

Sudbury Master Plan – Annotated Outline

This annotated outline gives the Planning Board and Master Plan Steering Committee (MPSC) an understanding of our proposed approach to Volume 2 of the Sudbury Master Plan (herein referred to as the Master Plan). The Planning Board and MPSC can discuss the name this volume. Examples might be “Road Map,” “Blueprint,” or “Community Plan.”

As discussed in the earlier stages of the project, this volume is meant to be more succinct and engaging when compared with, for example, the Baseline Report. The Baseline Report does much of the “heavy lifting” with regards to presenting information and data related to each topic in the plan. This volume focuses more on the challenges and needs in the community, the commitments the Town is making to address them, and how it will happen.

Notes are provided throughout the outline to help describe the intent of various sections or headings, and to set expectations for the length of the section (i.e., approximate number of pages or paragraphs).

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Introduction

This section explains the organization of the Sudbury Master Plan as three volumes: Baseline Report, Master Plan, and Action Plan. It can include content from the FAQ developed as part of the outreach materials. Public engagement will be summarized with an appendix containing more detailed accounts and input received.

What is the Master Plan?

How is it Organized?

How is it Used?

What was the Public Process?

What We Love About Sudbury

This section highlights what we heard during public events and MPSC meetings. Each will have a paragraph or two describing why these attributes are important to residents. This section will be photo-heavy. This section could also be adapted to serve as a vision for the community.

1. Natural areas and dedication to conservation
2. Historic resources and the Town Center
3. Small town feel and sense of community
4. Exceptional volunteerism
5. Excellent school system

Challenges Impacting Sudbury's Future

This section highlights challenges the Town will face in the next ~20 years that impact multiple elements of the Master Plan. Each will have a paragraph or two describing trends and potential impacts if the Town does not plan for these challenges. Challenges are not necessarily “negative” but are situations that signal a change of course in how Sudbury has been “doing business” for the past decade or two. Under each challenge is a description of what would be discussed.

1. Shifting Demographics
Residents 65 and older proportionately increasing; School-age children stagnant/little change in last 5 years
Changes in needs around health and social services
Changes in preferences, such as recreation programming, facilities, spaces, etc.
Changes in need for access to more transportation
2. Rising Costs of Living in Sudbury and the Region
Need for smaller units to have the ability to downsize and to accommodate more diverse households (individuals and younger families)
SHI units: just over half of inventory is subsidized, while the remaining are still market rate; very few offer homeownership opportunities

3. Traffic and Connectivity

Managing the east-west traffic congestion without adding new roads

Building walking and biking networks that connect residents with destinations (commercial areas, schools, and recreation)

Can there be a local transit option/service?

4. Accessibility

Accessibility is a growing equity issue.

Many Town facilities and infrastructure need to be addressed. Many residents are aging into disability.

5. Operating Costs, Assets, and maintenance

Maintenance and upkeep of Town facilities and infrastructure has been deferred and needs a dedicated source of revenue to maintain a level of service residents expect.

6. Climate Change

The impacts of climate change will increase the intensity and frequency of storms, resulting in more rain, wind, and flooding. Responses in emergency preparedness, facilities, and serving vulnerable populations will be needed.

7. The Return from COVID-19

It will take many years to fully identify and address impacts from COVID-19. Looking forward to the possibility of similar events in the future, Sudbury will need to ensure it is fully prepared to many government operations and meet the needs of residents.

The Intent of This Plan

This section could be used in the same manner used by the 2001 Master Plan, which provides some philosophical language about how best to approach the future. It represents a different sort of vision statement as it is not a static, aspirational vision, but a more dynamic approach. The theme and major goal of the 2001 Sudbury Master Plan was “sustainability.” It stated:

Key concepts behind sustainability are the inter-relatedness of issues, and a desire to seek a balance between the economic, social, and ecological aspects of a community. It is the goal of the Master Plan to expose the complex issues facing the Town today, and to explore multi-faceted approaches to problem solving. Sustainability seeks to:

- *Work within nature’s limits by protecting and restoring ecosystems.*
- *Use resources efficiently and productively.*
- *Minimize the use of fossil fuels and toxic materials.*
- *Create vibrant and diverse communities that support economic self-sufficiency and a strong local economy.*
- *Maximize fairness and efficiency in the distribution of resources.*
- *Promote participatory decision-making and a healthy democracy.*

- *Engage diverse population groups in decision-making that are typically under-represented.*

Sustainability implies that change is inevitable, but that change can be directed toward positive ends. Land use, the environment, transportation, and social services are no longer isolated issues. Integrated strategies are now required to balance the effects of change in any one sector on the other sectors.

