



Sudbury Master Plan Update Public Forum #1 Summary

Introduction

The first Master Plan Update Public Forum was held on May 22, 2019 at the Lincoln-Sudbury Regional High School Cafeteria. The intent of the workshop was to understand what the community values and how people would like to see the town in the next 10 to 20 years. This summary documents what participants discussed and the ideas and issues they felt were important for the Town to consider as it updates the Master Plan.

The evening was organized around small group discussions. After a brief introductory presentation about the Master Plan update, its purpose, and process, groups focused on three questions:

1. Provide examples of Sudbury's assets, something important to the community. Are they at risk? If so, how or why?
2. 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?
3. What is Sudbury's biggest challenge in the next 10 to 20 years? What are strategies to meet this challenge in the future?

Approximately 50 people attended and were divided into six small groups. Participants were given broad direction for their responses and encouraged to include organizations, projects, areas of town, or local policies. Group discussions were recorded on flip charts. Large maps of the Town were provided at each table for participants to circle locations related to their ideas or simply to use as a reference tool for the people at the table.

For Question 3, prioritization techniques (dot voting) helped to highlight the most important challenges for each group. Participants were given three dots to vote on the top challenges generated during their discussion that they felt should be a priority. For the challenge that received the most votes, the biggest challenge for Sudbury in the next 10 to 20 years, the groups brainstormed strategies to meet this challenge and who should be involved in implementation. Attachment A contains photographs of all flipcharts.

Because it was anticipated that an individual would not be able to talk about all their ideas that night, attendees were encouraged to write as many comments and suggestions on Participant Worksheets that were provided. Worksheets were collected at the end of the evening and all ideas were taken into account when developing this summary. Attachment B lists all responses received on the Participant Worksheets.

In addition to the group discussions, the workshop included a gallery with informational posters and maps as well as "ice breaker" activities intended to get attendees to thinking about ideas for Sudbury's future and what they love about the town. A summary of the ice breaker responses is included as Attachment C.

Forum Outcomes

Themes

A wide range of topics and ideas were covered by participants during the forum. For the purposes of this summary, they are organized under the following themes (presented in no particular order):

Development: Responses that focused on balancing development with preservation, development pressure, and specific areas including Route 20 and Meadow Walk.

Natural Resources and Open Space: Discussions about natural resources and open space such as trees and open space conservation and protection.

Town Services: Responses that focused on services provided by the Town, such as the library, schools, and recreational programming, as well as municipal staff.

People: Responses that focused on demographic shifts, including the growing senior residents as well as the increase in overall population and diversity.

Mobility: Discussions that focused on traffic, walking, and biking as well as access to public transportation and the ability to get to important destinations without a car.

Town Character: Responses that focused on the town's historic and rural character.

Town Finances: Responses that focused on municipal revenue and expenditures, including the Town's budget, local taxes, and spending on capital improvements.

Housing and Housing Development: Discussion that focused on housing policy, needs in the community, and available options.

Sense of Community and Civic Engagement: Responses that focused on social aspects of life in Sudbury and civic engagement, including resident participation, town meetings, voting, communication, and attendance.

It should be noted that these themes are not mutually exclusive, and ideas often crossed topics and encompassed many issues.

The summary below incorporates all comments from the Participant Worksheets and notes recorded on the flip charts from the group discussion sessions.

What We Heard

Question1: What are Sudbury's assets, something important to the community. Are they at risk? If so, how or why?

Most answers focused on the themes Natural Resources, Town Services, Town Character, Sense of Community, and People.

Town Services: Participants identified many town services as assets, such as the Goodnow Library, Senior Center, and schools. Recreational opportunities were available for everyone with the pool,

playing fields, and parks. Dedication of town staff was also mentioned by participants, and the accessibility of Selectmen was noted.

Participants noted lack of maintenance and budget cuts pose risks to town facilities, including open spaces that are used for recreation. Schools may also be risk due to declining enrollment, increasing cost, lack of maintenance, and budget cuts.

Natural Resources: Participants discussed the trees, open space, wetlands, and conservation lands as assets to the community. They provide opportunities for walking, biking, and wildlife habitat. Examples included King Phillip Conservation Land, Great Meadow (U.S. Fish and Wildlife Service), and land owned by the Massachusetts Audubon Society.

Development, tree cutting, and budget cuts pose risks to natural resources and open spaces. The growing population with development pressure and climate change were also noted.

Town Character: Historical features, scenic roads, natural beauty, and the rural town feel were mentioned as an asset to Sudbury. Participants specifically mentioned the Wayside Inn and the historical houses in town.

Participants noted the character and historical value of buildings might be at risk from non-adherence to historic standards/techniques and poor maintenance. Many are not accessible for those with disabilities.

People: Participants view the people who live in Sudbury as assets, including the growing senior population.

No risks were noted.

Some responses on Question 1 on Participant Worksheets

Assets....

- *The beauty of our town: safe, interesting residents, education is important*
- *Bucolic open space/rural atmosphere, strong schools, historic locations that has character that are well preserved.*
- *Schools, conservation land and sidewalks, good access to shopping and services, safety*
- *Good school system, great town social worker, the hiking trails*
- *Excellent schools, open space, somewhat rural character, historic (background) building, plans and narratives, age diversity*
- *Many people are very involved in town business and activities. Good intentions to make things better. Intergenerational programs*

Risks to those assets...

- *Global warming adverse effects - flooding (storms), droughts, fire hazards.*
- *All at risk, due to development pressure and tight budgets*
- *Lack of maintenance of historic buildings*
- *Rising costs to educate*

Question 2: 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?

Most answers focused on Mobility, Development, Housing and Housing Development, People, and Town Budget and Finances.

Mobility: Participants noted an increase in traffic congestion especially during rush hour. As a result, walking along roads has become unsafe. The Bruce Freeman Rail Trail is moving forward.

Housing and Housing Development: Participants noted housing development in the last 10 years has been more diverse, such as condominiums, apartments, and age-restricted or senior housing. Many noted this is good, but there needs to be more focus on more affordable options for young families. Single family homes being built are very large and expensive.

Development: Participants identified the increased overall development as being the biggest change in the last 10 years, good and bad. Route 20 and Meadow Walk were cited specifically, and the resulting traffic has impacted the community. Others noted an increase in places to eat and shop locally at Meadow Walk. The decrease in commercial and industrial businesses, specifically the leaving of Raytheon, has resulted in a tax base more reliant on residential property.

People: Participants have noticed an increase in the Town's overall population in the last 10 years. Some noted there has been an increase in its diversity, particularly with the growing Chinese community; however, others commented that the town is not diverse. Participants also noted that there are more seniors, or "mature" adults.

Town Finances: Participants noted changes in the Town's budget and finances over the past 10 years. The loss of Raytheon and the increase of residential development has impacted town revenue. The tax rate has changed and property taxes have increased in an attempt to make up for the loss of revenue. This increase in taxes impacts whether voters will support the increased need for future town investments, such as a new fire truck, senior center upgrades, office space for school administration, roadway improvements, etc. It also increases cost of living. With property taxes rising, affordability for some members of the community is at risk.

Some responses on Question 2 on Participant Worksheets

- *Not so good: development and development pressures, budgets, unfunded state mandates and traffic. Good: Town working to "get ahead" of curve through better planning and budgeting - but still a long way to go; more professional, objective town staff.*
- *...Biggest change - increase in rental units - not bad but will be a new thing for Sudbury to manage...*
- *Rte. 20 business expansion (positive), Meadow Walk development, people (staying to shop locally) more choices, more business tax base dollars; requires more infrastructure services to grow; sidewalk addition in neighborhood since we moved here and huge increase in property tax - affordability at risk.*
- *In my 5 years here, I've seen traffic increase (negative); The bike path project is inching forward (positive); Schools are keeping more children with special learning needs within town and keeping cost of those services lower.*

Question 3: What is Sudbury’s biggest challenge in the next 10 to 20 years? Why?

Most answers focused on Mobility, development, housing, school, and town budget and finance.

Mobility: Participants noted traffic will be one of Sudbury’s biggest challenges in the immediate futures. The Town will have to find ways to manage traffic and mitigate its impacts on the community’s quality of life. The Town will need to become more walkable and bikeable, equally addressing improvements to pedestrian and cycling amenities that connect destinations with residential areas that are safe. Increasing access to public transportation will also be a challenge.

Mobility issues for more vulnerable members of the community were also discussed. These groups include seniors or low-income households where access to cars may be limited or non-existent. These groups have significant needs for increased access to transportation options and availability of those options at important times of the day.

Town Services: A big challenge for the Town will be the ability to meet overall demand for services of a growing population by balancing the needs of diverse groups, such as seniors, young families, and those with different income levels. The Town must also maintain and upgrade recreation facilities, buildings, roads, and other municipal facilities and infrastructure.

Participants also highlighted that all residents need to continue their commitment to the school system and ensure it is properly funded when student enrollment is no longer declining.

Housing and Housing Development: Challenges focused on maintaining and creating diverse housing options for low- and middle-income levels, and to address housing needs for all income levels and all age groups. Solutions might include smaller housing types on smaller lots. The Town also needs to maintain its 10% affordable housing percentage.¹

Town Finances: Participants identified challenges that focused on effective use of tax revenues, increasing the commercial tax base, and protecting capital investments made by the Town. Doing so will help manage property taxes and costs to residents.

Development: Participants identified pressure from developers and maintaining control of development in town as a challenge in the future. The Town will have to address septic and sewer system in the business area to protect natural resources and create opportunities to increase the commercial tax base. Stormwater will also be a challenge with new development, particularly along Route 20. Some participants noted that overall development is a challenge and should be limited.

¹ Mass General Law Chapter 40B sets a standard where 10% of a community’s housing stock should be deed restricted as “affordable” to households at a certain income level. Communities that have not met or maintained the 10% number are more susceptible to Comprehensive Permit applications. These applications, where accepted by the state, can circumvent local zoning regulations and develop housing at a much denser levels so long as a fixed portion is affordable, subsidized, deed restricted housing. Communities that have reached the 10% threshold and maintain that percentage are in a much stronger position to deny Comprehensive Permit applications.

Some responses on Question 3 on Participant Worksheets

- *Maintain affordable housing minimum - keep control over development. Improve pedestrian/cycling/public transit healthier/greener/ alternatives to cars - mitigate traffic without expanding roads - allow kids to be more self-sufficient; expand commercial tax base in acceptable way.*
- *...Maintaining a range of housing from low income thru middle to upper, non-age restricted condos, workforce housing...*
- *Accommodating the needs and wants of all citizens, across all ages and economic situations. We are no longer the #1 town in the state for families with children under 18. Housing/land costs have gone up so much that only the wealthy can afford to buy here and increased taxes are driving out the rest of us. We are 2 wage earners, commuting and adding to traffic, needing affordable day care.*
- *Traffic and transportation; Route 20 development absent stormwater; Balance between resources for seniors and younger families; Water management /storm resilience*

Top Challenges

Each group used dot voting to prioritize what they felt was the priority of challenges listed from their group during Question 3. For the challenge that received the most votes, the group brainstormed potential strategies the town should consider to meet that challenge. Below are notes from the groups' flip charts.

Managing Town Services and Taxes

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ On-going communication and attendance at meetings ▪ Hold town meetings on weekends ▪ Town meeting forum to discuss upcoming topics ▪ Debate on one day, voting on another ▪ Better articulation ▪ Bottom up designing and budgeting ▪ Cost control ▪ Strengthen project management and accountability ▪ Accepting that things cost more ▪ Prioritizing improvement and maintenance 	<ul style="list-style-type: none"> ▪ Boards and Committees ▪ Board of Selectmen ▪ Town staff

Affordable Housing

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Change town bylaw to modify stay law of 50% requirement ▪ Increase requirement on inclusionary zoning ▪ Look at Airbnb and VRBO 	<ul style="list-style-type: none"> ▪ Housing Trust ▪ Planning Board ▪ Housing Authority

Lack of Transportation

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Transportation <ul style="list-style-type: none"> ○ Single mom going to school ○ Local continuing ed ○ Connect and other community/ opportunities ▪ Traffic <ul style="list-style-type: none"> ○ Commuter rail ○ Lack of good urban planning on Route 20 ○ Open space preservation – continuing to make it a priority, hold onto open space assets, vote for future ○ Balancing development with rural character, plan proactively for development in the right place ○ Protecting capital investments/ infrastructure, fiscal challenge ○ No town-wide preservation plan ○ Water management/resilience ○ Sewer/water ○ Satisfying competing needs ○ Attractive package for staff ○ Staff capacity 	<ul style="list-style-type: none"> ▪ Capital investments/ infrastructure: DPW, Facilities for maintenance and roads

Transportation and Traffic

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Rail Trail ▪ Defining the needs of people ▪ Buses in and out of Boston ▪ Shuttle to public stations (Lincoln and Framingham) ▪ Continuing local education ▪ Connect to other communities/opportunities ▪ Ride share ▪ Plan proactively for development 	<ul style="list-style-type: none"> ▪ Town ▪ Eversource ▪ MBTA ▪ ISO NE

Development

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none"> ▪ Balance development with town character ▪ Plan proactively for development in right places/ manage development ▪ Use smart development to address town issues ▪ Business incubators to keep jobs in town ▪ More commercial development for revenue 	<ul style="list-style-type: none"> ▪ Planning Board

Preservation of Character (Historic, Conservation/Natural Areas)

Suggested Strategies	Who should be involved?
<ul style="list-style-type: none">▪ Emphasis on maintenance▪ Management/ Protection/ enforcing of zoning▪ Support historic preservation efforts▪ Support for large lots subject to change in use▪ create town-wide preservation plan▪ Balance development with rural character▪ Fund for historic preservation	<ul style="list-style-type: none">▪ None listed

ATTACHMENT A

Small Group Flip Charts

Please note that table numbers were assigned randomly. They are not consecutive.

