 2015 American Community Survey 5-Year Estimates (2011-2015)

## Addressing Housing Affordability in Sudbury

### Housing Production Plan

The Town's Housing Production Plan (HPP)<sup>7</sup> was approved by the Massachusetts Department of Housing and Community Development (DHCD) in 2016. It is the Town's strategy to plan for and develop affordable housing to meet needs in the community in a manner consistent with the Chapter 40B statute and associated regulations.<sup>8</sup> Most communities in the Commonwealth are required to meet the 10% threshold of affordable housing, which is measured by the number of eligible Subsidized Housing Inventory (SHI) units as a portion of total year-round housing in 2010. Through the HPP, annual housing production goals are established, increasing units at a minimum of 0.5% of the total units per year for five years (the timeframe of the HPP). After five years, a town can revisit its HPP and decide if it wants to update its current HPP or write a new one. Sudbury has reached and exceeded its 10% goal, but it still must maintain and improve upon its affordable housing inventory.

While some aspects of housing affordability are addressed in this chapter, the HPP offers a full analysis of the affordability gap in Sudbury and the region for low-income residents as well as the needs for middle-income households.

Since approval of its HPP in 2016, Sudbury has increased its SHI units from 358 (6.05%) to 669 (11.3%), exceeding its 10% requirement (Table 11). This is a great accomplishment for the Town, and it will continue to monitor needs and stated goals in the HPP to ensure it maintains the 10% threshold into the future. The HPP highlights that most affordable housing is needed as rentals and targeted at the 65 years and older population. Through production of SHI units over the past three years, the Town is making strides to meet these needs.

<sup>7</sup> <https://sudbury.ma.us/housingtrust/2016/04/21/sudburys-2016-housing-production-plan-approved/sudbury-housing-production-plan/>

<sup>8</sup> <https://www.mass.gov/files/documents/2018/09/14/hpregs.pdf>

**Table 11: Chapter Subsidized Housing Inventory (SHI) for Sudbury and its Neighbors, 9/14/17**

Town	2010 Census Year-Round Housing Units	Total Development Units	SHI Units	% of 2010 Units
Sudbury	5,921	887	669	11.3%
Acton	8,475	1,144	568	6.7%
Concord	6,852	926	804	11.7%
Framingham	27,443	2,871	2,871	10.5%
Hudson	7,962	1,051	892	11.2%
Lincoln	2,153	310	238	11.2%
Marlborough	16,347	1,962	1,866	11.4%
Maynard	4,430	398	380	8.6%
Stow	2,500	337	185	7.4%
Wayland	4,957	370	254	5.1%

Source: MA Department of Housing and Community Development, dated September 14, 2017

[https://www.mass.gov/files/documents/2017/10/10/shiinventory\\_0.pdf](https://www.mass.gov/files/documents/2017/10/10/shiinventory_0.pdf), obtained April 3, 2019

## Partners

The Town of Sudbury has several partners in meeting affordable housing needs.

### Sudbury Housing Authority

The Sudbury Housing Authority develops and manages affordable rental housing for families, seniors, and disabled residents. It currently owns and operates 64 apartment units for elderly and disabled residents at the Musketahquid Village, and 28 units of single-family and duplex rental housing that house low-income families.

### Sudbury Housing Trust

In 2006, the Sudbury Housing Trust was formed to provide for the preservation and creation of affordable housing in the community for the benefit of low- and moderate-income households. It also works to show performance towards the 10% minimum of Community Preservation Act spending requirement on affordable housing.

The Trust sponsors The Small Grant program, which aids senior and moderate-income residents to make repairs and alteration to their homes for safety and health reasons.

The Trust generates revenue by performing lottery, resale, and monitoring agent services for Sudbury and other neighboring communities, which provides an opportunity for local eligible buyers with connections to Sudbury to find affordable housing.

### Regional Housing Services Office

The Regional Housing Services Office (RHSO) is a multi-jurisdictional collaborative effort that came to formation after the Metropolitan Area Planning Council (MAPC) conducted a study which revealed a gap in municipal functioning of affordable housing in 2011. The RHSO was formed through the Inter-Municipal Agreement three years later to serve the towns of Acton, Bedford, Burlington, Concord, Lexington, Sudbury, Wayland, and Weston.

The RHSO serves its member towns by assisting with the municipal function of affordable housing, including proactive monitoring, program administration, project development, and resident assistants. The first host town was Sudbury and the organization currently has its office in Concord.

## Key Findings:

- Sudbury’s housing inventory has few smaller housing options (two bedrooms or less) to meet the needs of empty-nesters, younger families, and individuals living alone. This need spans the income spectrum.
- The town equally has few rentals.
- Residents are overall gaining wealth and household incomes have increased; however purchasing power has not kept pace. Poverty rates have remained low and constant, but older residents are at risk with limited incomes and rising costs.
- Housing affordability in the community remains challenging. Home prices have increased significantly since 2014 by 11%, and about one quarter of homeowners and one third of renters pay more than 30% of their household income on housing costs.
- The latest CHAS data from 2015 estimated that 15% of households were low or very low income (80% or less of the area median income). 77% of renters and 11% of owner-occupied households were considered low or very low income.
- At 11.3%, the Town has exceeded its Chapter 40B requirements, but needs to continue to monitor these units and meet anticipated growing demand.
- The Town has partners to help monitor and plan for its affordable housing needs.

# Economic Development – Baseline Chapter

This economic baseline assessment offers a general outlook on the economic situation in the Town of Sudbury by comparing high-level economic indicators to seven surrounding towns, Middlesex County, the Boston Metropolitan Statistical Area (MSA),<sup>1</sup> and the United States as a whole. It provides an evaluation of the Town’s current economic wellbeing and insight into future trends that could affect the local economy.

Sudbury has a strong, predominantly residential, tax base. While the town is not a large employment center within the region, it does have a significant concentration of jobs in the Professional Services and Health Care sectors. Additionally, its high quality of life and proximity to jobs in Boston and Cambridge, and along Route 128, reinforce its appeal as a desirable place to live and keeps the Town in a stable fiscal position. Moreover, though small in scale compared to its residential base, Sudbury’s commercial businesses offer shopping and amenities that serve local residents and contribute to the vibrancy of the town.

## Local Businesses and Employment

### Jobs and Population

Table 1 below compares the number of jobs in each geography to the total population in that geography. With a ratio of 0.39 in 2018, the Town of Sudbury shows fewer jobs than residents based on historical and projected job and population figures. Little change in Sudbury’s ratio is expected through 2028.

Table 1: Jobs per Resident Index

Year	Jobs per Resident, Sudbury	Jobs per Resident, Middlesex County	Jobs per Resident, Boston MSA	Jobs per Resident, US
2008	0.42	0.58	0.56	0.47
2018	0.39	0.59	0.57	0.46
2028	0.41	0.61	0.59	0.49

Source: EMSI

<sup>1</sup> The Boston MSA, or officially, the Boston-Cambridge-Newton Metropolitan Statistical Area, is defined by the US Census Bureau as consisting of the following counties: Essex County (MA), Middlesex County (MA), Norfolk County (MA), Plymouth County (MA), Suffolk County (MA), Rockingham County (NH), and Stafford County (NH).

Jobs and population over this time period are shown in Table 2 and Table 3.<sup>2</sup>

**Table 2: Total Jobs by Geography**

Year	Sudbury	Middlesex County	Boston MSA	US
2008	7,081	862,933	2,502,156	141,406,006
2018	7,285	955,955	2,772,645	151,221,504
2028	7,686	1,026,830	2,987,025	165,943,231
% Change				
2008-2018	3%	11%	11%	7%
% Change				
2018-2028	6%	7%	8%	10%

Source: EMSI

**Table 3: Population by Geography**

Year	Sudbury	Middlesex County	Boston MSA	US
2008	16,952	1,477,069	4,483,129	304,093,955
2018	18,793	1,615,086	4,871,773	328,038,851
2028	18,961	1,671,582	5,046,453	340,591,282
% Change				
2008-2018	11%	9%	9%	8%
% Change				
2018-2028	1%	3%	4%	4%

Source: EMSI

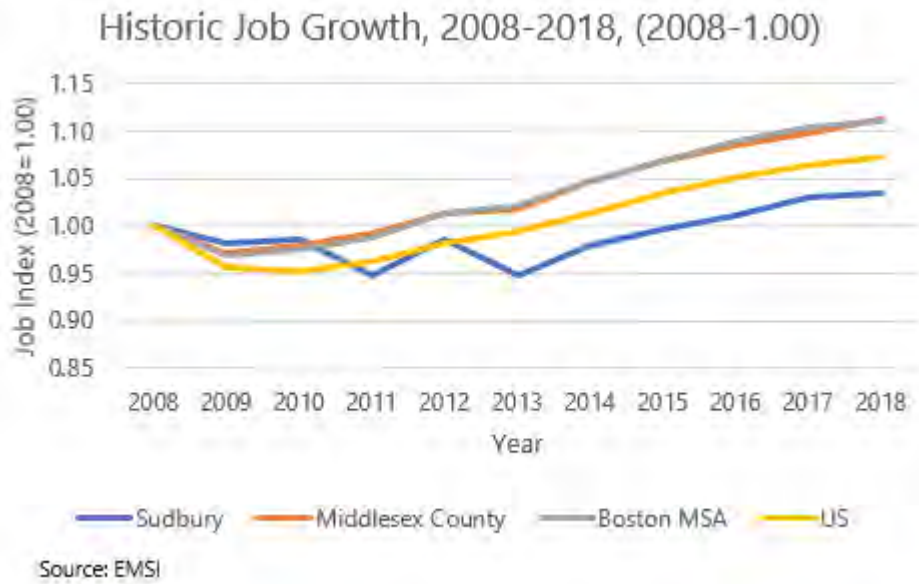
Figure 1 below compares the job growth trajectory in Sudbury to the county, MSA, and nation, indexed to 2008. Sudbury fared better than the county, MSA, and nation during the recessionary period of 2008-2009. Sudbury did, however, begin to experience job market volatility in 2010, a trend that continued through 2013.