The title of the document also serves to give the readers and users of the Plan a broader perspective of Sudbury's growth issues. Many communities across the state and the nation are experiencing rapid growth and loss of vacant land, and many common growth management techniques have been developed, such as cluster zoning, planned unit development and phased growth bylaws. These techniques generally deal with one particular topic, and do not promote sustainability unless used in conjunction with other techniques. A more comprehensive approach must be taken to balance the impacts of growth.

Sustainability in the context of land use planning focuses on balance between what is permitted by law and the impacts of development on the entire community—the economic, environmental, and societal aspects. Balancing competing interests (wetlands protection versus tax revenue), requiring a project to be of a scale that is in keeping with the character and environment, and gaining public acceptance of guiding principles and performance standards for development are key elements to sustainable planning. Sustainable development generally reserves land for open space, reduces lawn and other landscaped areas to decrease water consumption, and is of a scale that is accessible to pedestrians and decreases reliance on automobiles.

A primary goal of a sustainable community is to meet its basic resource needs in ways that can be continued into the future. A sustainable community seeks to maintain and improve its economic, environmental, and social characteristics so that its residents can continue to lead healthy, productive, and enjoyable lives. Sustainability is an attainable goal for a community and a desired goal for Sudbury.

These values still resonate with Sudbury residents today, and are reflected in this Master Plan.

The following sections have a standard format:

- **Overarching goal**
- **Opportunities, Challenges, & Needs:** a summary of these elements related to the section. This can include references to the Baseline Report and/or pulling specific data from that document as needed.
- **Policies & Actions:** a list of policy statements and associated action items the Town will take to address the above. In this outline, a list is provided.
- **Making Progress:** milestones at 5, 10, and 20 years for the overall topic to meet the stated goal. When policies and actions are confirmed, indicators and targets will be identified. This section will be finalized as the Action Plan is developed, which details the action, who is responsible for implementation, and the timeframe in which it should be completed.

Questions to consider as you read through the outline:

- Is there a major focus area missing? For example, the should there be a separate section for the Town Center.
- What opportunities, challenges, and needs are missing under each major focus area? Which need to be revised? What should be deleted and why?
- What polices and actions are missing? Which need to be revised? What should be deleted and why?

Route 20 Corridor

Goal – Create a destination that supports housing options, economic opportunities, and public spaces.

Opportunities, Challenges, & Needs

- Wastewater treatment system will spark new private investment and build business development.
- The Route 20 Corridor is the center of economic development opportunities for the Town.
- Mixed use development along the corridor opens opportunities for smaller housing options.
- Planned regional rail trails connect with the corridor.
- Increases in tax revenue can help cover the cost of new and increasing services.

Policies & Actions

Policies and actions in this focus area:

- Provide opportunities for housing types that are in high demand and short supply including rental units, cottage-style small units, and multifamily.
- Identify opportunities for larger development (former Land fill).
- Improve circulation and access management. Evaluate “back road” or secondary loop for local connections to avoid Route 20 and other access management strategies.
- Link with Bruce Freeman Rail Trail, other walking/biking networks.

- Assess opportunities for shuttles/transit options – local and regional.
- Assess opportunities for microtransit.
- Analyze feasibility of implementation of wastewater treatment system.

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress.

This approach to measuring progress is one way some communities try to weave some measure of accountability into the plan. There are other ways to do this and HW can discuss this with the MPSC. For example, instead of placing measurements at the end of each of these sections, measures can be grouped into the third volume of the plan – the Action Plan.

Importantly, the selection of different indicators or measures of success implies the Town has the ability to collect the data over time. This will be an important discussion, especially for staff, before the plan is finalized.