Table 2

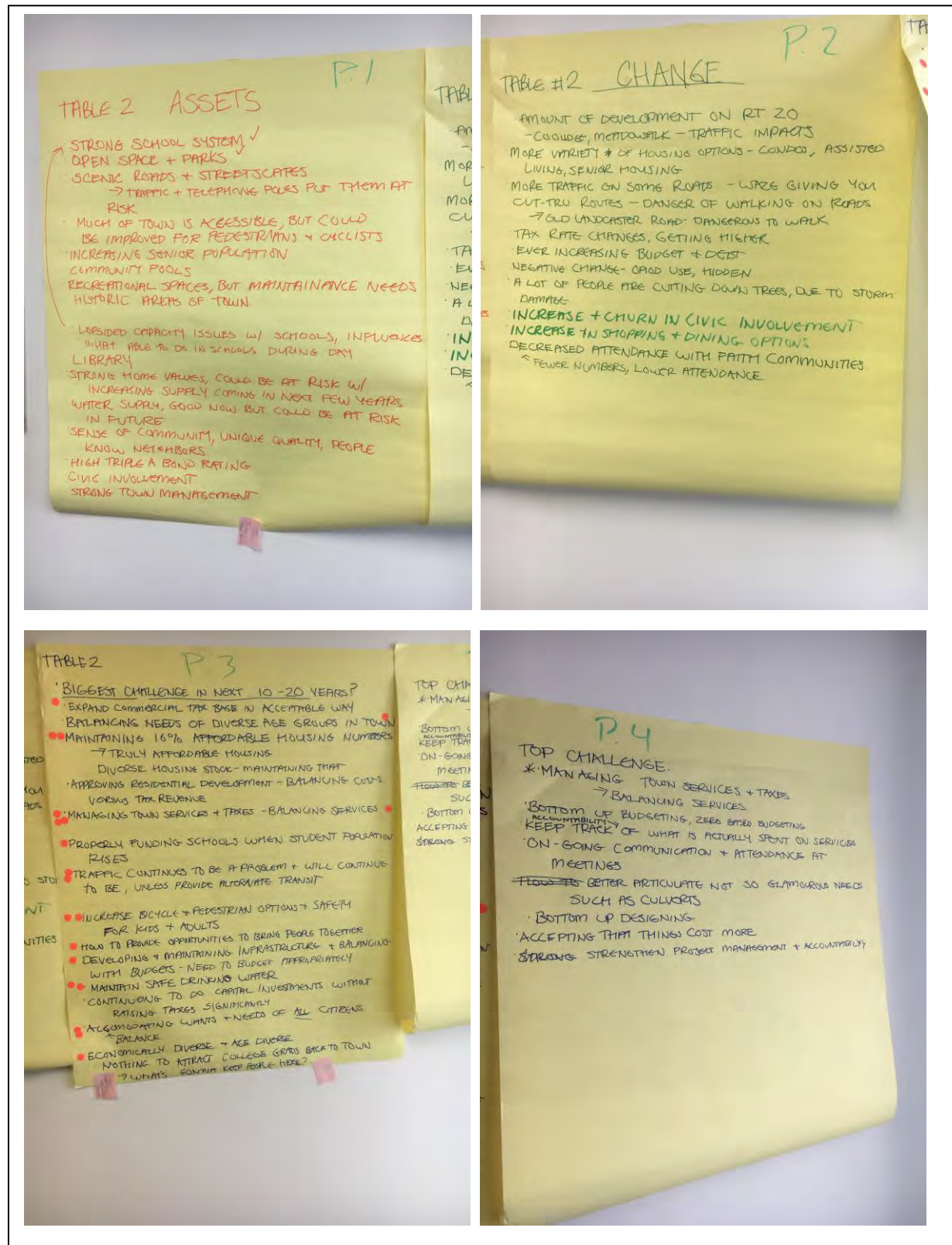


Table 3

NOTE TABLE 3 P.1

- ✓ Excellent
- ✓ Good School ✓ reputation
- ✓ Mill Village
- ✓ Conservation Lands
- ✓ Historic buildings, places, narratives
- ✓ Sense of place
- ✓ Sense of community
 - sense of pride for residents
- ✓ bucolic farms, rural
- Close to Boston
- Beauty of the town
- Very interesting people
- Safe
- Excellent social worker
- STAFF in general
- Age Diversity/Tenure

P.2

LACK OF TRANSPORTATION

- ① - DEFINE THE NEED
 - CITIZEN INVOLVEMENT
 - COMMUTER
 - BUSINESS OWNERS
 - WHAT DO WE CONNECT TO?
 - REGIONAL
 - R, R, F
 - REDUCE SHORT TRIPS
 - IDENTIFY OPTIONS
- HOW MANY PEOPLE HAVE DIFFERENT NEEDS
- LOCAL NEEDS ARE GOING TO GROW
- COMMUTING IS BIGGEST PROB
- HISTORY: SUB-BUS
 - : RT 20 Commuter Bus

P.3

●●● LACK OF TRANSPORTATION

- PROTECT INFRASTRUCTURE INVEST
- BALANCING GROWTH/PRESERV.
- PROTECTING H₂O
- BALANCING INTERESTS
- KEEPING JOBS LOCAL

③ P.4

- ✓ ① Transportation
 - single mom going to school
 - local continuing ed
 - connect to other communities/opportunities
- ② TRAFFIC
 - Commuter Rail
 - Lack of Good Urban Planning on 20
 - Open Space Preservation
 - continuing to make a priority
 - Hold onto open space assets
 - Vote for future
 - Balancing development w/ rural character
 - Protecting Capital Investments/Infrastructure
 - DPW
 - Maintenance
 - Facilities
 - Roads
 - Plan proactively for development in the right place.
 - No Town-wide Preservation Plan
 - Water Management/Resilience
 - Sewer/Water
 - Keeping jobs in town
 - SATISFYING COMPETING NEEDS
 - Fiscal Challenge
 - Attractive package for STAFF
 - Staff capacity

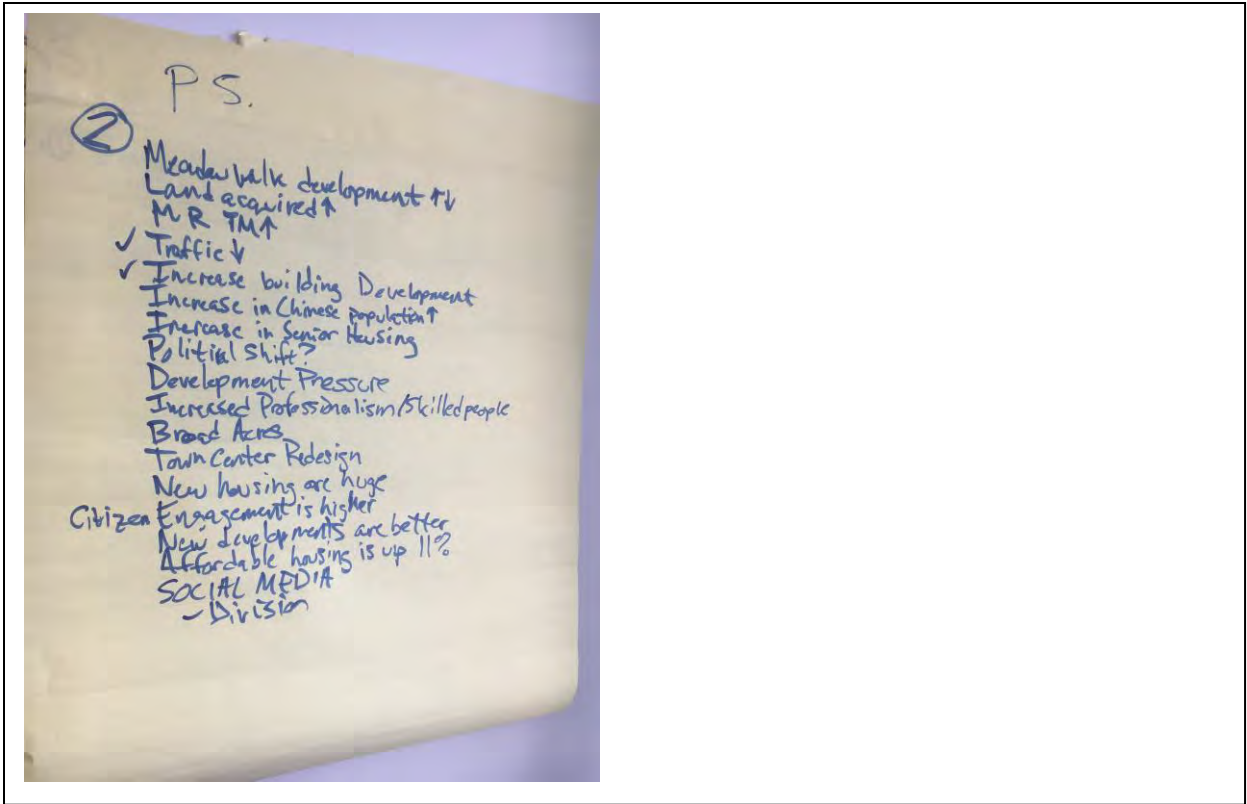
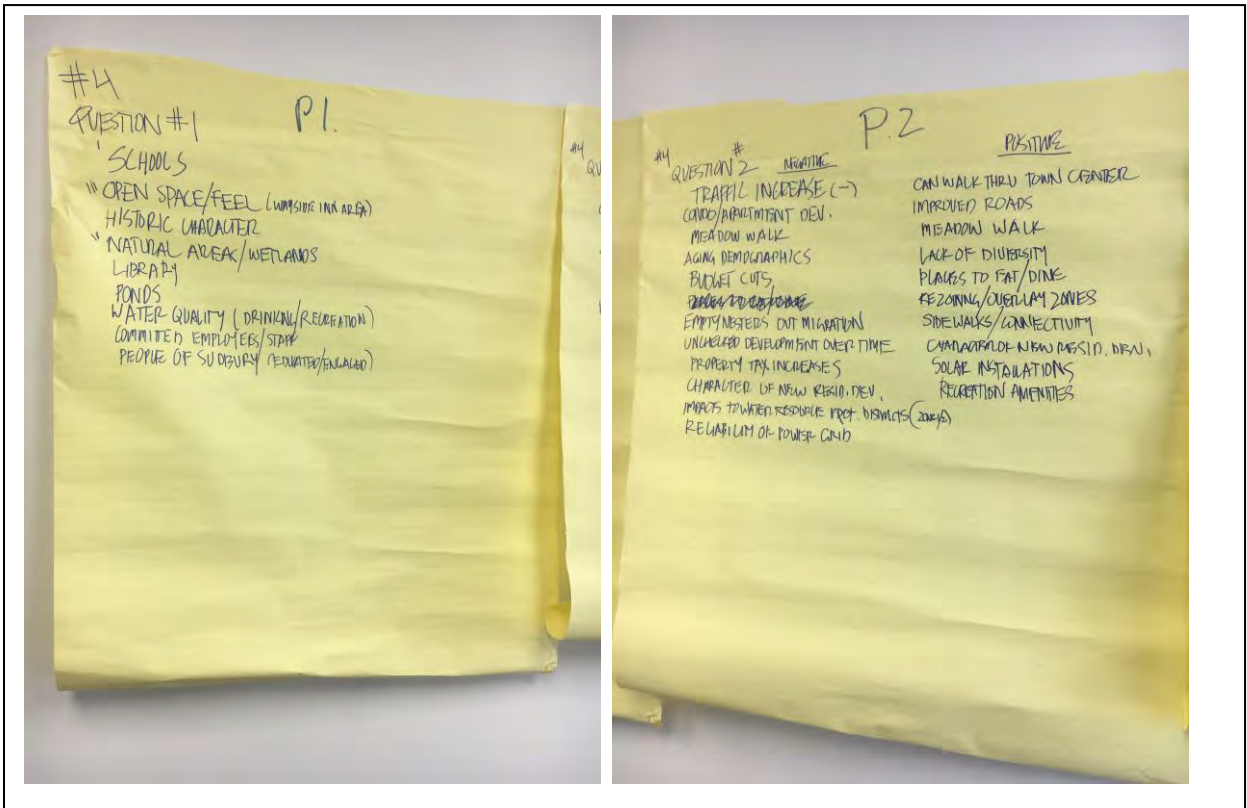