Between 2010 and 2011 Sudbury experienced job losses in the Manufacturing and Utilities sectors. Specifically, Pharmaceutical and Medicine Manufacturing (NAICS 3254) lost 141 jobs and Electric Power Generation, Transmission, and Distribution (NAICS 2211) lost 138 jobs.<sup>3</sup> These represented losses of 78% and 48% of the total jobs in these industries in Sudbury, respectively. Volatility in the number of child day care positions between 2011 and 2013 caused overall job figures to bounce around, before stabilizing in 2014. Job growth in Sudbury has steadied and tracked to the region since that time.

<sup>2</sup> Job and population projections from EMSI are based on historic trends locally, regionally, and nationally and assumes a “status quo” future trajectory. Changes in land use policies and development patterns are likely to impact these projections.

<sup>3</sup> EMSI

Figure 1: Historical Job Growth by Geography, 2008-2018



### Economic Output by Sector

The Professional, Scientific, and Technical Services; Wholesale Trade; and Government sectors are sizable contributors to Sudbury’s economy. Together, these sectors account for nearly 53% of Sudbury’s economic output (Gross Regional Product, GRP) and 38% of its jobs. Within these sectors, Education and Hospitals; Architectural, engineering, and Related Services; Computer Systems Design and Related Services; and Machinery, Equipment, and Supplies Merchant Wholesalers are prevalent sub-industries.

Figure 2: Top Sector Share of Sudbury GDP

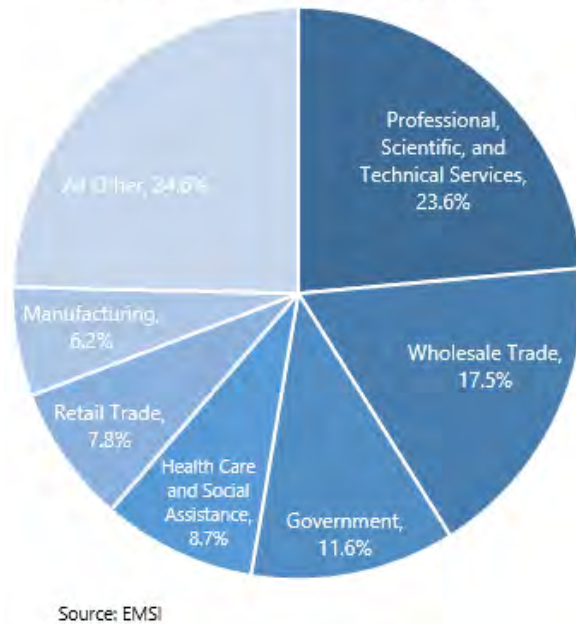




Table 4 shows each sector’s contribution to GRP in 2017. The Professional, Scientific, and Technical Services industry is the town’s greatest contributor to its GRP, at 23.6%. Wholesale Trade follows, contributing 17.5% of GRP. These contributions are similar to the comparison geographies, although Manufacturing constitutes a greater portion of GRP in the county, MSA, and US.

**Table 4: Gross Regional Product by 2-Digit NAICS Code, 2017**

NAICS (2-digit)	Description	2017 GRP, Sudbury	Sector Share of Sudbury GRP (%)	Sector Share of Middlesex County GRP (%)	Sector Share of Boston MSA GRP (%)	Sector Share of US GRP (%)
54	Professional, Scientific, and Technical Services	\$213,890,917	23.6%	18.7%	14.3%	7.9%
42	Wholesale Trade	\$158,719,045	17.5%	7.7%	6.3%	6.6%
90	Government	\$105,020,119	11.6%	7.1%	8.8%	13.0%
62	Health Care and Social Assistance	\$79,018,965	8.7%	6.5%	9.4%	8.0%
44	Retail Trade	\$71,021,636	7.8%	3.9%	4.8%	6.4%
31	Manufacturing	\$55,916,398	6.2%	14.7%	10.2%	13.4%
52	Finance and Insurance	\$43,495,655	4.8%	5.8%	13.7%	9.3%
56	Administrative and Support and Waste Management and Remediation Services	\$32,720,289	3.6%	3.1%	3.2%	3.4%
53	Real Estate and Rental and Leasing	\$27,482,816	3.0%	2.6%	3.5%	4.0%
72	Accommodation and Food Services	\$24,561,366	2.7%	2.0%	2.6%	3.1%
23	Construction	\$23,536,830	2.6%	4.3%	4.5%	4.9%
81	Other Services (except Public Administration)	\$22,346,259	2.5%	1.4%	1.6%	2.1%
51	Information	\$18,486,521	2.0%	11.0%	7.0%	5.5%
22	Utilities	\$13,586,951	1.5%	0.7%	1.1%	1.8%
71	Arts, Entertainment, and Recreation	\$9,043,988	1.0%	0.6%	1.0%	1.1%
61	Educational Services	\$4,828,933	0.5%	4.6%	3.3%	1.3%
48	Transportation and Warehousing	\$3,212,576	0.4%	1.2%	1.8%	3.4%
55	Management of Companies and Enterprises	\$191,506	0.0%	3.5%	2.6%	2.2%
11	Agriculture, Forestry, Fishing and Hunting	\$0	0.0%	0.3%	0.2%	1.1%
21	Mining, Quarrying, and Oil and Gas Extraction	\$0	0.0%	0.1%	0.1%	1.5%
<b>TOTAL</b>		<b>\$907,080,771</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: EMSI



## Employment by Sector

Table 5 on the following page presents employment data for the Town of Sudbury by 2-digit NAICS code, as well as the makeup of employment by sector in the county, MSA, and nation. Health Care and Social Assistance (NAICS 61) provided nearly 20% of Sudbury’s jobs in 2018, which is higher than the concentration of the industry in the county, MSA, and country. Professional, Scientific, and Technical Services; Government; and Retail Trade also provide significant concentrations of the town’s jobs, each making up over 10% of employment. Figure 3 displays the top sectors in terms of share of Sudbury jobs.

Figure 3: Top Sectors Share of Sudbury Jobs

### Sector Share of Sudbury Jobs



Source: EMSI

Table 5: Employment by 2-Digit NAICS Code, 2018

NAICS (2-digit)	Description	2018 Jobs, Sudbury	Sector Share of Sudbury Jobs (%)	Sector Share of Middlesex County Jobs (%)	Sector Share of Boston MSA Jobs (%)	Sector Share of US Jobs (%)
62	Health Care and Social Assistance	1,428	19.6%	12.5%	15.9%	12.9%
54	Professional, Scientific, and Technical Services	1,180	16.2%	14.1%	10.2%	6.1%
90	Government	1,078	14.8%	9.9%	11.5%	16.2%
44	Retail Trade	853	11.7%	8.2%	9.3%	10.5%
42	Wholesale Trade	526	7.2%	3.6%	3.1%	3.9%
72	Accommodation and Food Services	515	7.1%	6.8%	8.3%	9.0%
81	Other Services (except Public Administration)	371	5.1%	3.4%	3.8%	4.0%
56	Administrative and Support and Waste Management and Remediation Services	327	4.5%	5.5%	5.2%	6.0%
71	Arts, Entertainment, and Recreation	249	3.4%	1.3%	1.7%	1.5%
52	Finance and Insurance	189	2.6%	2.9%	5.3%	4.1%
31	Manufacturing	148	2.0%	7.7%	6.3%	8.2%
23	Construction	146	2.0%	4.2%	4.0%	4.8%
61	Educational Services	82	1.1%	9.2%	6.5%	2.6%
53	Real Estate and Rental and Leasing	68	0.9%	1.1%	1.4%	1.5%
48	Transportation and Warehousing	51	0.7%	1.8%	2.2%	3.5%
51	Information	51	0.7%	4.2%	2.9%	1.9%
22	Utilities	21	0.3%	0.2%	0.2%	0.4%
55	Management of Companies and Enterprises	<10	0.0%	2.9%	2.1%	1.5%
11	Agriculture, Forestry, Fishing and Hunting	0	0.0%	0.3%	0.2%	0.9%
21	Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0.0%	0.0%	0.4%
99	Unclassified Industry	0	0.0%	0.0%	0.0%	0.2%
<b>TOTAL</b>		<b>7,285</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Source: EMSI

Table 6 shows the top 20 industries in the Town of Sudbury at the more detailed 4-digit NAICS level, in terms of 2018 job figures. Child Day Care Services and Education and Hospitals (Local Government) are the town's top employers, with 788 and 783 jobs respectively in 2018, each making up 10.8% of total jobs. The Child Day Care Services industry has low average earnings<sup>4</sup> of \$35,071 per job per year. Average earnings are higher for Education and Hospitals (Local Government) at \$89,673. Many of the top 4-digit industries display very high average earnings, six showing average earnings above \$100,000.