Indicator	Target	Timeframe
Increase in smaller housing options that are not age-restricted (2 bedrooms or smaller)	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Economic Development

Goal – Support development that is fiscally positive, generates jobs suitable for residents, and offers opportunities to access desired retail, services, and other amenities within Sudbury.

Opportunities, Challenges, & Needs

- The Town relies heavily on the residential tax base for revenue.
- Aging commercial building stock contributes to significant retail/office vacancies.
- There is a mismatch between workforce need and housing (local businesses tend to be service/retail that rely on lower wage workers who may not be able to find housing in Sudbury).
- Limited professional job opportunities in town leads to high out-commuting, traffic, and household spending leakage.
- New commercial development is constrained by land availability and lack of a wastewater management system.

Policies & Actions

Policies and actions in this topic:

- Identify sites for commercial development, especially redevelopment sites, along Route 20
- Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.
- Assist existing businesses looking to expand to find appropriate space.

- Modify zoning to promote the type and scale of development aligning with current retail/office market trends, including mixed-use buildings, walkability, connectivity, integration with housing options, etc.
- Pursue a private-public partnership to develop modern flexible office and meeting space that supports existing and new professionals within the town who may currently work from home.
- Pursue a private-public partnership to develop a small-scale entrepreneurial/maker space to support light manufacturing/assembly businesses.
- Attract resident-serving businesses that Sudbury residents currently leave town to patronize, particularly food, entertainment, and recreation-oriented retail.
- Hire an economic development staff person tasked with business retention, expansion, and outreach/relationship building.

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Amount of increased revenue from non-residential properties	Increase by X%	2025 (Year 5)
	Increase by X%	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Connectivity

Goal – Minimize the impact of traffic congestion and create a safe network of walking, biking, and public transportation options that gets people out of their cars as they travel around Sudbury.

Opportunities, Challenges, & Needs

- Regional traffic congestion impacts local trips on Route 20.
- Development in neighboring communities impacting local traffic on Routes 27 and 117.
- Sudbury has a robust walkway network, and improvements continue, but gaps exist with missing links between residential areas and important destinations like commercial areas, schools, and parks/open space.
- The nature of Sudbury's roads, which are winding, narrow, and tree-lined, make it difficult to add some of the missing walkway connections. Some connections would need to use private property.
- The Route 20 Commuter Shuttle is a great amenity but is not currently meeting commuter needs.
- Other public transit/alternative transportation resources, such as the senior shuttle, are not meeting local needs.
- The Town is taking advantage of local opportunities to expand Opportunity: Bruce Freeman Rail Trail, Mass Central Rail Trail, Safe Routes to School, and the Complete Streets Program.

Policies & Actions

Policies and actions in this focus area:

- Mapping of destinations, closing gaps
- Education and engagement of property owners with key frontage areas
- Links with Bruce Freeman Rail Trail, other walking/biking networks
- Complete Streets/walking connections
- Other off-road connections for bikes
- Shuttles/transit options – local and regional
- Access management strategies

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Miles of new walkways created	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Historic & Cultural Identity

Goal – Preserve and enhance the historic and cultural places of Sudbury so they can be enjoyed and appreciated today and by future generations.

Opportunities, Challenges, & Needs

- There are about 300 historic buildings and structures outside of local historic districts, spread throughout town. These buildings have no protection, but not all need to be preserved.
- More preservation tools need to be available.
- More education is needed for local decision makers regarding the value of historic resources.
- Town-owned historic buildings need improvements; however, the challenge is weighing modernization with keeping the historic integrity of the structure. Immediate concern is Town Hall.
- Many stakeholders support local historic preservation and cultural opportunities.

Policies & Actions

Policies and actions in this focus area:

- Town-wide management plan for historic resources.
 - Inventory historic structures and prioritize for preservation
 - Outline coordinated preservation efforts, including private property owners
- Review and update local tools and regulations, including Demolition Delay Bylaw.
- Other types of reports/studies needed: archaeology study (inventory and guidance for preservation), heritage landscapes inventory (inventory and guidance for preservation).

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase the number of visitors to local historic sites	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Natural Environment

Goal – Maintain and restore the environmental, economic, and social benefits of Sudbury’s natural areas.