Table 4



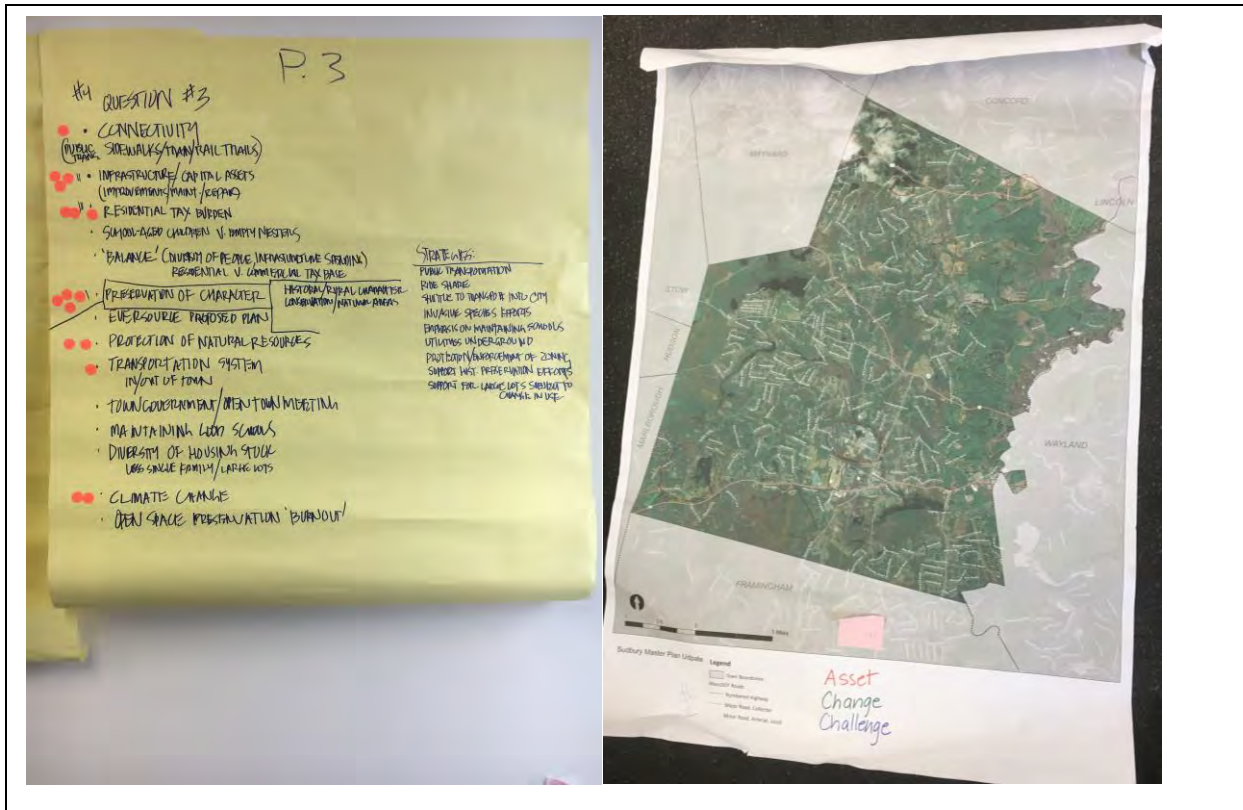
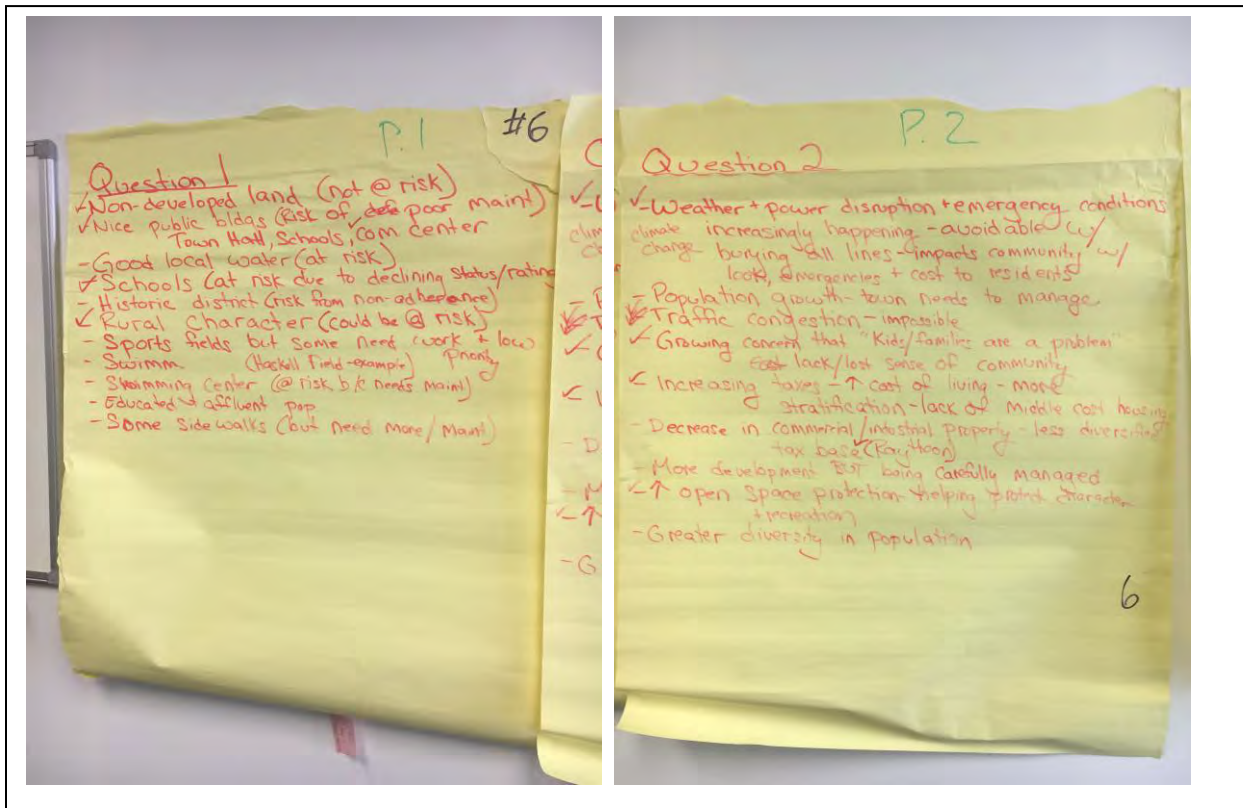


Table 6



P. 3

Question 3

- 1 Retain rural character, historic bldgs, less traffic, maintain beauty ●●
- 2 Manage the growth including residential + commercial areas ●●
- 3 Need more money to make improvements ●●●
- 4 Become more proactive to address issues ●●●●
- 5 Zoning changes to allow ↑ affordable housing ●●●●
- 6 Manage School funding to get to a K-12 district @ Noyes School ●●
- 7 Exhaust + noise pollution @ Noyes School ●●
- more bus stop away from schools, water in Noyes district
- 8 Volunteers for committee b/c of social media ●●●
- 9 No community gardens, place/town center ●●
- 10 No vocational school network ●●
- 11 Are water resources sufficient ●●
- 12 Keeping schools @ highest level ●●
- 13 Sewage system Rt 2C ●●

P. 4

Affordable Housing Reform zoning law w/ regard to both sides

- Change town bylaw to change to 50% requirement ^{state law}
- advocate at the local level
- Increase requirements on inclusionary zoning
increase % from 25%? ^{state law} Needs to be done right!
- look @ ^{Amherst + URB} just out of curiosity
→ how to regulate

Partners

- Housing Trust
- Planning Board
- Housing Authority
- School District

- start process to look @ going K-12

More commercial dev. for revenue

Marijuana growing facility for revenue

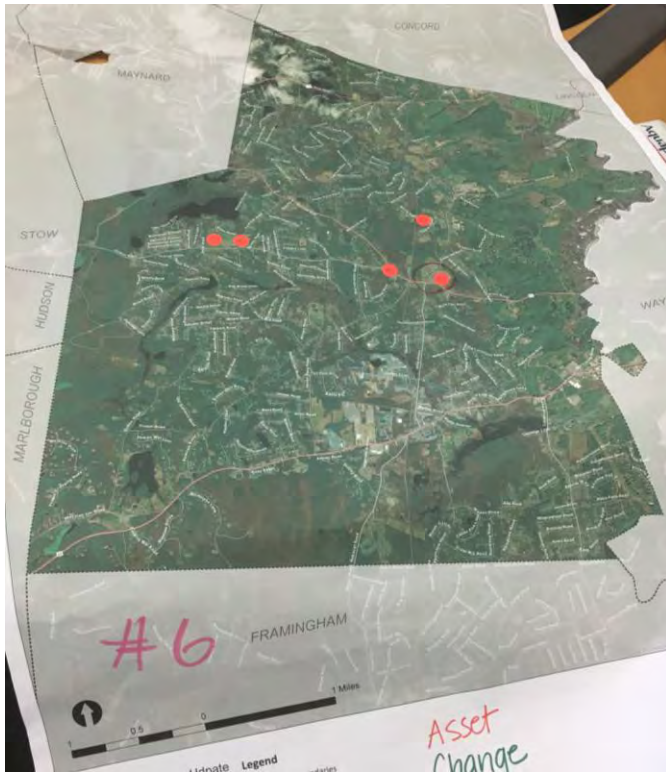


Table 7

P.1 Table #7

Assets of Sudbury
Items at Risk

natural environment
schools
open space
retail and services meet our needs
history (Wayside Inn, King Phillips, Historic Houses)
zip code
proximity to Boston
nice people
Seniors
more diversity in people
achieved 40B housing goal
very highly educated residents
community spirit - people look out for each other

P.2 Table #7

Biggest changes in past 10 years

huge increase in population
increase in development
close to approaching "build out"
transportation/congestion/traffic is bad
only have one North/South road
towns West of us have increased in population
lack of public transportation
everything around Sudbury has changed
traffic increase is a state issue
School rankings have declined a bit
added affordable age restricted housing

P.3 Table #7

Challenges for the future

- building up public transportation to have fewer cars on road
- • • Septic → Sewerage!
number of aging septic systems
- rapid growth of seniors capital plan/budget financial challenges
- services for seniors a senior center
not a lot of downsizing house opportunities
rural feel to Sudbury, isolating for seniors
need to improve transportation for seniors
- • • rail trails
keeping schedules of town projects is a problem, especially the rail trail
need rail trail connectivity - most all residents will be within a mile of the rail trail
using rail trails as "green transportation"
- • • connectivity to rail trail using spurs
considering building employment opportunities
not business friendly, not conducive to business development
not the opportunity for those who work in town to live in town
route 30 could be made more attractive
not enough sidewalks
bikers on road are dangerous
- • • execution of plans - getting to yes - designate project manager to make sure project gets done

P.4 #7

"Green Transportation"
Getting Around Without a Car

rail trail
buses in and out of Boston
shuttles to public train stations (Lynn or Framingham)
management and accountability
Stakeholders: Town, Eversource, MBTA, ISO NE, Protec-Serbo
sidewalks