**Table 6: Employment & Earnings, Top 20 4-Digit NAICS, Sudbury**

NAICS (4-digit)	Description	2018 Jobs, Sudbury	Sector Share of Sudbury Jobs (%)	2017 Avg. Earnings, Sudbury
6244	Child Day Care Services	788	10.8%	\$35,071
9036	Education and Hospitals (Local Government)	783	10.8%	\$89,673
5413	Architectural, Engineering, and Related Services	441	6.1%	\$140,627
5415	Computer Systems Design and Related Services	441	6.0%	\$172,373
7225	Restaurants and Other Eating Places	396	5.4%	\$26,457
4451	Grocery Stores	298	4.1%	\$30,630
4411	Automobile Dealers	219	3.0%	\$79,416
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	213	2.9%	\$115,831
7139	Other Amusement and Recreation Industries	213	2.9%	\$23,980
6231	Nursing Care Facilities (Skilled Nursing Facilities)	204	2.8%	\$52,214
5613	Employment Services	162	2.2%	\$64,005
6241	Individual and Family Services	157	2.2%	\$30,443
5617	Services to Buildings and Dwellings	147	2.0%	\$57,108
9039	Local Government, Excluding Education and Hospitals	143	2.0%	\$101,526
5242	Agencies, Brokerages, and Other Insurance Related Activities	129	1.8%	\$101,085
6212	Offices of Dentists	108	1.5%	\$69,249
5417	Scientific Research and Development Services	108	1.5%	\$132,626
8131	Religious Organizations	106	1.5%	\$25,602
8121	Personal Care Services	102	1.4%	\$32,740
7211	Traveler Accommodation	97	1.3%	\$42,470
<b>TOTAL</b>		<b>5,255</b>	<b>72.1%</b>	

Source: EMSI

<sup>4</sup> Includes wages and supplemental benefits

Table 7 shows the historical and projected job growth in Sudbury, by sector. Between 2013 and 2018 the Health Care and Social Assistance, and Professional, Scientific, and Technical Services sectors experienced the most growth in Sudbury, in terms of number of jobs. Both sectors are expected to continue to drive growth through 2023. The addition of jobs to the Child Day Care Services (NAICS 6244), Computer Systems Design and Related Services (NAICS 5415), and Specialized Design Services (NAICS 5414) industries are large contributors to the growth in these sectors. Only two sectors showed declines: Manufacturing and Finance, and Insurance. Neither of these sectors accounts for a substantial share of the town’s economy (each less than 3% of jobs), and employment declines over the study period were minimal.

Table 7: Sector Job Growth, Sudbury

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change
62	Health Care and Social Assistance	1,437	1,603	1,739	166	12%	136	8%
54	Professional, Scientific, and Technical Services	1,235	1,346	1,410	111	9%	64	5%
71	Arts, Entertainment, and Recreation	193	277	327	84	44%	50	18%
81	Other Services (except Public Administration)	511	574	617	63	12%	43	7%
72	Accommodation and Food Services	466	521	548	55	12%	27	5%
90	Government	977	1,026	1,069	49	5%	43	4%
42	Wholesale Trade	497	536	533	39	8%	(3)	(1%)
23	Construction	175	202	210	27	15%	8	4%
44	Retail Trade	847	870	873	23	3%	3	0%
56	Administrative and Support and Waste Management and Remediation Services	389	411	418	22	6%	7	2%
22	Utilities	0	21	12	21	Insf. Data	(9)	(43%)
53	Real Estate and Rental and Leasing	71	83	84	12	17%	1	1%
61	Educational Services	80	90	97	10	13%	7	8%
48	Transportation and Warehousing	50	56	60	6	12%	4	7%
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0%	0	0%
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0%	0	0%
51	Information	54	54	52	0	0%	(2)	(4%)
99	Unclassified Industry	0	0	0	0	0%	0	0%
52	Finance and Insurance	209	206	196	(3)	(1%)	(10)	(5%)
31	Manufacturing	169	147	90	(22)	(13%)	(57)	(39%)
55	Management of Companies and Enterprises	<10	<10	0	Insf. Data	Insf. Data	Insf. Data	Insf. Data
<b>TOTAL</b>		<b>7,361</b>	<b>8,023</b>	<b>8,334</b>	<b>662</b>	<b>9%</b>	<b>311</b>	<b>4%</b>

Source: EMSI

## Occupations

Table 8 below compares employment by 2-digit SOC occupation in the town, county, MSA, and nation. Education, Training, and Library Occupations is the top employing occupation category in Sudbury at 15.1%. This is higher than the other three study areas and driven by the high employment share of public schools and child care in Sudbury. Office and Administrative Support Occupations are the second most prevalent occupations in Sudbury, with 12.1% of jobs, and are the top occupation category throughout the other three study areas.

**Table 8: Employment by 2-Digit SOC Code, 2018**

SOC (2-digit)	Description	2018 Jobs, Sudbury	Sector Share of Sudbury Jobs (%)	Sector Share of Middlesex County Jobs (%)	Sector Share of Boston MSA Jobs (%)	Share of US Jobs (%)
25-0000	Education, Training, and Library Occupations	1,097	15.1%	7.0%	6.4%	5.9%
43-0000	Office and Administrative Support Occupations	879	12.1%	14.5%	15.2%	15.5%
41-0000	Sales and Related Occupations	726	10.0%	8.3%	8.8%	9.9%
39-0000	Personal Care and Service Occupations	609	8.4%	3.9%	4.2%	3.7%
11-0000	Management Occupations	526	7.2%	8.8%	7.9%	5.1%
35-0000	Food Preparation and Serving Related Occupations	523	7.2%	6.9%	8.2%	8.9%
15-0000	Computer and Mathematical Occupations	376	5.2%	6.7%	4.6%	3.0%
53-0000	Transportation and Material Moving Occupations	304	4.2%	4.4%	4.8%	6.8%
17-0000	Architecture and Engineering Occupations	287	3.9%	3.3%	2.3%	1.7%
13-0000	Business and Financial Operations Occupations	271	3.7%	5.9%	6.0%	5.2%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	268	3.7%	3.6%	3.3%	3.2%
29-0000	Healthcare Practitioners and Technical Occupations	242	3.3%	5.1%	6.6%	5.8%
49-0000	Installation, Maintenance, and Repair Occupations	220	3.0%	2.9%	3.0%	4.0%
31-0000	Healthcare Support Occupations	188	2.6%	2.4%	2.8%	2.8%
51-0000	Production Occupations	152	2.1%	4.1%	3.9%	6.1%
47-0000	Construction and Extraction Occupations	141	1.9%	3.4%	3.2%	4.0%
21-0000	Community and Social Service Occupations	122	1.7%	1.9%	2.1%	1.7%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	102	1.4%	1.5%	1.6%	1.4%
33-0000	Protective Service Occupations	101	1.4%	2.0%	2.3%	2.4%
19-0000	Life, Physical, and Social Science Occupations	83	1.1%	2.4%	1.5%	0.8%
23-0000	Legal Occupations	44	0.6%	0.6%	0.9%	0.8%
55-0000	Military-only occupations	19	0.3%	0.2%	0.2%	0.6%
45-0000	Farming, Fishing, and Forestry Occupations	<10	0.1%	0.2%	0.2%	0.8%
99-0000	Unclassified Occupation	0	0.0%	0.0%	0.0%	0.0%
<b>Total</b>		<b>7,285</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Source: EMSI

Preschool and Kindergarten Teachers employs the most workers of any 4-digit SOC occupation in Sudbury, with 364 jobs in 2018, which constitutes 5% of total jobs. Childcare Workers and Teacher Assistants follow with 235 and 232 jobs, respectively. Many of these jobs can be attributed to childcare and preschool centers within the town, including Next Generation Children’s Center, Sudbury Extended Day, Leap School and Summer Fun, Sunny Hill Preschool, and others. General and Operations Managers have the highest average hourly wages of the top 20 occupations, with earnings of \$68.30 per hour. Earnings vary widely across this list of occupations, with a minimum of \$12.60 per hour for Cashiers.

Table 9: Employment & Earnings, Top 20 4-Digit SOC, Sudbury

SOC (4-digit)	Description	2018 Jobs, Sudbury	Sector Share of Sudbury Jobs (%)	2018 Avg. Hourly Earnings, Sudbury
25-2010	Preschool and Kindergarten Teachers	364	5.0%	\$19.33
39-9010	Childcare Workers	235	3.2%	\$14.32
25-9040	Teacher Assistants	232	3.2%	\$16.65
41-2030	Retail Salespersons	210	2.9%	\$14.74
25-2020	Elementary and Middle School Teachers	199	2.7%	\$37.82
15-1130	Software Developers and Programmers	187	2.6%	\$55.70
43-6010	Secretaries and Administrative Assistants	164	2.3%	\$24.16
11-1020	General and Operations Managers	155	2.1%	\$68.30
35-3020	Fast Food and Counter Workers	152	2.1%	\$13.35
41-2010	Cashiers	148	2.0%	\$12.60
39-9020	Personal Care Aides	137	1.9%	\$14.99
41-4010	Sales Representatives, Wholesale and Manufacturing	128	1.8%	\$45.26
37-2010	Building Cleaning Workers	127	1.7%	\$17.36
43-9060	Office Clerks, General	123	1.7%	\$19.75
25-2030	Secondary School Teachers	120	1.7%	\$38.24
31-1010	Nursing, Psychiatric, and Home Health Aides	118	1.6%	\$15.94
37-3010	Grounds Maintenance Workers	118	1.6%	\$18.93
53-7060	Laborers and Material Movers, Hand	114	1.6%	\$16.38
43-4050	Customer Service Representatives	108	1.5%	\$21.84
35-3030	Waiters and Waitresses	107	1.5%	\$14.96
<b>TOTAL</b>		<b>3,246</b>	<b>44.6%</b>	

Source: EMSI



## Earnings by Occupation

Median annual earnings are lower in Sudbury than in the surrounding county and MSA. Median annual earnings for jobs within Sudbury are \$44,300, which is considerably lower than the median earnings of Sudbury residents which is \$81,609.<sup>5</sup> This points to a mismatch between resident skills and the types of employment opportunities in town, and explains the high level of cross-commuting illustrated in Figure 4.

**Table 10: Median Annual Earnings by Occupation**

SOC	Description	Median Annual Earnings, Sudbury	Median Annual Earnings, Middlesex County	Median Annual Earnings, Boston MSA	Median Annual Earnings, US
11-0000	Management Occupations	\$110,635	\$116,953	\$110,678	\$91,240
13-0000	Business and Financial Operations Occupations	\$78,049	\$77,620	\$75,980	\$67,068
15-0000	Computer and Mathematical Occupations	\$97,903	\$98,055	\$93,331	\$82,563
17-0000	Architecture and Engineering Occupations	\$86,638	\$91,935	\$87,020	\$78,218
19-0000	Life, Physical, and Social Science Occupations	\$73,920	\$77,738	\$75,160	\$65,911
21-0000	Community and Social Service Occupations	\$47,566	\$46,219	\$45,903	\$43,437
23-0000	Legal Occupations	\$84,205	\$86,199	\$88,484	\$78,501
25-0000	Education, Training, and Library Occupations	\$45,182	\$61,562	\$58,654	\$47,113
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$44,581	\$47,833	\$47,079	\$41,378
29-0000	Healthcare Practitioners and Technical Occupations	\$77,971	\$77,384	\$80,493	\$65,708
31-0000	Healthcare Support Occupations	\$34,201	\$34,441	\$34,014	\$28,605
33-0000	Protective Service Occupations	\$53,863	\$51,294	\$51,317	\$39,855
35-0000	Food Preparation and Serving Related Occupations	\$26,710	\$26,570	\$26,438	\$21,829
37-0000	Building and Grounds Cleaning and Maintenance Occupations	\$31,412	\$33,652	\$32,481	\$24,631
39-0000	Personal Care and Service Occupations	\$27,107	\$29,665	\$28,881	\$23,324
41-0000	Sales and Related Occupations	\$34,723	\$35,249	\$32,729	\$28,699
43-0000	Office and Administrative Support Occupations	\$42,098	\$42,697	\$41,602	\$34,781
45-0000	Farming, Fishing, and Forestry Occupations	Insf. Data	\$31,468	\$30,717	\$24,340
47-0000	Construction and Extraction Occupations	\$51,240	\$53,230	\$50,991	\$39,376
49-0000	Installation, Maintenance, and Repair Occupations	\$51,688	\$53,463	\$51,793	\$43,174
51-0000	Production Occupations	\$39,303	\$41,027	\$38,347	\$33,907
53-0000	Transportation and Material Moving Occupations	\$33,179	\$35,003	\$35,083	\$31,883
55-0000	Military-only occupations	\$0	\$41,847	\$40,444	\$34,602
<b>TOTAL</b>		<b>\$44,300</b>	<b>\$51,506</b>	<b>\$47,837</b>	<b>\$37,069</b>

Source: EMSI

<sup>5</sup> US Census American Community Survey 2017 5-Year Estimates.

## Commuting Patterns

In 2015, there were 760 people who were both employed and living in the Town of Sudbury. Over 90% of resident workers (7,260) commute out of Sudbury for work, while over 88% of workers (5,649) commute into the town for work.

Figure 4: Commute Patterns, Sudbury

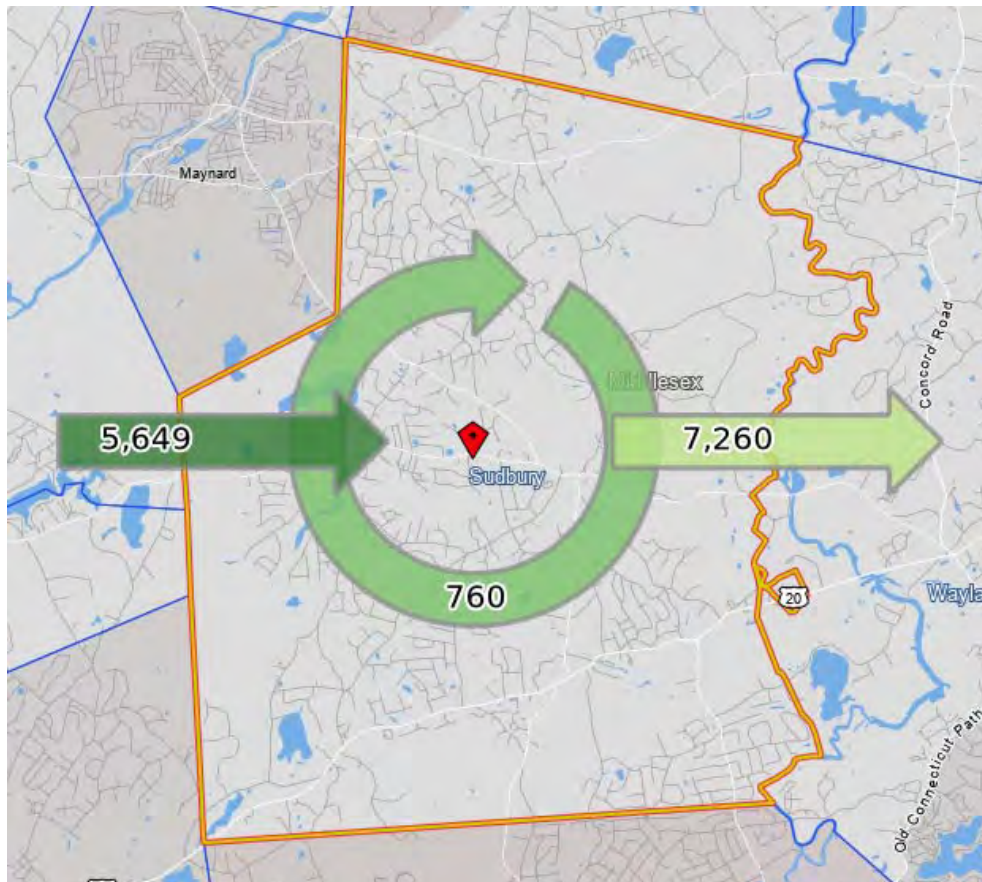


Table 11 on the following page shows the industry of employment of Sudbury residents compared to jobs located in Sudbury. This data provides insight into how the skills of Sudbury’s resident workforce compare to the employment opportunities available in town. Industries in which a high share of residents work but represent a comparatively smaller share of the town’s employment base, are industries for which residents must commute out of Sudbury for job opportunities. Collectively, Finance and Insurance, Real Estate and Rental and Leasing; and Manufacturing, stand out as industries that collectively employ a high share of residents (approximately 25%), but account for just 6% of Sudbury jobs.

Likewise, industries with a higher share of jobs than residents must attract workers from out of town. Wholesale Trade, one of the top industries in Sudbury in terms of employment, has more than double the share of jobs than residents. The Industrial Machinery and Equipment Merchant Wholesalers



subindustry (NAICS 423830) is a major driver of Wholesale Trade jobs in Sudbury. In 2018, this subindustry had 221 jobs within the town, with average earnings per job of \$116,295. Retail Trade; Arts, Entertainment, and Recreation and Accommodation and Food Services also have more jobs than residents. Grocery Stores (NAICS 4451), Automobile Dealers (NAICS 4411), Other Amusement and Recreation Activities (NAICS 7139), and Restaurants and Other Eating Places (NAICS 7225) are responsible for a large number of the jobs in these sectors.

**Table 11: Industry of Employment of Residents vs. Sudbury Job Base**

NAICS (2-digit)	Description	Sudbury Residents Employed by Industry	Median Annual Earnings	Share of Sudbury Residents Employed in Industry	Share of Sudbury Jobs in Industry
11 & 21	Agriculture, Forestry, Fishing and Hunting, and Mining	6	-	0%	0%
23	Construction	206	\$ 54,886	2%	2%
31	Manufacturing	1,181	\$ 125,396	13%	2%
42	Wholesale Trade	91	\$ 93,664	1%	7%
44	Retail Trade	583	\$ 30,190	7%	12%
22 & 48	Transportation and Warehousing, and Utilities	140	\$ 85,263	2%	1%
51	Information	398	\$ 148,393	4%	1%
52 & 53	Finance and Insurance, and Real Estate and Rental and Leasing	1,047	\$ 128,472	12%	4%
54, 55, & 56	Professional, Scientific, and Technical Services; Management; Administrative and Support; and Waste Management and Remediation Services	2,178	\$ 138,269	24%	21%
61 & 62	Educational Services and Health Care and Social Assistance	2,055	\$ 60,481	23%	21%
71 & 72	Arts, Entertainment, and Recreation; Accommodation and Food Services	597	\$ 5,855	7%	11%
81	Other Services (except Public Administration)	279	\$ 20,347	3%	5%
90	Government	189	\$ 76,542	2%	15%
<b>TOTAL</b>		<b>8,950</b>	<b>\$ 91,418</b>	<b>100%</b>	<b>100%</b>

Source: ACS 2017 5-year estimates; EMSI

## Local Labor Force

### Labor Force Characteristics

To understand how Sudbury’s labor force compares to its neighbors, we compared the town’s unemployment and labor force participation rates to those of the seven towns that border Sudbury. Table 12 compares unemployment rates for 2017 across the eight towns and county, according to the Bureau of Labor Statistics. Three adjacent towns and the state show a higher unemployment rate than Sudbury, while four towns and the county show unemployment rates that are lower than that of Sudbury.

**Table 12: Unemployment Rate Comparison, 2017**

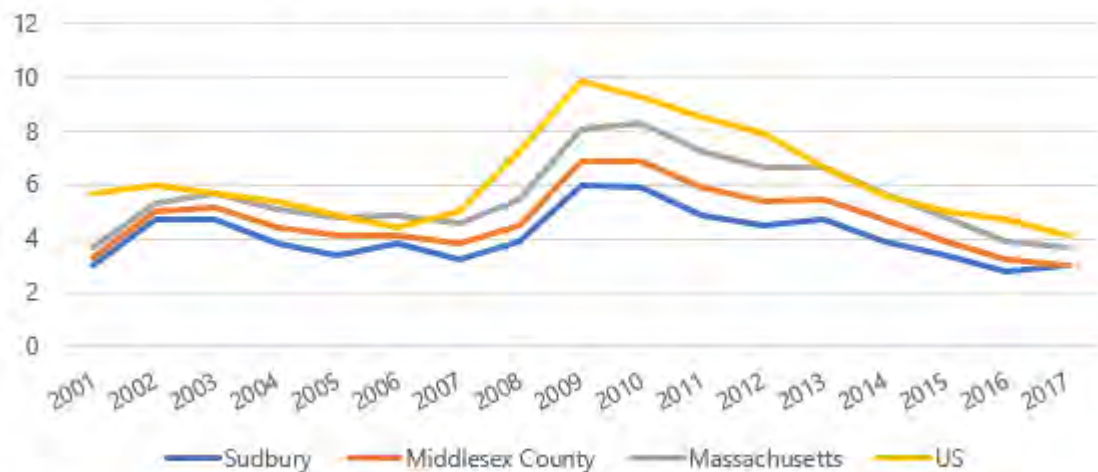
Geography	Unemployment Rate, Not Seasonally Adjusted
Hudson	3.8%
State of MA	3.7%
Maynard	3.2%
Marlborough	3.1%
Sudbury	3.0%
Middlesex County	3.0%
Framingham	3.0%
Concord	3.0%
Wayland	2.8%
Stow	2.8%

Source: Bureau of Labor Statistics

Historically, Sudbury’s unemployment rate has been below that of the county, state, and nation.