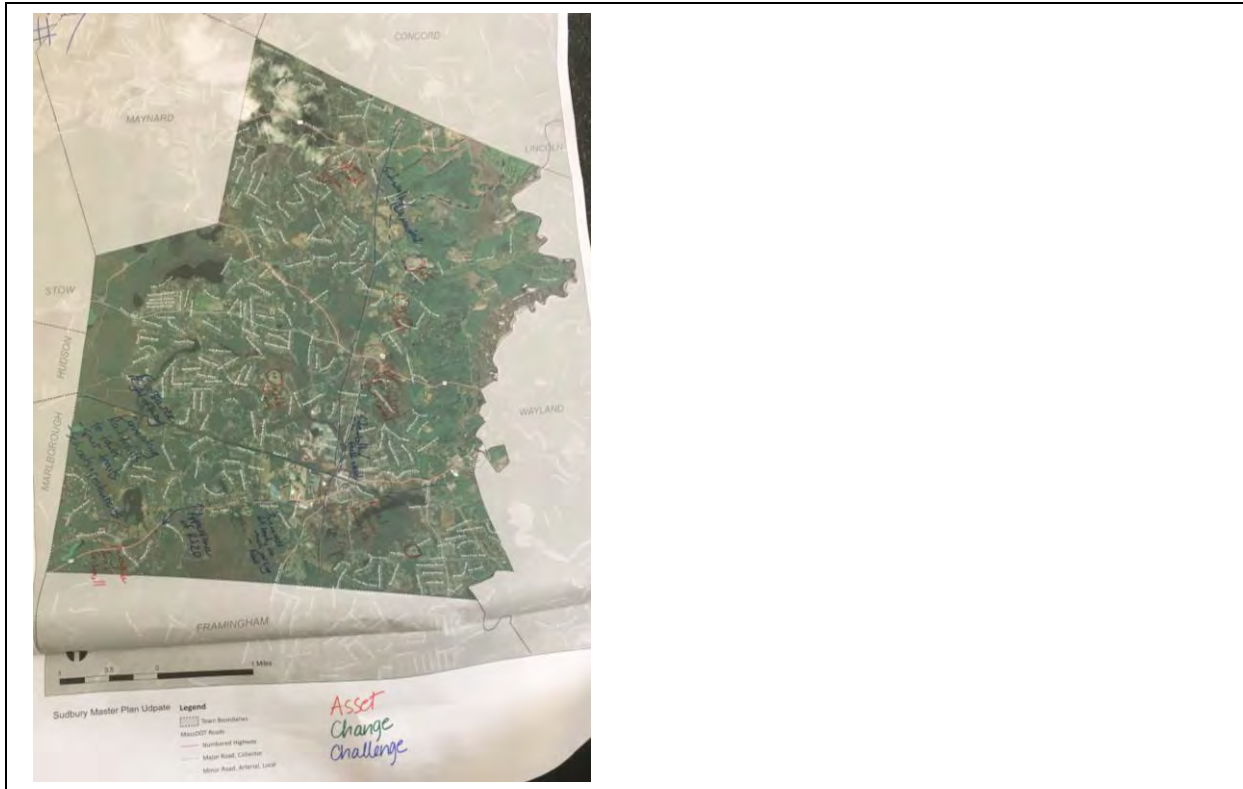
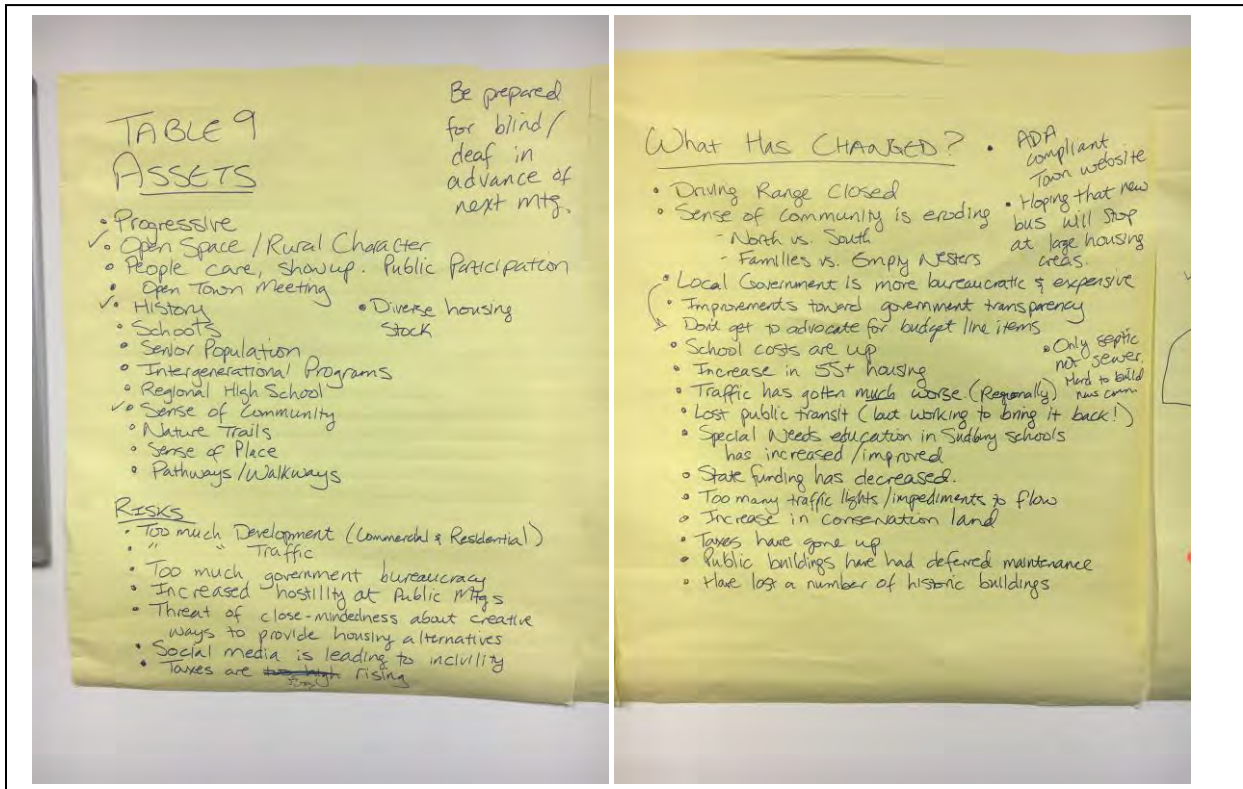


Table 9



BIGGEST CHALLENGE 10-20 YRS

- Balancing Growth - Housing Development
- More Funding for Transportation / Transit
- ✓ Traffic Management Strategies Implementation
- Reducing Cost of Government
- Preventing new development (Comm & residential)
- Reduce Taxes
- Increase Middle - lower income housing
Have a more well-rounded population
- Make commercial areas more pedestrian friendly
- Resolving the Senior / Community Center Issue
multi uses in one space - lacking in accessibility
- Protect agriculture in town
- Ways to use "Smart Development" to address many of the issues above

- Isolated senior population w/ limited means
- Capital Improvement / Maintenance Plan
(under way)
(There are a lot of existing plans that haven't been implemented)
- Funding (for everything)
- 40B - Reaching 10% or beyond?
- Maintaining Open Space

Prioritizing CAPITAL IMPROVEMENTS / MAINTENANCE

- Numerous competing projects

- Town Hall
- Open Space
- School Roofs
- Traffic Mngt

WHO?

BoS Boards & Committees
General Population of the Town - many people can't
• Cost Control get to Town Mtg
Town Mtg isn't accessible to everyone

- Maybe have all debate on one day, voting on another?
- But amendments would be difficult
- Representative Town Mtg?
- Hold on a weekend?
- Town Mtg Forum - discuss what topics are coming up

ATTACHMENT B
Participant Worksheets

ATTACHMENT C

Ice Breakers

At the beginning of the forum, attendees had an opportunity to answer some ice-breaker questions before the program began. The results are recorded below.

I wish Sudbury had ... because...

- Green transportation
- 2 rail trails (4 dot)
- Walkways and bike paths (1 dot)
- Commuting options, maybe park N ride to Cambridge & Boston
- Public transportation to colleges
- More people willing to get involved for diversity of opinions
- Accessible traffic lights for crossing streets
- More ADA public transportation

My Favorite Place in Sudbury to...

Enjoy the outdoor:

- Hop Brook
- Open space land-trail, ponds, wayside Inn
- Tippling Rock-Nobscot

Have dinner:

- Soul of India
- Chili Basil

Take the kids:

- National Wildlife Preserve to bike

Show an out-of-towner:

- Wayside Inn area (1 dot)
- Grist Mill

Grab a snack:

- Sudbury Coffee Works (1 dot)



Sudbury Master Plan Update Public Forum #1 Follow-Up Survey Summary

Following the first public forum on May 22, 2019, the Town administered an online survey to provide an opportunity for those who could not attend the forum to provide input on the questions asked during small group discussions. It was available from May 22 to June 24, 2019, and more than 200 people responded.

As with the first public forum, to understand issues that are important to residents and get a snapshot of how they see Sudbury 10 to 20 years from now, the survey posted the following questions:

1. What is Sudbury's biggest challenge in the next 10 to 20 years? What are strategies to meet this challenge in the future?
2. Provide examples of Sudbury's assets, something important to the community. Are they at risk? If so, how or why?
3. 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?

Themes

Respondents highlighted a wide range of topics and ideas. For the purposes of this summary, they are organized under the following themes (presented in no particular order):

Mobility: Responses that focused on traffic, congestion, public transportation, bicycle and pedestrian paths, and overall driving and commuting in Sudbury.

Natural Resources and Open Space: Responses that focused on conservation land, open spaces, natural resources, wildlife, and recreation fields.

Town Services: Responses that focused on services in town such as schools, residential needs, police, fire, EMS, Senior Center, Fairbank Community Center, and the library.

Community: Responses that focused on the social aspect of life in Sudbury, including community events, diversity of people, divisions, and safety.

Housing: Responses that focused on housing affordability, housing development, and options.

Land Uses and Development: Responses that focused on overall development in Town, where it might be appropriate, what it looks like, and how it impacts the town as a whole.

Economic Development: Responses that focused on town finances such as taxes, budget, funding services, and spending as well as local businesses and overall commercial activity.

Responses Summary

Question 1: 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?

(209 answered, 5 skipped)

Mobility: Respondents mentioned traffic congestions has gotten worse over the years, especially on Routes 20 and 117. Traffic makes it difficult to maneuver around town, takes away from the local character, makes commute times longer, and has negative impacts on the environment. Road safety has changed as well with more aggressive drivers, people speeding, and disregard for crosswalks. These safety concerns make it difficult to walk in the community, especially for children. Lack of sidewalks and public transportation were also noted.

Town Services: While responses touched on several aspects of services and operations of the Town, such as infrastructure maintenance and town staff leadership, a majority of respondents talking about town services noted that they saw the biggest change in schools in the last 10 years. While they are still highly regarded, many felt that school rankings, real or perceived, have declined in recent years, and this is a result of the Town's lack of investment.

Natural Resources and Open Space: Respondents felt that in the past 10 years there was a loss of open space to development, which, in turn, is impacting the Town's scenic beauty and changing its character from rural to more suburban.

Housing: Respondents highlighted different changes in housing. There has been an increase in home prices and larger housing developments, citing Quarry North as an example. Equally, it was also noted that more housing allows new families to enjoy life in Sudbury, and the townhomes allow people to downsize. Conversely, large scale housing developments bring more people to town, which overcrowds schools and increases traffic.

Economic Development: Over the years residential property taxes have increased to a point that Sudbury is becoming unaffordable, impacting lower income families and seniors and deterring long-term residency. There is a lack of commercial development to bring in additional revenue. Respondents also suggest that there is a lack of responsible spending by the Town.

Community: Respondents have noticed a change in civic engagement; some have seen an increase while others have seen a decrease. Additionally, a small portion of respondents felt that the town has become more divided over the years on topics such as town investments and spending as well as the public dialogue around local development projects such as Quarry North, particularly through social media.

Land Uses and Development: Respondents have noticed an increase in development over the years, both residential and commercial development on Route 20. People have also noticed an increase in stores closing in town. While most people noted dissatisfaction with the increase of development in town because it changes the face of the town and increases traffic, some are satisfied with commercial development in that it increases local tax revenue. Respondents were mostly satisfied with the Meadow Walk development due to the increase in restaurant and shopping options.

Question 2: Provide examples of Sudbury’s assets, something important to the community. Are they at risk? If so, how or why?

(206 answered, 8 skipped)

Town Character: Sudbury’s character is its asset. Examples cited were its rural quality, small commercial areas, and low-density. Respondents also highlighted the Town’s historical features and properties, the Town Center, the people, and safety of the community as assets.

Risks: Respondents suggested high-density development and overbuilding, which increase traffic, impacts scenic landscapes, and brings more people into town, put the Town’s rural character at risk.

Respondents mentioned the lack of funding and maintenance put historical features and properties at risk.

Natural Resources: The Town’s natural resources are assets, including open space and conservation lands, recreation areas, and trails.

Risks: Development, particularly large projects, puts open space and conservation lands at risk. The Eversource power line plan was also noted to be a threat to trails in town.

Town Services: Library and its programing, public school system, and Police and Fire departments are all assets to the community. Equally mentioned as assets were the Fairbank Community Center, including the Senior Center and recreation activities at the center.

Risks: Respondents felt the Fairbank Community Center is at risk because the facility needs a lot of maintenance, including the pool. Renovation costs can be expensive and residents may not be willing to pay for upgrades or construction of a new facility.

The school system is at risk due to inadequate budget management, decreased enrollment, and drop in ratings.

Question 3: What is Sudbury’s biggest challenge in the next 10 to 20 years? What are strategies the town should consider to meet this challenge? Who should be involved?

(208 answered, 6 skipped)

Economic Development

Future economic development challenges include keeping residential taxes down, controlling and limiting town spending, managing the town budget, and keeping the town an affordable place to live as well as growing local businesses to increase the commercial tax base.

Suggested Strategies	Who should be involved?
Strategically expand the corporate tax base	<ul style="list-style-type: none"> ▪ State and local officials ▪ Financial planners ▪ Developers ▪ Business community ▪ Everyone ▪ Community organizations ▪ Town departments
Develop a robust tax base to keep residential taxes down	
Improve sewer in town, specifically along Rt 20 and Union Rd. to attract more business	
Find alternative tax revenue	
Require developers to give back to the community	
Understand what businesses need to thrive in the town	

Suggested Strategies	Who should be involved?
Consider adopting a zero-based budgeting model to be able to have flexibility in budgeting	<ul style="list-style-type: none"> ▪ Finance Committee ▪ Board of Selectmen ▪ The business community, Rt 20 business owners
Financial incentive for business, especially local businesses, to open	
Clear information before town meetings votes	
Connect shopping areas	
Tax break for businesses	
Sewer on Route 20 to attract and retain businesses.	
Identify areas where low impact business development can happen to attract businesses like software companies.	

Town Services

Future challenges for town services include supporting and maintaining high-quality school system, addressing natural disasters, supporting town departments such as fire and police, maintaining town facilities like the community center and recreation fields, and addressing residential needs for seniors.

Suggested Strategies	Who should be involved?
Avoid investing in things that do not benefit the community. Needs verses wants.	<ul style="list-style-type: none"> ▪ Everyone ▪ Town departments ▪ Department of Education, School Committees ▪ Mass Association of Regional Schools ▪ State and local officials ▪ Regional stakeholders ▪ Town committees and boards ▪ Parents ▪ Volunteers ▪ A committee of professionals in construction and engineering
More realistic plans for the renovation of town structures. Renovate do not replace.	
Invest in schools wisely without overspending. Divert funding to Curtis School for more staff.	
Change the structure of the school system in town to improve education for the decreasing school-age population. Possibly consolidate SPS/LS.	
Invest in Emergency Management System (EMS)	
Increase accessible/affordable transportation	
Compile resources for seniors like low-cost and traveling resources (i.e., doctors, specialist home visits)	
Develop support for those with mental health issues, hoarding disorder.	
Increase financial literacy program for the community.	
Educate residents about what is happening in town by improving communications, ensure inclusive voting process, provide voting options online, and offer evening Town meetings for working residents.	