**Figure 5: Unemployment Rate, 2001-2017**

Unemployment Rate, 2001-2017



Source: U.S. Bureau of Labor Statistics

Table 13 displays the labor force participation rates (LFPR)<sup>6</sup> in 2017 for Sudbury and surrounding towns, the county, and the state. Sudbury saw a LFPR of 65.7% in 2017, which was less than the county, state, and most surrounding towns. This indicates a lower than average share of the town’s population is part of the labor force, and a higher than average share of individuals are in groups who choose not to work, such as students, homemakers, and retirees.

**Table 13: Labor Force Participation Rate, 2017**

Geography	Labor Force Participation Rate
Marlborough	73.9%
Maynard	72.2%
Framingham	71.7%
Stow	71.4%
<i>Middlesex County</i>	69.8%
Hudson	68.7%
Wayland	68.4%
<i>State of MA</i>	67.3%
Sudbury	65.7%
Concord	56.1%

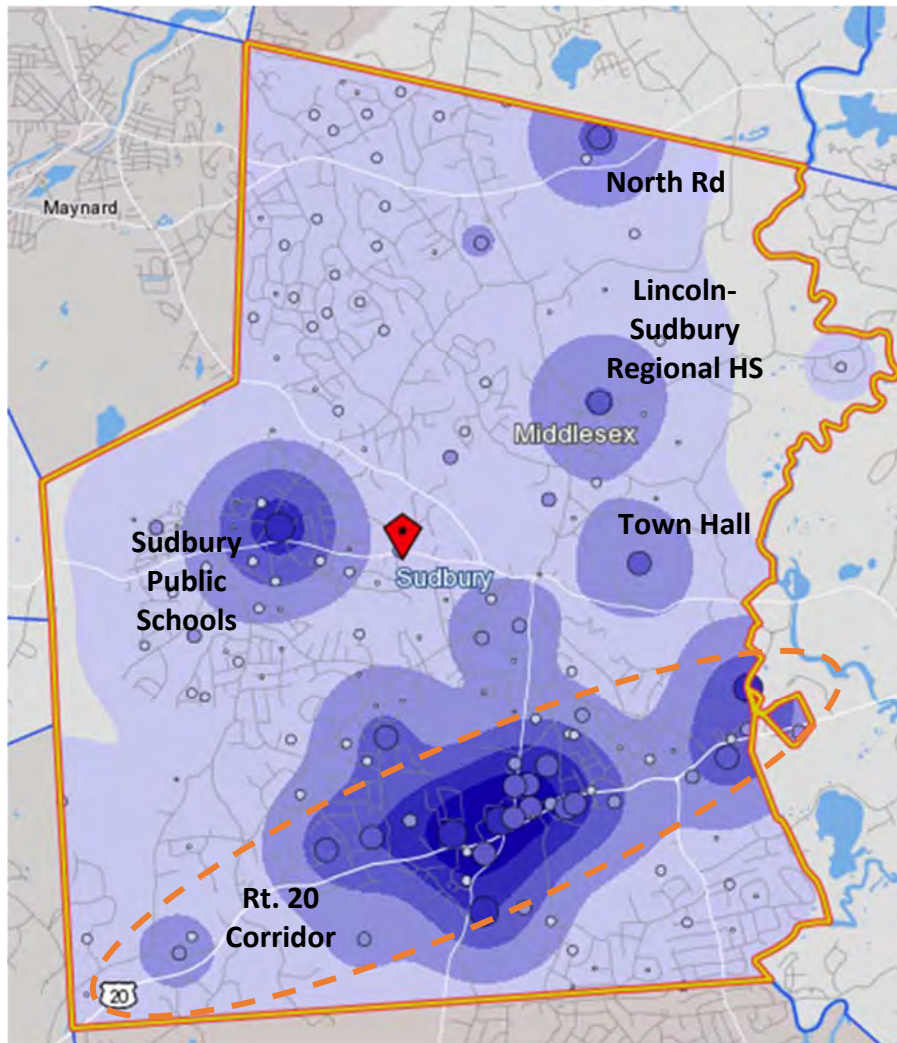
Source: ACS 2013-2017 5-Year Estimates

<sup>6</sup> The US Census Bureau defines the Labor Force Participation Rate as the proportion of the total 16 years old and over population that is in the labor force. The labor force consists of people classified as employed or unemployed. Unemployed is defined as (1) neither “at work” nor “with a job but not at work” during the reference week, and (2) were actively looking for work during the last 3 weeks, and (3) were available to accept a job.

## Major Employment Centers

Employment in Sudbury is primarily clustered along the Route 20/Boston Post Road corridor, as exhibited below in Figure 6. This area, particularly near the intersections of Union Avenue and Nobscot Road, is the main commercial hub of the town. Many retailers, including chain stores and local businesses, are located in this area. Meadow Walk Sudbury, a new mixed-use development located at the center of this cluster, includes 75,000 square feet of retail space, anchored by a Whole Foods, and is currently still being leased. The development also includes 250 luxury apartments, 60 active-adult condominiums, and 48 assisted-living units.<sup>7</sup>

Figure 6: Jobs per Square Mile, Town of Sudbury, 2015



A second area of concentration as shown on the map to the northwest of the Route 20/Boston Post Road cluster, is Sudbury's Public Schools Administrative Offices, to which all school district employment is attributed. On a day-to-day basis, however, school district staff report to individual schools throughout the town.

<sup>7</sup> <http://www.meadowwalksudbury.com/>

## Major Employers

Table 14 below provides details on the Town of Sudbury’s largest employers. According to the Massachusetts Executive Office of Labor and Workforce Development, there are 17 establishments that employ at least 100 workers. This list encompasses a broad array of 4-digit industries, the most common of which being Grocery Stores (NAICS 4451), Elementary and Secondary Schools (NAICS 6111) and Nursing Care Facilities (NAICS 6231). Each of these contain two of the town’s largest employers.

**Table 14: Sudbury Employers with 100+ Employees**

Employers with 100+ Workers, Town of Sudbury			
Company Name	Number of Employees	NAICS	Description
Sudbury Farms	250-499	4451	Grocery Stores
A Blade of Grass LLC	100-249	5617	Services to Buildings and Dwellings
Adtech Systems	100-249	4431	Electronics and Appliance Stores
Bosse Sports	100-249	7139	Other Amusement and Recreation Industries
Bridges by Epoch at Sudbury	100-249	6231	Nursing Care Facilities
Curtis Middle School	100-249	6111	Elementary and Secondary Schools
Lincoln Sudbury Regional High	100-249	6111	Elementary and Secondary Schools
Longfellow's Wayside Inn	100-249	7121	Museums, Historical Sites, and Similar Institutions
MA State Police Crime Lab	100-249	9211	Executive, Legislative, and Other General Government Support
Method's Machine Tools Inc.	100-249	4238	Machinery, Equipment, and Supplies Merchant Wholesalers
Shaw's Supermarket	100-249	4451	Grocery Stores
SPEC Center	100-249	6213	Offices of Other Health Practitioners
Staples Industrial	100-249	4214	Professional and Commercial Equipment and Supplies Wholesalers
Sudbury Pines Extended Care	100-249	6231	Nursing Care Facilities
Whole Foods Market	100-249	4451	Grocery Stores
Wingate At Sudbury	100-249	6231	Nursing Care Facilities
Winnetu Inn & Resort	100-249	7211	Traveler Accommodation

Source: Massachusetts Office of Labor and Workforce Development

## Retail Businesses

Of the retail businesses located within Sudbury, 24% are Food Services and Drinking Places. This is followed by Miscellaneous Store Retailers (13%) and Clothing and Clothing Accessories Stores (11%). Table 15 and Figure 7 display the breakdown of top retail businesses by 3-digit NAICS industry in Sudbury.

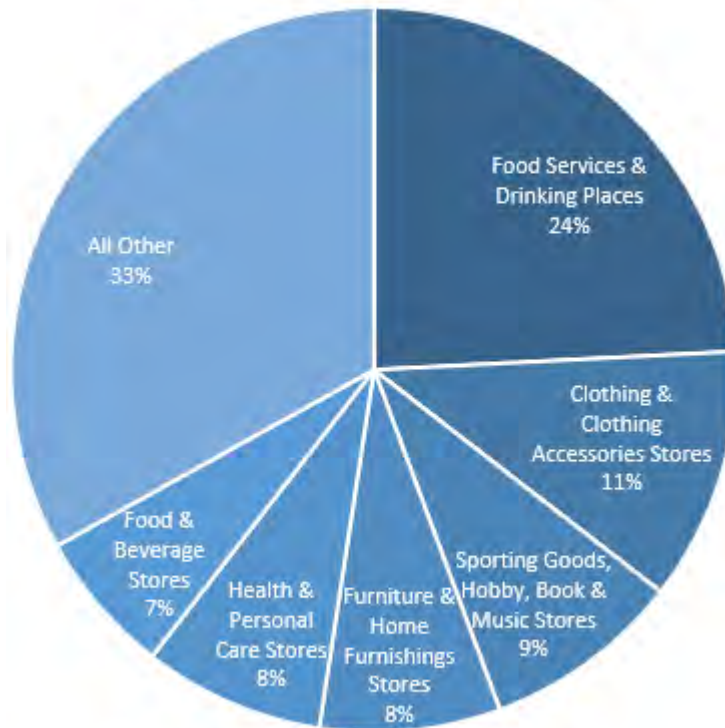
Table 15: Sudbury Retail Businesses, 2017

Industry Group	NAICS	Number of Businesses
Food Services & Drinking Places	722	30
Miscellaneous Store Retailers*	453	16
Clothing & Clothing Accessories Stores	448	14
Sporting Goods, Hobby, Book & Music Stores	451	11
Furniture & Home Furnishings Stores	442	10
Health & Personal Care Stores	446	10
Food & Beverage Stores	445	8
Motor Vehicle & Parts Dealers	441	7
Bldg Materials, Garden Equip. & Supply Stores	444	7
Nonstore Retailers	454	5
Electronics & Appliance Stores	443	3
Gasoline Stations	447	2
General Merchandise Stores	452	1
<b>TOTAL</b>		<b>124</b>

Source: ESRI

\*Miscellaneous Store Retailers includes: Office Supplies, Stationary, and Gift Stores; Used Merchandise Stores; and Florists.

Figure 7: Sudbury Retail Businesses, 2017  
Sudbury Retail Market, 2017



Source: ESRI



## Municipal Fiscal Health

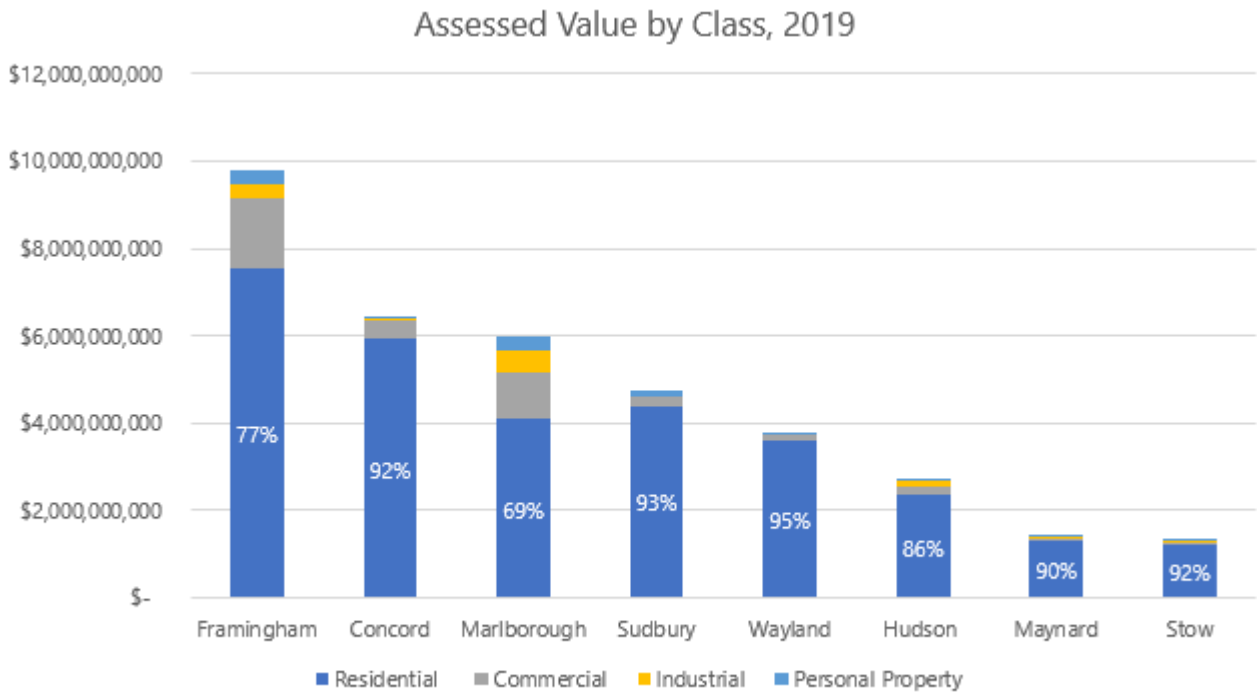
This section compares multiple fiscal indicators of Sudbury and surrounding Towns, based on data provided by the Massachusetts Department of Revenue.

Sudbury relies heavily on its residential tax base, with 93% of overall assessed value. Both its residential and commercial tax rates fall in the middle of the range of neighboring communities. Per capita spending is on the higher end of neighboring Towns, with the majority of revenues coming from tax levies.

### Value by Property Class

Sudbury's total assessed value of \$4.7 billion puts it in the middle compared to its neighbors. It has a high residential tax base at about 93%, which is similar to many of its neighbors. Only 1% of Sudbury's tax base is industrial and 4% is commercial.

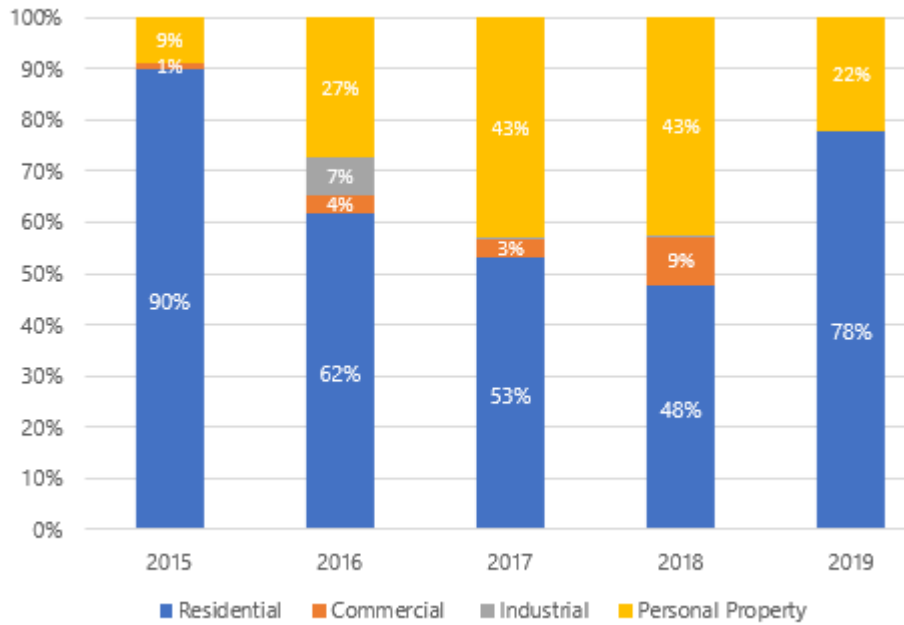
Figure 8: Assessed Value by Property Class, 2019



Source: Division of Local Services, MA Department of Revenue

New growth in Sudbury can predominantly be attributed to the residential property class. 78% of new growth in 2019 is attributed to the residential property class, which is up from 48% in 2018. Personal property has consistently been the second largest driver of new growth, and in 2019, 22% of new growth was attributed to this property class.

**Figure 9: New Growth, Sudbury, 2015-2019**  
**New Growth Value, Sudbury, 2015-2019**

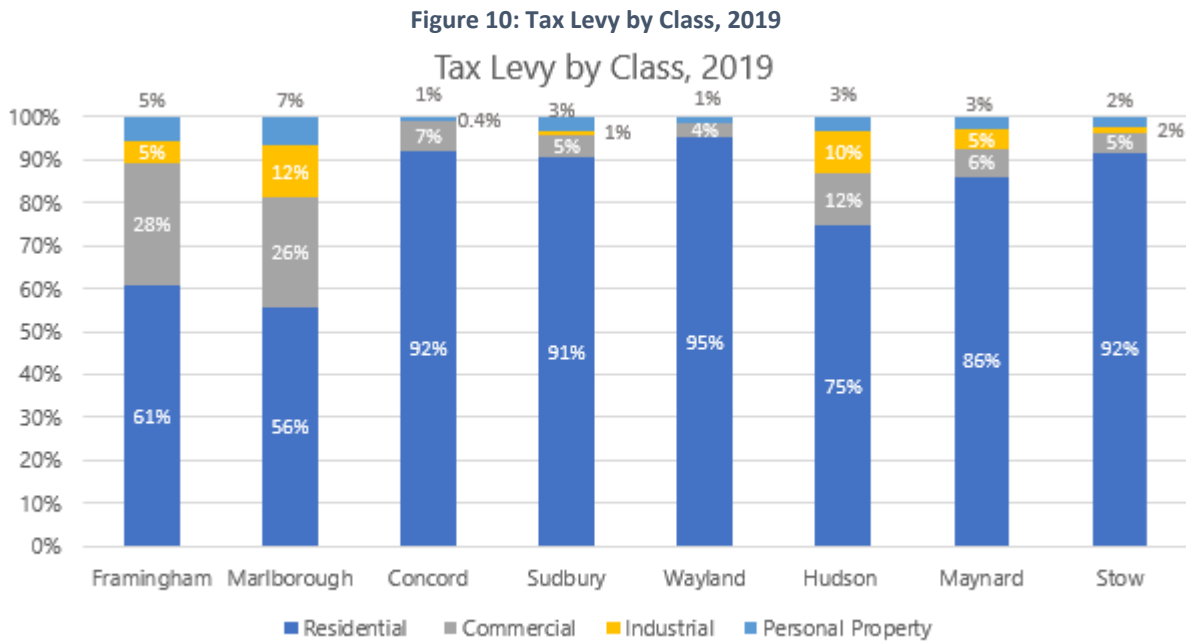


Source: Division of Local Services, MA Department of Revenue



## Tax Levy by Property Class

The chart below compares the makeup of the tax levy by property class for 2019. Contribution to the tax levy by class varies across the Towns, with Sudbury having 91% sourced from the residential property class, 5% from commercial, 1% from industrial, and 3% from personal property. Residential makes up the largest portion of the tax levy for all Towns, with three Towns having an even higher portion of their tax levy attributed to residential than Sudbury.