Mobility

Future challenges associated with mobility include managing transportation infrastructure, making roads safer, making the town more walkable and bike-friendly, addressing traffic and congestion, and finding ways for people to drive less.

Suggested Strategies	Who should be involved?
Create green trails and bike and pedestrian paths that connect the entire town and lead to shopping and activity areas with proper signage.	<ul style="list-style-type: none"> ▪ State and local officials ▪ Everyone ▪ Regional stakeholders

Suggested Strategies	Who should be involved?
More buses to Boston, Cambridge, and Waltham, shuttle to local train stations.	<ul style="list-style-type: none"> ▪ Neighboring towns ▪ Mass DOT ▪ Town departments ▪ Residents ▪ State Highway Authorities ▪ Town transportation committees ▪ First Parish
Expand MBTA to Sudbury. Bus along Rt. 20 and 117.	
Synchronize traffic lights in town.	
Increase traffic enforcement and add traffic dampening like speed bumps.	
Local and state departments to study traffic flows and make improvements.	
Negotiate with First Parish to enable a turn lane on Concord Rd south.	
Increase highway capacity to accommodate the traffic (private vehicles, trucks, and buses).	

Community

Future challenges for the more social aspects of the community include retaining residents in the face of high taxes and affordability, welcoming new residents, age and racial diversity, keeping the sense of community, overcoming divisive thinking, and encouraging younger residents to volunteer on local committees.

Suggested Strategies	Who should be involved?
Create more community events for all ages to bring people together, like holiday lighting and Sudbury Day in the fall.	<ul style="list-style-type: none"> ▪ Everyone/ residents ▪ Community organizations ▪ Town departments ▪ All stakeholders ▪ State and local officials ▪ Regional stakeholder
Develop a diversity task force and more support for non-white and non-traditional families.	
Create a community common space for people to congregate, shop, and do activities.	
Increase town spirit.	
Educate residents about what is happening in town by improving communications, ensure inclusive voting process, provide voting options online, and offer evening Town meetings for working residents.	
Recruit younger people to shadow.	

Land Uses and Development

Future challenges associated with land uses and development include managing reasonable growth and development (commercial and residential) without sprawl and increasing traffic.

Suggested Strategies	Who should be involved?
Reduce the incentive for developers and limit development	<ul style="list-style-type: none"> ▪ Zoning Board ▪ State and local officials ▪ Community organizations ▪ Town departments ▪ Regional stakeholders ▪ Everyone, residents
Create a commercial and residential development plan.	
Zoning to target and regulate areas of growth	
Zoning restrictions for some areas to limit size and require a certain look.	

Be strategic about location and types of growth (commercial/residential).	<ul style="list-style-type: none"> ▪ Zoning board ▪ Town Manager ▪ Town lawyers ▪ Everyone, residents ▪ Board of Selectmen
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Town Character

Future challenges to retain the Town’s character include preserving the historic character and protecting current assets.

Suggested Strategies	Who should be involved?
Keep the rural character by limiting further development	<ul style="list-style-type: none"> ▪ State and local officials ▪ Everyone, residents ▪ Community organization ▪ Town departments ▪ Regional stakeholders ▪ Town committees
Zone out all other housing development not mandated by state or federal law.	
Financial incentives for local business so we can have more stores with more character.	
Appreciate and improve what the town currently has.	
Create and focus on a long-term preservation plan.	

Natural Resources

Future challenges associated with natural resources include ensuring a sustainable clean water supply for a growing population, preserving open space, keeping natural spaces to serve wildlife, and balancing natural resources with development and population growth.

Suggested Strategies	Who should be involved?
Acquire land to prevent them from being built on.	<ul style="list-style-type: none"> ▪ Board of Selectmen ▪ Town committees ▪ Everyone, residents ▪ Town departments ▪ Conservation Commission ▪ Historic commission ▪ State and local officials ▪ Regional stakeholders
Allow development in undesirable abandon areas.	
Adopt natural resources protection bylaw.	
Focus on a long-term preservation plan.	
Increase recreation and outdoor spaces.	
Build out a limited water treatment system and secure water treatment facilities.	

Housing

Future challenges for housing include providing affordable housing options, maintaining the 10% subsidized housing inventory goal, keeping property values stable, and controlling large housing developments.

Suggested Strategies	Who should be involved?
More mixed-used developments like Meadows Walk.	<ul style="list-style-type: none"> ▪ Community organizations ▪ Town departments and committees ▪ State and local officials ▪ Regional stakeholders ▪ Zoning Board ▪ Board of Selectmen
Planned affordable housing policy to meet or exceed the 10% 40B.	
Diversify housing stock.	
Limit large scales housing developments like Quarry North.	

Others

Future challenges that fell outside of the general themes were related to the Eversource transmission line, climate change, and natural disasters.

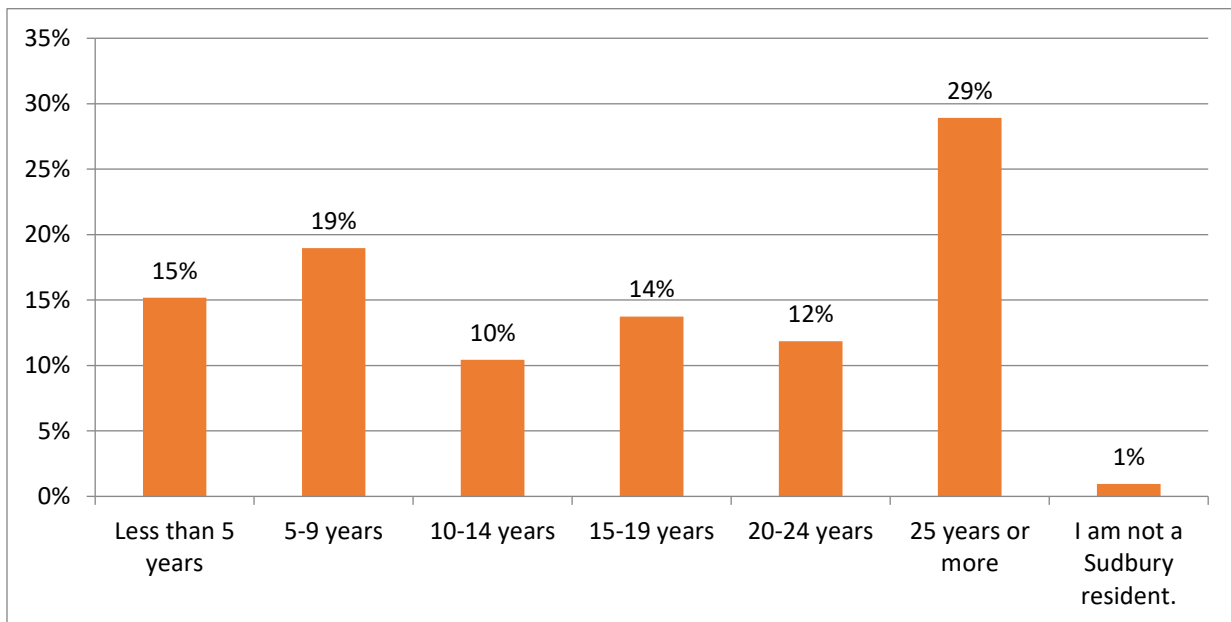
Suggested Strategies	Who should be involved?
Bury powerline	<ul style="list-style-type: none">Town departmentsUtility companiesEveryone, residentsState and local officialsCommunity organizationRegional stakeholders
Move towards underground utility lines to prevent outages and danger during storms	
Renewable energy and efficiency and limiting growth.	
Continue to invest in solutions.	
Continue fighting Eversource.	

Respondents' Profile

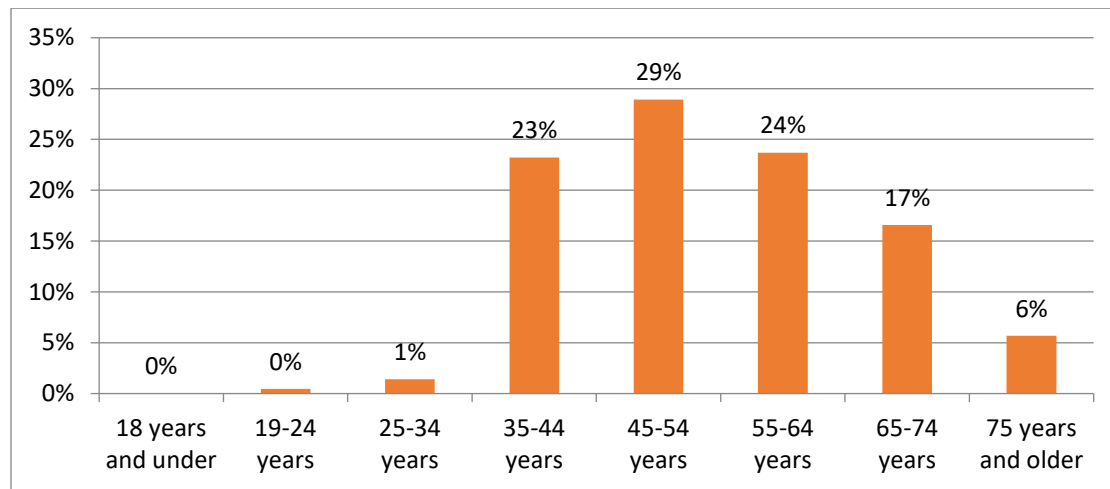
Question 4: How long have you lived in Sudbury?

(211 answered, 3 skipped)

Most of the respondents are long-time residents who have been living in town for 25 years or more, followed by people who have been in town for 5-9 years.



Question 5: What is your age?
 (211 answered, 3 skipped)



Question 6: What is your race/ethnicity?
 (210 answered, 4 skipped)

Majority of the respondents are white, followed by people who prefer not to answer.

American Indian or Alaska Native	0%
Asian	5%
Black or African American	0%
Hispanic or Latino	1%
Native Hawaiian or other Pacific Islander	0%
White	80%
I prefer not to answer.	13%
Other (please specify)	3%

Other:

- not sure why this matters?
- French, Jewish, Lithuanian
- Why do you ask?
- This question is completely irrelevant!
- Indian
- Mixed Race
- Seems strange to segment feedback according to race

Questions 7: How would you like to stay involved in the master planning process (select all that apply).
 (209 answered, 5 skipped)

Attend public events/meetings	60%	Receive regular email updates	57%
Fill out surveys like this one	76%	Read articles in the local newspaper	41%
Read newsletters	53%	Other (please specify)	10%
Through the Master Planning website	49%		

Other:

- be involved as a senior stakeholder
 - Social Media (Facebook 4x)
 - an Alexa skill that I can ask "Alexa, update me on the Sudbury Master Plan"
 - Be able to monitor, vote and contribute electronically
 - Email comments to committee members. I cannot attend meetings due to work travel
 - I am willing to work on this project in some capacity.
 - I have been a town board member since 1999, by saying that, it means I am not trying to be anonymous in this survey
- Updates on the web, Town Forum
 - Give power to town meeting
 - Willing to serve on interest committees
-
- cross-communication of issues across town departments and committees
 - I'm presently mobility-impaired, so an online forum is helpful
 - Meet with planners in small groups to provide face to face input.
 - As a member of a Sudbury Board

Town Services

The Town of Sudbury offers services to residents and businesses that protect the health, safety, and welfare of the community. The local government provides public library services, infrastructure maintenance, and public safety, among other services. It also has a Parks and Recreation Department with different facilities and programming as well as public schooling for children pre-kindergarten through high school.

Public Safety

Police Department

The Sudbury Police Department is located in a 14,540 square-foot building at 75 Hudson Road (**Error! Reference source not found.**), newly constructed in 2015. It replaced the old station on Route 20, which was constructed in the late 1950s.

The Police Department consists of 40 personnel: The Police Chief, two Lieutenants, six Sergeants, 19 Officers, one Student Officer, nine Civilian Dispatchers, and two Administrative Personnel.

In addition to protecting the community, the Sudbury Police Department is also committed to serving the community's youth. The department leads the STAR program (Students Thinking and Acting Responsibly in Sudbury) through which they collaborate with schools to address current challenges facing students. The Police Department also leads the Jail Diversion Program which provides a full-time clinician to respond alongside police officers to calls involving students who are experiencing a mental health or substance use crisis.