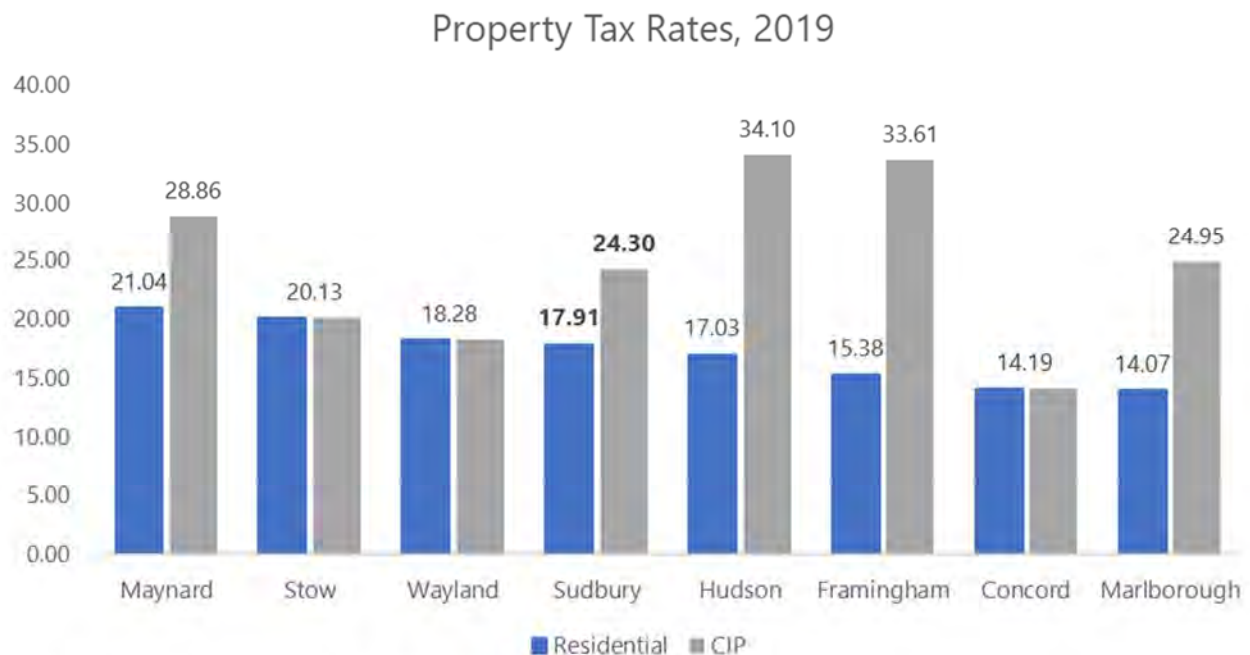
Source: Division of Local Services, MA Department of Revenue

## Property Tax Rates

In terms of 2019 tax rates, Sudbury falls in the middle when compared to the seven neighboring Towns. Sudbury has a split tax rate with a rate of 17.91 for residential property and a rate of 24.3 for commercial, industrial, and personal property (CIP). Maynard, Hudson, Framingham, and Marlborough also have a split rate.

Sudbury's residential property tax rate of 17.91 is lower than three surrounding Towns and higher than four. Residential property tax rates of these Towns range from 14.07 to 21.04. Sudbury's CIP property tax rate is lower than that of four neighboring Towns and higher than that of three neighboring Towns. CIP property tax rates have a broader range than residential property tax rates, ranging from 14.19 to 34.1.

Figure 11: Property Tax Rates, 2019

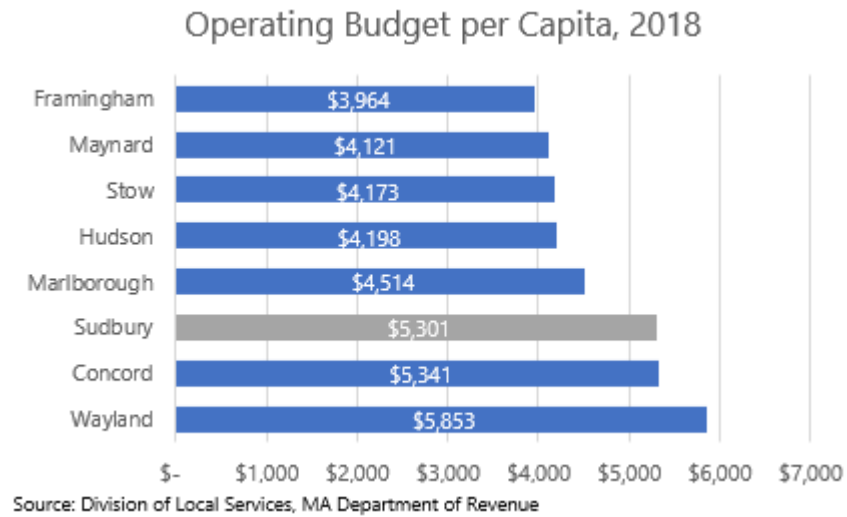


Source: Division of Local Services, MA Department of Revenue

## Per Capita Spending

Sudbury spent \$5,301 per capita in 2018, which is on the higher end when compared to its neighboring Towns. Figure 12 shows each Town's operating budget per capita in 2018. Sudbury's per capita spending is above spending in Framingham, Maynard, Stow, Hudson, and Marlborough, but below that of Concord and Wayland.

Figure 12: Operating Budget per Capita, 2018



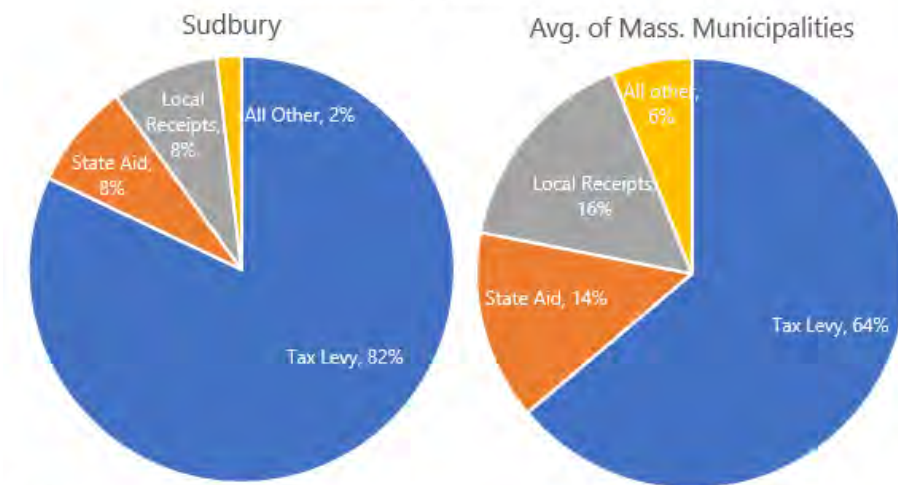
## Budget Composition

The pie charts below outline the sources of revenue of expenditures for the Town of Sudbury for 2018. About 82% of revenues for the 2018 year were sourced from tax levies (real and personal property tax), which is higher than the average for all Massachusetts municipalities (64%).

Local Receipts consist of local fees, fines, permits, and other charges, including penalties and licenses. The largest component of local receipts is the automobile excise tax. These receipts are relatively small compared to property tax revenues.

State Aid consists primarily of Chapter 70 School Aid (76%) and Unrestricted General Government Aid (22%), which includes distributions from state lottery revenues and other sources. State aid is distributed to municipalities based on various complex formulas, primarily based on household incomes and the property wealth (aggregate assessed value) of each of the state's communities. As an affluent community, Sudbury receives a relatively low level of State Aid: 8% of municipal revenues compared to an average of 14% across all municipalities.

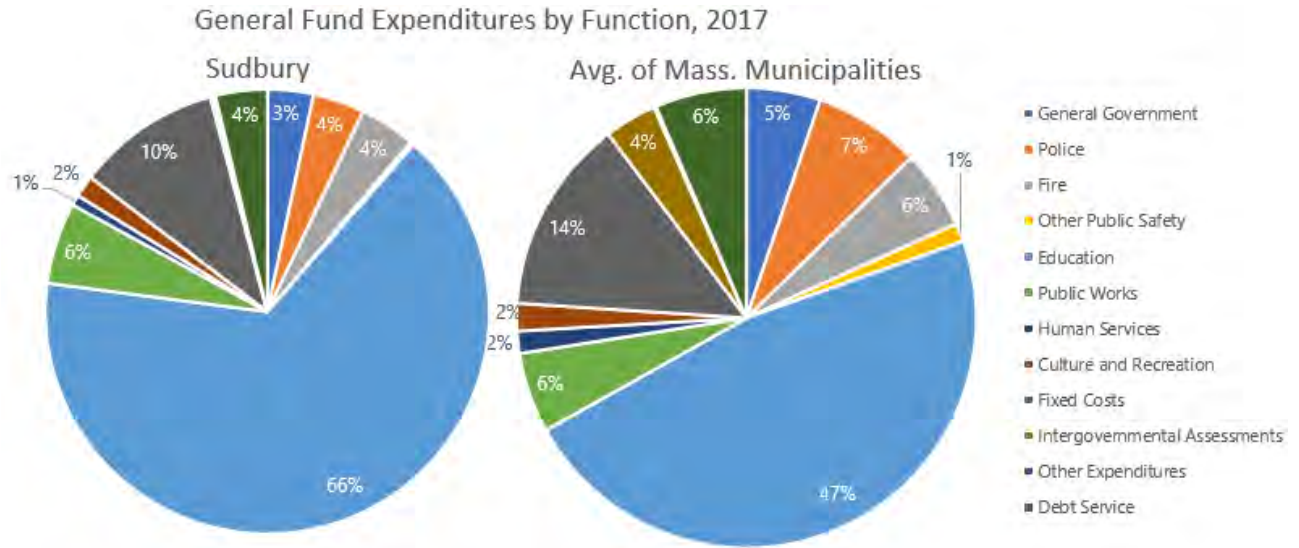
**Figure 13: Avg. Revenue by Source, 2018**  
Revenue by Source, 2018



Source: Division of Local Services, MA Department of Revenue

On the expenditure side, more than half of the budget (66%) was attributed to Education, compared to an average of 47% across all Massachusetts cities and towns. Other significant expenditures in Sudbury include Fixed Costs, consisting primarily of health insurance and pension costs, (10%), and Public Works (6%).