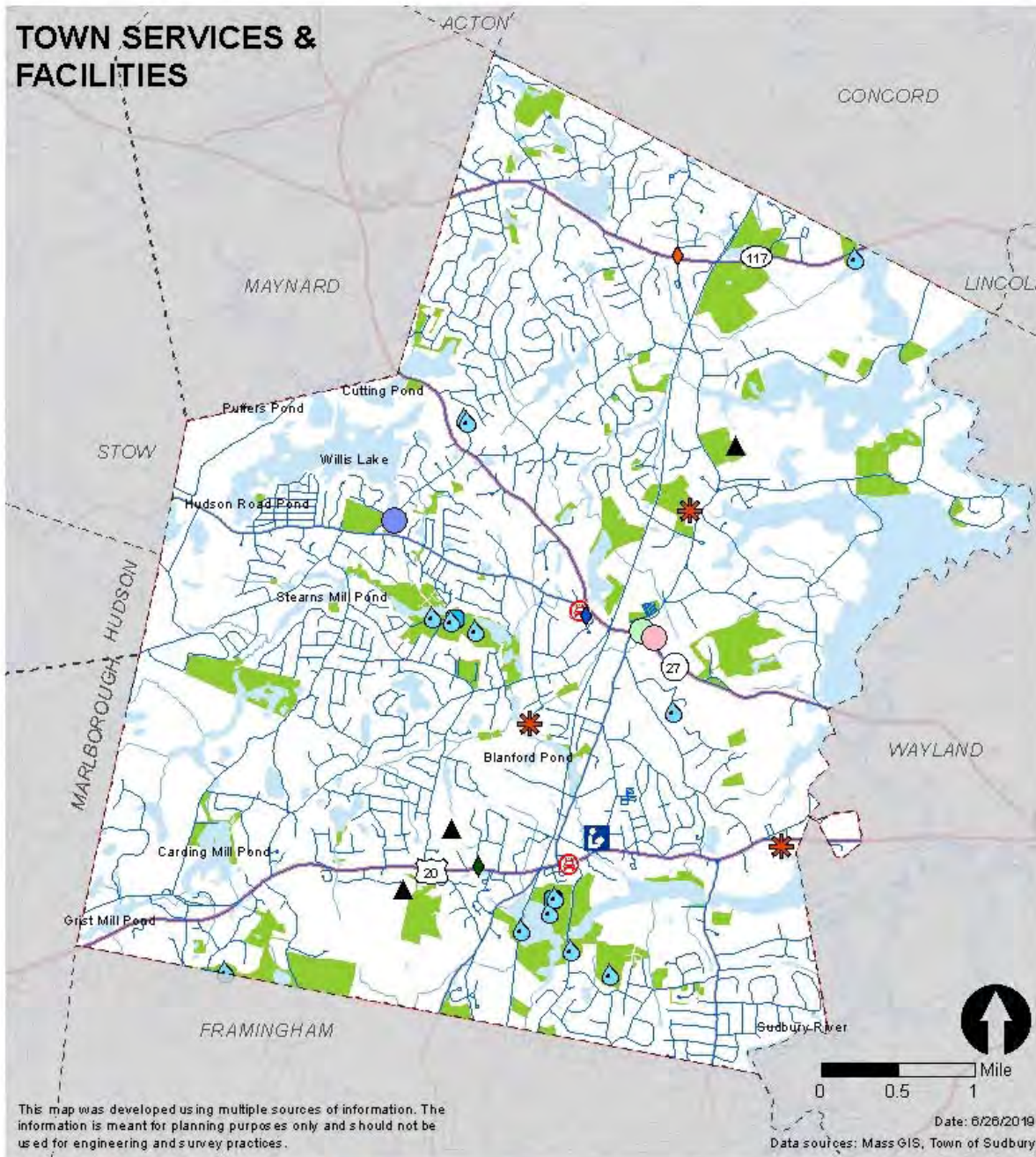
Fire Department

As shown on **Error! Reference source not found.**, The Town has three full time fire stations: The Headquarters at 77 Hudson Road; Station #2 at 550 Boston Post Road (Route 20); and Station #3 at 268 North Road (Route 117). The Headquarters was constructed in 1992 and includes sleeping quarters, a dispatch room, a conference/ training room, and truck storage for six vehicles. Station #2 was built in 1961 and consists of a two-person living quarter with one bunkroom, one bathroom, and two bay doors with space for fire equipment. The last major renovation was in 1997, which included a new roof. Station #2 needs to be expanded to allow for a second ambulance to run from that station, adequate space for more staffing, and accommodations for female fire fighters.¹

The Fire Department consists of 39 personnel: The Fire Chief, the Assistant Fire Chief, four Captains, four Lieutenants, 28 Firefighters, and one civilian Office Supervisor. Of these 39 personnel, 16 are State Certified Paramedics and 22 are State Certified Emergency Medical Technicians.

¹ 2017 Town Report.

TOWN SERVICES & FACILITIES



- LEGEND**
- Numbered Highway
 - Major Road, Collector
 - Minor Road, Arterial, Local
 - Local Roads
 - Streams
 - Surface Water
 - Town-Owned Open Space
 - Sudbury Library
 - Police Station
 - Fire Station HQ
 - Fire Station 2
 - Fire Station 3
 - DPW Garage
 - Public Drinking Water Well
 - Water Treatment Plant
 - Wastewater Treatment Plant
 - Flynn Municipal Office Building
 - Public Schools Office & Senior Center
 - Sudbury Town Hall

Map 1: Town Services & Facilities

The Fire Department is responsible for the protection of multiple types of risks and services. On average, the Fire Department responds to 2,200 emergency calls and performs numerous fire prevention inspections each year. The Fire Department's responsibilities include, but are not limited to:

- Enforcing all fire prevention laws
- Enforcing the fire prevention regulations of the Commonwealth of Massachusetts
- Enforcing local bylaws that relate to public safety
- Inspecting smoke alarms in all new homes and in all homes being resold
- Inspecting carbon monoxide detectors in all homes being resold
- Inspecting oil burners and oil tank installations, underground storage tanks that hold flammable liquids, and liquefied petroleum gas storage
- Installing commercial fire alarms and sprinklers
- Issuing permits for the storage of explosive materials (such as black or smokeless powders) and for open burning from January 15 – May 1
- Monitoring blasting operations
- Organizing and leading the Fire Prevention Education Program

Public Safety Dispatch Center

Sudbury Police and Fire Dispatch Centers were combined in the fall of 2012 to eliminate call transfers.² Additionally, as of March 2019, the police department started receiving cellular 911 calls directly. Prior to 2012, 911 medical calls were answered by the Massachusetts State Police Communications Center, which identified the jurisdiction and then transferred the call to the relevant Police Department dispatcher. If the call was medical or fire related, it would be transferred a second time to the Fire Department dispatcher. Local calls now reach the Sudbury Police and Fire Departments much faster and more efficiently.

Community Emergency Response Team

The Sudbury Community Emergency Response Team (CERT) is a volunteer program that educates and trains citizens to be better prepared to respond to emergency situations in the community. During emergency situations, if needed, members of the CERT team are deployed at the direction of the Fire Chief to provide critical support to first responders, provide immediate assistance to victims, and organize volunteers at a disaster site.

According to the Fire Chief, 62% of calls are for Emergency Medical Services and the rest are fire-based calls. In 2018, there was a total of 2,300 calls. The most notable shift has been in calls originating from the Avalon apartments, which increased by 115 calls alone since July of 2018.

² Town Website, *Public Safety Dispatch Center*, <https://sudbury.ma.us/police/2012/09/19/public-safety-dispatch-center/>

Public Works

The Department of Public Works (DPW) oversees the maintenance and operations of the Town's public infrastructure and services. DPW has five divisions with a total of 32 employees: Engineering (four), Highway (21), Transfer Station/ Recycling Center (two), Cemetery (three), and Parks and Grounds (two).

Engineering

The Engineering Division consists of the Deputy Director of Public Works and four engineers.³ The department provides engineering services to numerous Boards and Committees, Sudbury Public Schools, and town departments (Police, Fire, Planning, and Conservation) as well as the Sudbury Water District.

The division provides the following services:

- Oversees plans, design, and construction of roadway projects
- Assists with maintaining compliance with various state and federal programs such as the National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater Permit
- Manages the Town's street opening permit
- Reviews development and redevelopment plans to ensure roadway and utility changes conform to the Town's construction standards
- Inspects modifications and expansions to the roadway and stormwater networks
- Maintains the municipal Geographical Information System (GIS)
- Guards a large collection of irreplaceable paper plans and documents

Highway

The Highway Division is responsible for the maintenance and repair of the Town's roadway and sidewalk infrastructure, including:

- Drainage maintenance
- Pavement markings and management
- Granite and bituminous curbing
- Street and regulatory signage
- Snow plowing and sanding
- Street sweeping
- Stormwater utilities
- Traffic islands
- Pothole, sign, and vandalism repair

Recent infrastructure improvements were made to improve water quality and meet the requirements of the Town's NPDES Phase II Stormwater Permit. In 2017, the Town, along with contracted personnel, designed, engineered, and installed a large, dual (3,000 gallon inside a 7,000 gallon) tight tank at the Fire

³ <https://sudbury.ma.us/>

Station to capture and contain wash water used to clean vehicles. The Division also switched from a sand/salt mix to using straight salt and pre-treated salt for winter snow and ice treatment to minimize the amount of sand entering and further diminishing the capacity of the stormwater conveyance system.⁴

Transfer Station/Recycling Center

The Transfer Station is a facility set up for Sudbury residents to properly dispose of and/or recycle common household items and non-hazardous waste. The Division manages the collection of refuse and recycling from approximately 25% of the Town. Items that can be recycled at this facility includes newspapers, mixed paper, cardboard, glass, aluminum cans, plastic, automobile batteries, used motor oil, and scrap metal.

Cemetery

The Cemetery Division is responsible for the operation and maintenance of seven Town cemeteries: Mount Pleasant, New Town Cemetery, Old Town Cemetery, Revolutionary, St. Elizabeth's Memorial, Bay View Cemetery, and Wadsworth Cemetery. They also perform grave openings and interments.

Parks & Grounds

The Parks and Grounds Division is responsible for the maintenance of athletic fields, buildings, open space, and conservation land owned and managed by the Town. The Division's responsibilities include the following:

- Mowing
- Aerating
- Fertilizing
- Irrigation and System Maintenance
- Weed and Insect Control
- Litter Clean-Up
- Leaf Removal
- Leveling
- Grading and Marking Fields
- Fence and Vandalism Repairs
- Shrub and Tree Care
- Support of Town Offices and Civic Activities

Comprehensive Wastewater Management Plan

Since 1995, the Town of Sudbury has been studying wastewater options for the Route 20 business district. Currently, businesses use on-site treatment systems, which limits the types of businesses allowed and their size. Finding a wastewater treatment solution will protect Sudbury's drinking water in

⁴ <https://s3-us-west-2.amazonaws.com/cdn.sudbury.ma.us/wp-content/uploads/sites/342/2018/05/2017TownReport.pdf?version=0be9215c46e09a0e268d7bea5325834c>

the Route 20 aquifer area, assist businesses with their wastewater disposal, and open opportunities for economic development along Route 20. Without alternative wastewater disposal, there is a risk of groundwater contamination and loss of business.

DWP began working with Woodward and Current in 2018 to develop a Comprehensive Wastewater Management Plan (CWMP). The CWMP will take all the wastewater planning the Town has done to date into a single plan that it can use to assess needs comprehensively, evaluate alternatives, coordinate with local and regional planning goals, and develop a coordinated public outreach program to engage residents and businesses. The CWMP will give the Town a 20-year planning document to address wastewater needs and the leverage it needs to qualify for state grants and loans for a wastewater treatment system and facility.

In August 2018, the Town was approved to borrow up to \$500,000 from the State Revolving Fund (SRF). It is also eligible for a grant from the MassWorks Grant Program, which could offset SRF borrowing and lower individual costs for connecting to a new wastewater treatment system. In the spring of 2019, DPW received Town Meeting approval to apply for SRF borrowing. Next steps are to complete the CWMP and submit an SRF loan application in the fall of 2019. Through the CWMP development process, a recommended wastewater treatment solution will be determined. It is estimated that construction of a new facility will begin in March 2020 and take two years to complete.

Sudbury Water District

The Sudbury Water District is an independent public body established in 1934 under Chapter 100 of the Massachusetts General Laws. The District is responsible for the treatment and delivery of clean water within the Town of Sudbury.⁵ There are seven field personnel and three office staff.

Sudbury's water comes from three underground aquifers (Raymond Road, Hop Brook, and Great Meadow) and is pumped from nine gravel-packed wells located throughout Town.⁶ The District has four storage tanks located throughout Town with a storage capacity ranging from 0.35 to 3.0 million gallons, totaling 6.35 million gallons.

The Sudbury Water District has many projects lined up to continue improving water quality and serve the growing population. Its 2018 Annual Report lists the following recent and current capital improvements:

- New water main on Maynard Road installed; currently installing new service connections to property lines of residents
- Near completion of upgrades to Well Number 4, the highest quality water among all the wells, located off Warren Road

⁵ <http://www.sudburywater.com/history/>

⁶ *The 2017 Water Quality Report* <http://www.sudburywater.com/wp-content/uploads/2018/06/SWD-2017-Water-Quality.pdf>

- Improving supply line from Well Number 7 to the treatment plant on Raymond Road
- Improving the operation of the water storage tank off Bigelow Drive
- New administrative office, shop, and storage space on Raymond Road

In addition to these projects, the Water District is developing a Water Master Plan.⁷ The master plan will assess the existing infrastructure, develop risk and consequences of failure, and set priorities for infrastructure improvements.