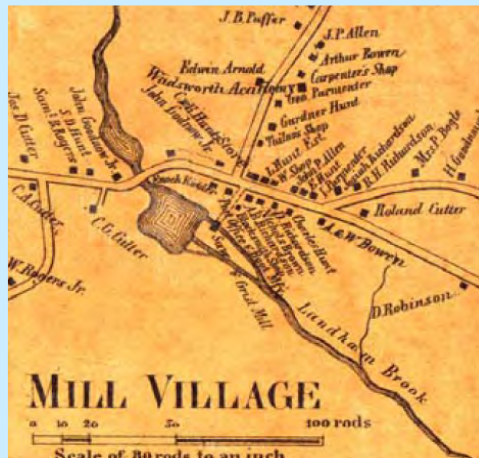
Figure 14: General Fund Expenditures by Function, 2017



Source: Division of Local Services, MA Department of Revenue

## Key Findings

- Sudbury has a predominantly residential tax base, but is also home to over 7,000 jobs.
- Health Care, Professional Services, Government (driven by the public schools), and Retail Trade are the largest sectors in the town by employment.
- While employment growth in Sudbury has lagged behind Greater Boston over the last decade, the town is expected to keep pace with the region over the next 10 years. In addition to employing the most workers overall, Health Care and Professional Services have contributed to the most job growth. These sectors are expected to continue driving future growth.
- Median annual earnings for jobs within Sudbury are \$44,300, considerably lower than the median earnings of Sudbury residents at \$81,609. This points to a mismatch between resident skills and the types of employment opportunities in town, and explains the high level of cross-commuting. Over 90% of resident workers commute out of Sudbury for work, and 88% of workers commute into the town for work.
- Employment in Sudbury is primarily clustered along the Route 20/Boston Post Road corridor, with other minor employment nodes at the town's schools, Town Hall and the Town Center, and North Road.
- Sudbury relies heavily on its residential tax base, accounting for over 93% of total assessed value. Both its residential and commercial tax rates fall in the middle of the range of neighboring communities. Per capita spending is on the higher end of neighboring towns, with the majority of revenues coming from tax levies.



What is Sudbury's Future?

What are our opportunities?

Where should we be in 10 years?

How do we get there?

Think BIG!

Get Involved!

# MAY 22, 2019 PUBLIC FORUM

Please join us. The Town is updating its Master Plan and wants to hear from you.

The Sudbury Master Plan will...

- \* Express our shared vision of the future.
- \* Impact our neighborhoods, parks, historic places, local businesses, public services, and so much more.
- \* Guide public and private investments.



Questions? Contact: Adam L. Duchesneau, AICP  
Director of Planning & Community Development  
978-639-3398, DuchesneauA@Sudbury.ma.us

Wednesday,  
May 22, 2019

7-9 pm

Registration and refreshments start at

6:30 pm

LSRHS Cafeteria  
390 Lincoln Road

[sudbury.ma.us/masterplan/](http://sudbury.ma.us/masterplan/)



**Sudbury Master Plan**  
**Public Forum #1**  
**Design & Logistics**

Updated April 17, 2019

**Date:** May 22, 2019

**Location:** Lincoln Sudbury Regional High School Cafeteria, 390 Lincoln Road

**Time:** 6:30-9 pm: Registration 6:30-7, Forum 7-9

**Forum Objectives:**

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

**Agenda**

6:30 Registration Opens  
Gallery & Light Refreshments

7:00 Welcome & Introductions

7:10 Presentation

- Agenda for evening
- Importance/role of the Master Plan
- Brief overview of demographics/trends/setting the stage
- Instructions for small group discussions

7:30 Small Group Discussion

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

8:30 Report Back - Top challenge identified at your table and one strategy to consider

8:10 Closing Remarks

**Gallery**

- "What is the Master Plan?" poster
- Maps (general posters of recreation/open space resources, natural resources, transportation network, town services/facilities)
- Informational posters: stats on demographics, economics, housing, etc.



- Ice Breakers
  - Photo op (white board): What I love about Sudbury
  - Corkboard: I wish Sudbury had \_\_\_\_ because \_\_\_\_\_.
    - Note cards, pens, pushpins
  - Spin the wheel (note cards, pens): Series of questions based on what you love about Sudbury: My favorite place to ...
    - Favorite place to enjoy the outdoors
    - Favorite place to take a walk
    - Favorite place to have breakfast
    - Favorite place for lunch
    - Favorite place for a snack
    - Favorite place to meet a friend
    - Favorite place to take an out-of-town guest
    - Favorite place to shop for a unique gift
    - Favorite place to buy flowers
    - Favorite place to get dessert
    - Favorite town-sponsored event
    - Favorite historic place
    - Favorite park

#### **Kids Activities - TBD**

- Supervision
- Crafts, crayons, paper, etc.

#### **Light Refreshments - TBD**

- Coffee, water, cookies, etc.

#### **Registration Table**

- Sign in sheet
- Name tags
- FAQs
- Exit survey

#### **Small Group Discussion**

*See Facilitator Guide below.*

- Participant worksheets
- Markers, pens
- Flip charts/easels
- Aerial map

## Staffing

Staffing Location	Staff Needs
Sign in	1-2 (SC)
Gallery/Ice Breakers	2 (SC/HW)
Small Groups	Dependent on turnout
Up to 50	5 facilitators/note takers
50 - 100	8 facilitators/note takers
100-150	12 facilitators/note takers

Emcee:  
Nate Kelly/  
Krista Moravec

Facilitators

1. Krista Moravec (HW)
2. Craig Pereira (HW)
3. Jeff Davis (HW)
4. Nate Kelly (HW)
5. Mike Demanche (HW)
6. Rory Fitzgerald (FHI)
7. Rachel Selsky (Camoin)
8. John Sugrue (ALT)
9. Jan Hardenbergh (ALT)

Note Takers

- 1.

## Facilitator and Note Taker Guide

A total of 60 minutes is allocated for small group work followed by 20 minutes for report out and closing comments.

### Purpose

The purpose of the small groups is to understand public opinion of what residents value in Sudbury, how it sees its future, and what challenges it may face in the next 10-20 years. By asking these questions, we hope to gain perspective not only on specific local issues (e.g. traffic, housing, sewer, etc.) that need to be addressed in the plan, but how residents envision the future of Sudbury and the opportunities and challenges to making change happen.

Facilitator: Because time is limited, Participant Worksheets are provided to allow attendees to give as much input as possible. It is important to stress that even though they may not discuss all their ideas that they write on the worksheets at the table, it is recorded on the Worksheets and will be considered.

### Facilitators

Facilitators are responsible for managing the small group discussions. Your goals are keeping the discussion on target and on time while drawing out ideas from as many people as possible and acknowledging when there is agreement or a divergence of views. Because discussion time is limited, we are providing Participant Worksheets to all attendees to gather as much input as possible. Please stress to everyone that they should write down all of their ideas, even if they don't all make it into the discussion. We will be collecting all ideas provided on the Participant Worksheets.

As Facilitator, your responsibility to help the Note Taker is to:

- Pay close attention to what is being written by the Note Taker and may wish to read something back if the idea was complicated.
- Direct the whole group's attention to the note taking with phrases like "Okay, let's read that one over" or "I just want everyone to see that one again."
- Ask a participant to shorten an answer nicely with prompts like "How would you sum that up for me?" or "What's the 'headline' version of what you're saying?"

### Note Takers

Note Takers are responsible for recording the conversation to the best of their ability.

As Note Taker, your responsibility is to:

- Accurately record the feedback provided by participants.
  - Do not rephrase what is being said. Write it exactly.
  - Ask people to repeat themselves slowly.
  - Ask the facilitator to slow down the pace of the discussion.
  - Signal to the facilitator to pause the conversation to catch up.

### Exercise

Write the Table Number on your map and the first page of your flip chart.

### *Materials*

The interactive exercise will revolve around a town-wide map of Sudbury. At each table will be Participant Worksheets, markers, dots, and pens.

### *Introductions*

Ask everyone to write the Table Number on their Participant Worksheet. Ask everyone to introduce themselves and briefly state why they came to the workshop.

### *Question 1 (up to 10 minutes)*

- Ask the group "**Provide examples of Sudbury's assets, something important to the community. Are they at risk? If so, how or why?**" Using their Participants Worksheet, ask the group to silently list their answers. They can write more than one.
- Once everyone has had a chance to write at least one answer, go around the table and ask each person to give one of their answers and use a marker to circle it on the map (if applicable) and describe what it is and why it's positive in one sentence.
  - If someone repeats an answer, put a checkmark in the circle.
- The **Note Taker** will list the positive happenings on the flip chart.

### *Question 2 (up to 20 minutes)*

- Ask the group "**What is the biggest change (good or not so good) you've seen in Sudbury in the last 10 years? How is this change impacting the community?**" Using their Participants Worksheet, ask the group to silently list their answers. They can write more than one to each question.
- Once everyone has had a chance to write at least one answer, go around the table and ask each person give one of their answers and use a marker to circle it on the map (if applicable).
  - If someone repeats an answer, put a checkmark in the circle.
- The **Note Taker** will list the improvements on the flip chart.

*Question 3 (up to 30 minutes)*

- Ask the group “**What is Sudbury’s biggest challenge in the next 10 to 20 years?**” Using their Participants Worksheet, ask the group to silently list their answers. They can write more than one to each question.
- Once everyone has had a chance to write at least one answer, go around the table and ask each person give one of their answers what change would look like and use a marker to circle where it would happen on the map (if applicable).
  - If someone repeats an answer, put a checkmark in the circle.
- The **Note Taker** will list answers on the flip chart.
- From the list on the flip chart, ask the group to vote with a dot the top 2 ideas that should be a priority in 10 years. For the idea that gets the most “votes,” ask the following questions, with the **Note Taker** recording the answers on the flip chart.
  - **What are strategies to meet this challenge in the future?**
- If time allows, you can do the same exercise with a second idea.