Parks and Recreation

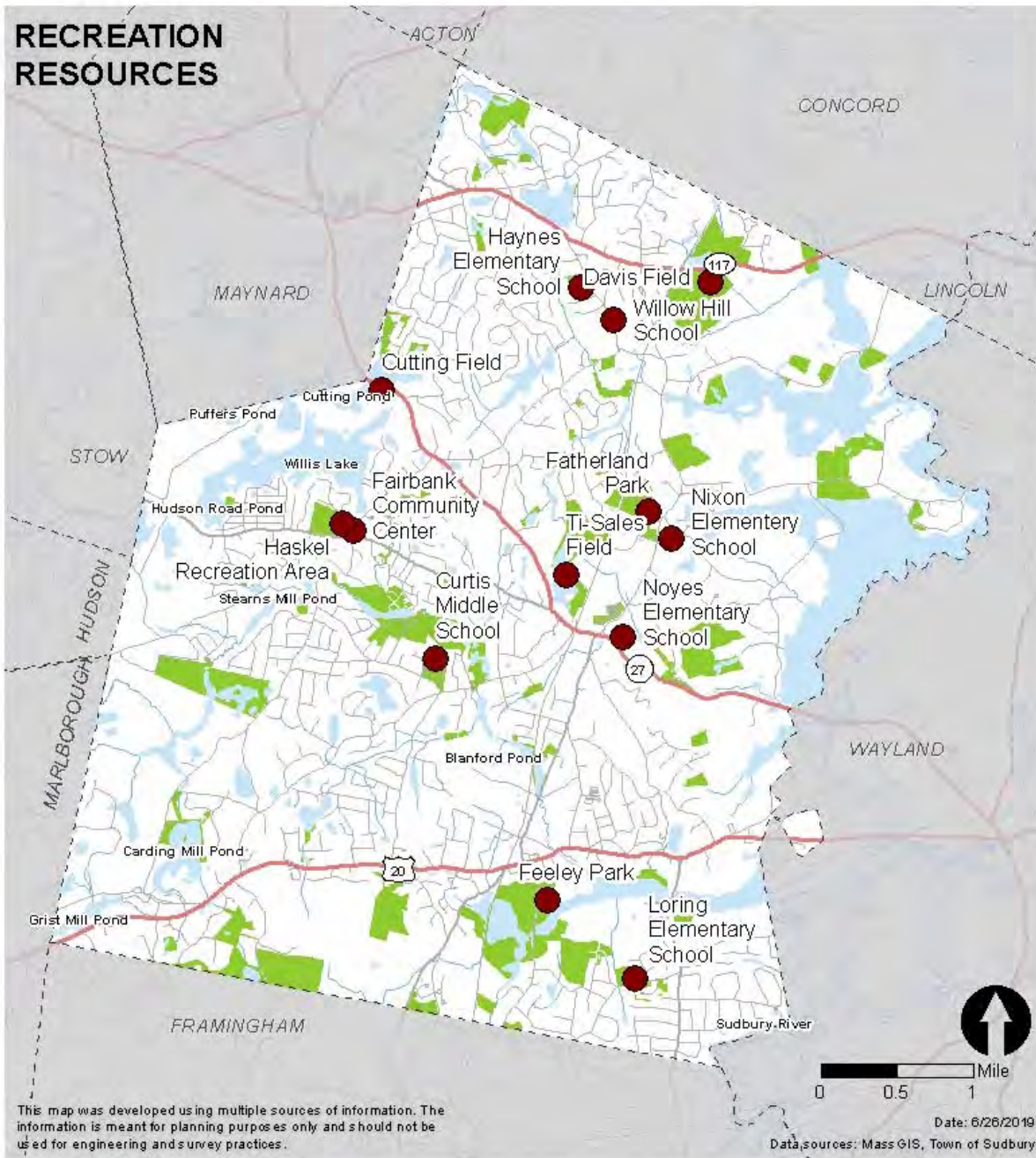
The Parks and Recreation Department provides recreation activities, facilities, and general amenities to the public.

The following are municipal recreational resources available in Sudbury (see Map 2).

- Cutting Field is used by many community groups for soccer and lacrosse.
- Davis Field has been the site for soccer, lacrosse, and other activities.
- Fairbank Community Center is home to the Atkinson Pool which consists of an eight-lane, 25-yard lap pool and a separate diving well. The pool is open to Sudbury residents and non-residents with the payment of a daily fee. The center also has a volleyball area and basketball courts.
- Featherland Park offers a softball field, Little League baseball fields, public tennis courts, and an area for public ice-skating in the winter months, weather permitting.
- Feeley Park has areas for baseball, softball, and tennis.
- Haskell Recreation Area, which is near the Fairbank Community Center, provides fields for soccer, boys and girls lacrosse, Haskell Playground, a full-size baseball diamond, and a walking trail around the field.
- School fields are made available to the Parks and Recreation Department during non-school hours and provide a further valuable recreational resource.
- Ti-Sales Field is used for Ultimate Frisbee teams.

⁷ *Sudbury Water District 83rd Annual Report*, file:///H:/Projects/2018/18085%20Sudbury%20Master%20Plan/Background%20and%20Research/Town%20Services/Sudbury-Water-Annual-Report_2018.pdf

RECREATION RESOURCES



LEGEND

- Numbered Highway
- Major Road, Collector
- Minor Road, Arterial, Local
- Local Roads
- Streams
- Surface Water
- Town-Owned Open Space
- Municipal Recreation Resources



Map 2: Recreation Resources

The Parks and Recreation Department also offers a wide range of programming for all ages and all interests, from educational instruction to sports to summer camps.

Health Department

The Health Department has eight staff members who are responsible for addressing the public health needs in Sudbury, including the Department Director, Public Health Nurse, Social Worker, Mental Health Outreach Case Manager, and social work interns as well as administrative staff.

Environmental Health Issues

The Health Department conducts site evaluation for subsurface sewage disposal and issues permit/licensing and inspections of food service establishments, public swimming pools, stables, septic installers and haulers, septic system and private well installations, and summer camps. It is also involved with other municipal departments addressing housing code violations, mosquito control, hazardous waste, animal/rabies control, public groundwater supplies, and emergency preparedness.

Over the past five years, the Health Department revised the Board of Health regulations to be more aligned with current environmental and public health goals and objectives. This was done by reevaluating regulations to determine those that were no longer relevant today and drafting new policies more consistent with current standards, technology, renewable energy, etc. This work also included coordination with the Conservation Office to ensure definitions of natural features were consistent.

Board of Health regulations recently revised or currently under review include:

- Tobacco Control—Revised 2018
- Fee Schedule— Revised 2016
- Stables and Keeping of Animals — 2012 (In need of revisions)
- Commercial Refuse Hauler —2012
- Floor Drain — 2011
- Outdoor Hydronic Heater —2011
- Sewage Disposal - 1998 (Currently being revised)
- Domestic Water Supply-Potable Well —1981 (In need of revisions)

Social Service Responsibilities

The Health Department is also responsible for the social service needs of the community. Its social workers focus on providing community education on public health issues through the town's website, newsletter, TV, events, etc. They also collaborate with community groups and town departments such as the Police and Fire Departments to address community needs and concerns, and to strengthen community connections.

Some of their services consist of:

- Providing referrals to services related to mental health, medical, parenting, housing, finances, basic needs, etc.
- Disseminating information on area resources and services for the elderly, individuals with disabilities, children and families, low-income individuals, and those with a variety of other specialized needs.
- Assisting the community by connecting residents with community supports to help complete applications for services such as food stamps, social security disability, fuel assistance, DMH (Department of Mental Health) and Mass Health programs, etc.
- Accepting and reviewing applications for the HOPE Sudbury fund.
- Receiving and managing community donations.

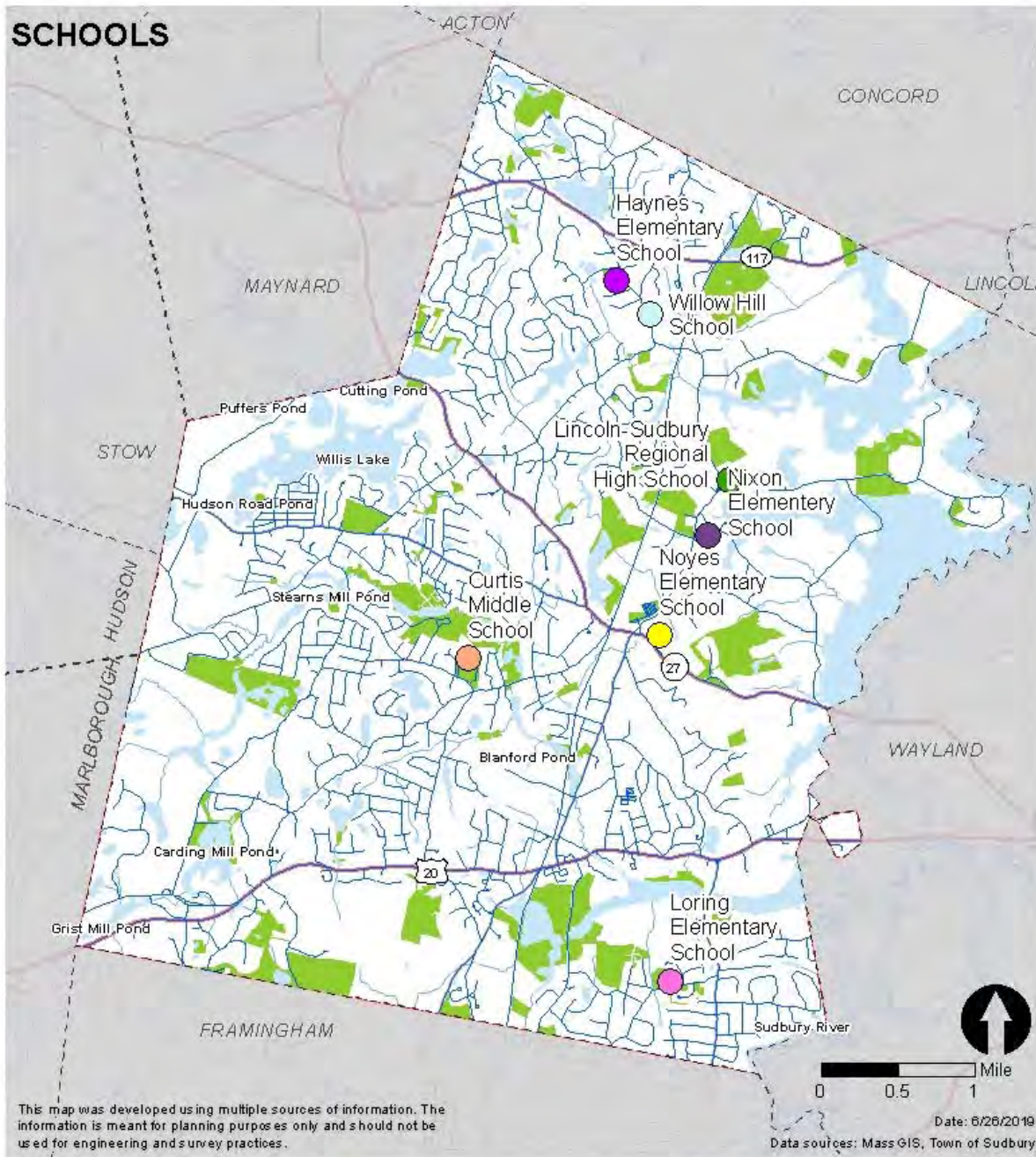
To date, the social workers continue to provide services to address needs within the community and to increase overall wellbeing and self-sufficiency. The annual Social Worker Stats shows an increase in many services in town from 2017 to 2018 such as food pantry delivery, HOPE applications, and referrals. The overall number of individuals served also increased from 1,090 in 2017 to 1,634 in 2018, with the highest assistance occurring during the holiday season (November and December).

School Facilities

Sudbury Public School District

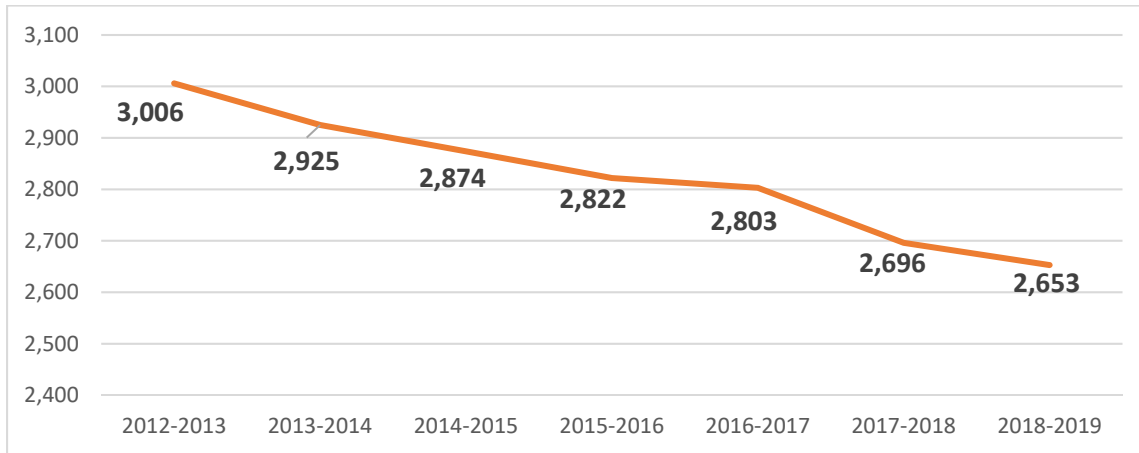
The Sudbury Public School District (SPS) serves the pre-K to grade 8 student population in town. It includes four elementary schools (grades pre-K to grade 5), and one middle school (grades 6 to 8) (See Map 3). Over the years, the District has been seeing a slow decline in enrollment, as shown in Figure 1. In the 2018-2019 school year, enrollment was 2,653, a 12% decrease since the 2012-2013 school year which had 3,006 students.

- Curtis Middle School
- Haynes Elementary School
- Nixon Elementary School
- Loring Elementary School
- Noyes Elementary School



Map 3: Public Schools in Sudbury

Figure 1: Student Enrollment of Sudbury School District, 2012-2019



Source: MA Department of Elementary and Secondary Education Demographic Study (2019)

The Town has been working to improve the school facilities. According to the 2017 Capital Projects and Town Meeting Articles, funding was requested for improvements to school facilities, including replacement of a rooftop HVAC unit at either the Curtis Middle School or the Loring School, improvements to sidewalks and parking lots at all SPS schools, crosswalk at Nixon Elementary, maintenance of school storage and shed buildings, and improvements to security and access control by installing electronic card access and exterior security cameras at all SPS schools.⁸ Also, in 2018, the District committed to modernizing school playgrounds by using the Universal Design concept, which allows for multigenerational recreational spaces and also makes all playgrounds compliant with the Americans with Disabilities Act (ADA) and the Massachusetts Architectural Access Board.⁹

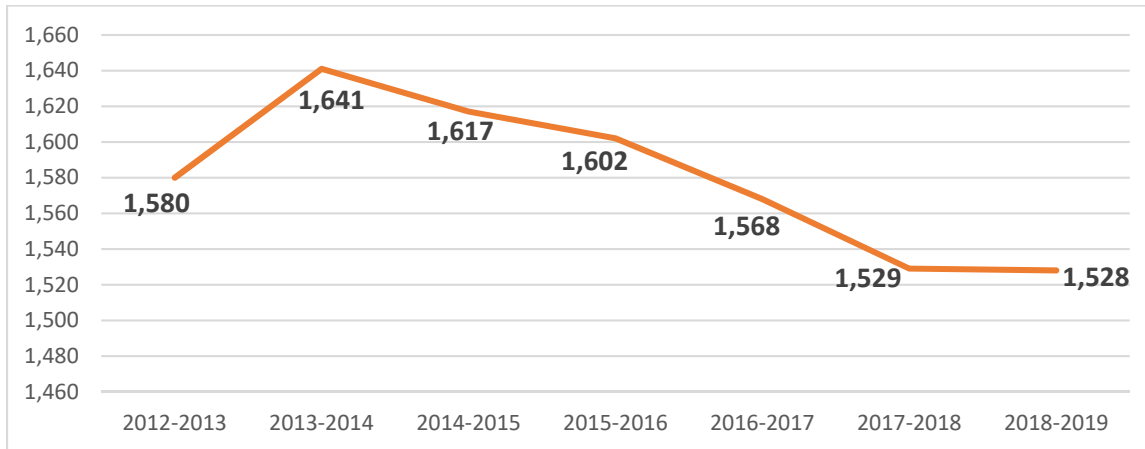
Lincoln-Sudbury School District

The Lincoln-Sudbury School District oversees the Lincoln-Sudbury Regional High School (LSRHS), where the majority of high school students in Sudbury and Lincoln attend. The school is located in Sudbury and serves grades 9 to 12. LSRHS is organized in a “house system” where students are divided into four houses. Each house is staffed by an associate principal, school guidance counselors, a clinical counselor, and a house assistant. Similar to the Sudbury School District, enrollment has been declining over the years, as shown in Figure 2. Since the 2013-2014 school year, enrollment has been declining slowly but has remained largely flat since 2017.

⁸ Capital Project and Town Meeting Article FY 2017, <https://s3-us-west-2.amazonaws.com/cdn.sudbury.ma.us/wp-content/uploads/sites/290/2016/02/Capital-Projects-FY17.pdf?version=cc439ceea65474d208766cd4bf569f10>

⁹ Town of Sudbury, Project Submission Form, *Playground Modernization for Sudbury Public Schools* <https://sudbury.ma.us/cpc/wp-content/uploads/sites/275/2017/09/FY18-STM-Project-Form-Playground-Modernization-for-Sudbury-Public-Schools.pdf?version=d283e95d19e03e7cde299b290034ae15>

Figure 2: Student Enrollment of Lincoln-Sudbury Regional High School, 2012-2019



Source: MA Department of Elementary and Secondary Education Demographic Study (2019)

Lincoln-Sudbury Adult Education

The Lincoln-Sudbury School District offers various courses and activities for adults. The adult education program aims to engage in activities to gain new forms of knowledge, skills, attitudes, or values leading to personal fulfillment as a lifelong learner.

Goodnow Library

The Goodnow Library was the second free public library established in Massachusetts, opening on April 4, 1863. The library was bestowed on the town by Sudbury native John Goodnow. Today, the library employs 21 individuals, is home to more than 300,000 circulating items and is visited by 175,000 patrons a year.

Goodnow Library offers many programs and services to the residents of Sudbury, including book clubs, meeting rooms, museum passes, and technology. The library also provides:

- Children’s services— weekly programs, diverse learning materials, holiday events, summer reading programs, and recreational materials.
- Adult services and summer reading program — monthly writing workshop series and weekly hobby meet-ups for people with various interests. Home delivery is provided to the Town’s older population.
- Teen services — programs including book clubs, crafts, robotics, computer, and gaming programs, as well as college admission application assistance and 3D design. The library also has a teen room which offers a space for middle and high school students to talk, study, relax, and read.

The Library uses its 2018-2022 Strategic Plan¹⁰ to allocate resources and make decisions that address the needs of staff and the community as a whole.

Senior Center/Council on Aging

Senior Center

The Sudbury Senior Center is located in the Fairbank Community Center. It was opened as an addition to the north side of the Fairbank building in 1990, serving about 1,625 residents. Today, it is a focal point for Sudbury seniors, providing social, recreational, and educational activities, as well as support services such as shopping and medical transportation volunteers (FISH). In 2017, the Center reported serving an estimated 3,929 residents.¹¹

The Senior Center offers a wide variety of programs and services, including nutrition, transportation, handyman, and health services.¹² In addition to these services, the Center also offers programming for seniors such as:

- Art and crafts classes and presentations
- Clinics and health sessions
- Fitness classes
- Intergenerational events
- Lifelong learning
- Lunch and learn
- Property Tax Work Off Program
- Travel: Day trips and extended trips
- Social and recreational activities

The Senior Center also collaborates with many organizations within the community including the Chinese American Association of Sudbury.

Council on Aging

The Sudbury Council on Aging (COA) is a nine-member volunteer board appointed by the Sudbury Board of Selectmen to advocate for the needs of Sudbury's older residents. The mission of COA is to: identify the needs of the older adult population; educate the community; design, promote and implement services to fill needs of the older adult population; coordinate existing services in the community; and encourage and support any programs that are designed to assist older adults in the community.¹³ The

¹⁰ <https://goodnowlibrary.org/wp-content/uploads/sites/380/2017/10/Goodnow-Library-Strategic-Plan-2018-2022.pdf>

¹¹ <https://s3-us-west-2.amazonaws.com/cdn.sudbury.ma.us/wp-content/uploads/sites/342/2018/05/2017TownReport.pdf?version=0be9215c46e09a0e268d7bea5325834c>

¹² <https://sudburyseniorcenter.org/>

¹³ <https://sudbury.ma.us/councilonaging/members/>

COA also works with the Commonwealth of Massachusetts Executive Office of Elder Affairs to stay abreast of all state and federal legislation concerning funding, information exchange, and program planning that may impact older adults.

As a recognition of the need to prepare for the aging population in Sudbury, the COA and the Senior Center spent time learning how to become a more “age and dementia friendly” or “livable” town. In 2019, they released *Livable Sudbury: A Community Needs Assessment*. The report includes a self-assessment that identified areas needing improvement and established goals and recommendations toward that end. The overall purpose of the research in the report is to inform Sudbury’s effort to be “all-age” friendly and inclusive in pursuit of a more livable community for all residents.¹⁴ It is an important document in the development of policies of the Sudbury Master Plan and other documents used by decision-makers.

Veterans Services

The Veterans’ Agent coordinates local veteran services. The Agent provides assistance to Sudbury residents in acquiring benefits through federal and state programs offered to veterans, active duty personnel, and families. Programs provided for those who qualify address financial, burial, education, housing, and medical needs, among other services.

The Veterans’ Agent gets assistance from the Veterans Advisory Committee. The mission of the five-member committee is to advise the Agent and provide input as to the health of the veteran community and those specific areas of interest that most concern or impact the Town's veterans.

Energy Conservation and Renewable Energy

Over the years, the town has been working actively to promote energy savings and renewable energy generation.

Energy and Sustainability Committee

In 2009, the Board of Selectmen created the Energy and Sustainability Committee to help develop and implement policies, programs, and projects that will promote energy savings, renewable energy generation, and sustainability planning. The Committee also provides energy efficiency consulting to town committees and the local and regional schools. The Committee collaborates with the town and school personnel to determine best approaches for improving energy efficiency of town and school buildings and vehicles, investigate alternative energy technologies, and identify funding opportunities to help the Town achieve its energy and sustainability goals.

Massachusetts Green Communities

The Green Communities Designation and Grant Program is an initiative of the Massachusetts Department of Energy Resources (DOER) that provides a road map along with financial and technical

¹⁴ <https://sudburyseniorcenter.org/wp-content/uploads/sites/381/2019/02/Livable-Sudbury-Report.pdf>

support to municipalities that meet specific clean energy goals established by DOER.¹⁵ In addition to receiving the title of “Green Community,” a city or town that receives this designation is qualified for special energy efficiency and renewable energy initiatives and incentives offered by DOER.

In 2010, Sudbury was one of the first in a group of 35 municipalities to be designated as a Green Community.¹⁶ The Town received incentives to fund energy conservation measures, lighting, weatherization, and rooftop unit replacement in municipal facilities including Goodnow Library, the DPW Building, the Public Safety Complex, Town Hall, and the Center Office Building.

Renewable Energy – Solar

Since becoming a Green Community and with the help of the Energy and Sustainability Committee, the following renewable energy projects have been achieved.

On November 13, 2013, Sudbury officially launched a photovoltaic solar facility on the Town's closed landfill at 20 Boston Post Road. The solar array operates at no cost to the Town and has produced approximately \$700,000 in revenue and provided \$28,000 in Payment Instead of Taxes.

In May 2015, Lincoln-Sudbury Regional High School Canopy Solar was installed over the school's primary parking lot. The 3,600-panel solar canopy is the first of its kind at a Massachusetts high school. This canopy saves the Lincoln-Sudbury Regional High School over \$100,000 per year in energy costs, and the solar generation offsets over 1,000 tons of carbon dioxide equivalent (CO₂e) annually.

In 2017, the Town of Sudbury approved a Town-Wide Electricity Aggregation Program for residents and businesses to purchase electricity from different renewable energy options. The primary goal of this program is to provide annual savings and rate stability. After a competitive bid process, Dynegy was selected as the Town's electricity supplier for 36 months effective August 2017 through August 2020.

Looking Forward

Note to Steering Committee: Instead of offering “Key Findings,” the following are current and anticipated needs that we heard during department interviews to consider during our discussion at the next meeting. It should be noted that most departments identify the need to address staffing and resource capacity in order to maintain the high level of service that residents experience now and evaluate future capacity as the population grows and the respective department's ability to maintain this level of service.

¹⁵ <https://www.mass.gov/guides/becoming-a-designated-green-community>

¹⁶ <https://www.mass.gov/files/documents/2019/05/02/map-summary-green-communities-240.pdf>

Police Department

- Increasing awareness of mental health issues in the community is the most significant challenge of the Police Department today. The Department anticipates an increase in opioid use, suicide, and domestic violence related to mental health issues.

Department of Public Works

- The Department will have new responsibilities in the near and distance future. It will be responsible for the maintenance of the Bruce Freeman Rail Trail, as well as the development and implementation of the CWMP, among other efforts.

Fire Department

- Station #2 needs upgrades to accommodate staff and modern trucks/equipment. As the population grows, the Department will need to evaluate its staffing capacity and equipment. Overall there is a need to upgrade technology for day-to-day operation. For example, better life support equipment is needed to assist people on site before taking them to the hospital.

Health Department

- Services provided by the Town's Social Workers are expected to grow due to the increasing senior population and hidden/arising issues around mental health, domestic violence, homelessness, and hoarding.

Goodnow Library

- The Library recognizes that it must adapt to the changing demographics (both an increasing older population as well as youth and children) in terms of programming, opportunities to volunteer, resources, technology, and accessibility. Space for meetings is in high demand from local community groups.

Facilities

- Future needs focus on municipal facility improvements; however, the challenge is weighing modernization with keeping the historic integrity of the structure. Immediate concerns are the Senior Center and Town Hall.

Sudbury Public School Superintendent

- SPS is experiencing declining enrollment, but fixed costs continue to increase. Related to issues raised by the Police and Health departments, future programs/services will need to focus on supporting students with trauma and opioid addiction. Partnerships already exist among these entities.

Senior Center

- Overall there is a need for more space for programming and events. Communication is also important, especially finding a way to reach people and spreading the word about services, particularly for homebound seniors.

Sudbury Water District

- The Water Master Plan will look at areas that are vulnerable and make recommendations. It should also consider the impact of new development to ensure that there is adequate water supply to serve the growing population.