Opportunities, Challenges, & Needs

- Protecting water quality is a priority, for both surface waterbodies and groundwater (drinking water).
- Natural resources, such as farmland, open spaces, and forests, contribute to the historical landscape of Sudbury.
- Minimizing impacts to important wildlife and natural resources is a priority for the community.

Policies & Actions

Policies and actions in this focus area:

- Water quality protection
- Stormwater management
- Wetland protection
- Flood management
- Land preservation (link to following section)

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase number of green infrastructure project on Town properties	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Conservation & Recreation Land

Goal – Protect and maintain important natural areas and recreational resources.

Opportunities, Challenges, & Needs

- Residents feel the Town is doing a good job of conserving and protecting important natural areas; however, the Town lacks a process or methodology for acquiring conservation land and educating residents about how decisions are made.
- Town conservation areas could benefit from management plans to address ongoing maintenance and upkeep of trails, invasive species, and mitigating user conflicts. Land stewardship of Town conservation land is needed, either through Town staff or volunteers.
- Connecting open space areas, parks, schools, and historic resources with residential areas for walking/biking will increase recreational opportunities and access to these resources.
- There are opportunities to increase programming at conservation areas.
- The number of conservation and recreation areas that are accessible needs to increase, including amenities such as restrooms, benches, and accommodations for the visually impaired.
- Maintenance and improvements to existing outdoor recreation facilities is needed to address field conditions and drainage problems.
- There is a growing demand for organized adult recreation, particularly team sports. Space at existing Town fields is scheduled at capacity and access to school fields is limited.

Policies & Actions

Policies and actions in this focus area:

- Management plans for Town-owned conservation land
- Continued expansion of conservation land
- Partnerships to expand recreation resources (e.g. Sudbury Public Schools)
- Better promotion of actions, Town's work on conservation efforts
- Opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc.

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase in the acres of protected open space.	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Town Facilities, Services, & Infrastructure

Goal – Provide sustainable services and infrastructure to the community that support a high quality of life.

Opportunities, Challenges, & Needs

- The Town needs to plan for services that meet the needs of a growing older population.

- Continued investments in new technology for all Town departments will provide better efficiency and response to residents.
- Investments in new infrastructure (wastewater management, Bruce Freeman Rail Trail, etc.) will also require sustainable investments in maintenance and upkeep.
- The Town also needs to make adequate capital investments in maintenance and upkeep of existing buildings, facilities, and infrastructure.
- Town buildings, facilities, and infrastructure need to be more accessible.

Policies & Actions

Policies and actions in this focus area:

- Commitment to long term maintenance, and capital improvements and facilities planning
- Public education about short and long-term costs of investments, deferred maintenance, etc.
- Investments in new services and facilities (wastewater)
- Expand existing services and facilities (Fairbanks Center)
- Accessibility audit and transition plan
- Meeting requirements of state and federal mandates (stormwater)
- Review public communication resources, where are improvements needed, are they accessible, etc.

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase or maintain financial commitments to maintain existing infrastructure	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Housing

Goal – Allow for a wide range of housing options that accommodate the diverse needs of Sudbury residents at all stages of life.

Opportunities, Challenges, & Needs

- Overall, housing costs are increasing in Sudbury and the region, which puts a disproportionate burden on low income residents and households with fixed incomes. While the average household income is increasing, so is the cost of living and the buying power of residents has remained flat over the past 20 years. These conditions create a need for more affordable and diverse housing options.
- Sudbury has achieved its 10% Subsidized Housing Inventory (SHI) goal. However, this achievement has not satisfied the local need. Units are still expensive and, because many SHI units were created through rental projects, market rate units were able to be counted towards the SHI. Very few affordable dwelling units are available for homeownership.

- Sudbury Housing Authority's (SHA) current housing stock is aging and will require investments in maintenance in the future. Much of the housing is located on smaller sites scattered throughout town. Funding sources for the SHA to build new units are also limited.
- Sudbury has excellent administrative infrastructure with the Housing Authority, Housing Trust, Regional Housing Services Organization, and the Planning Department. This represents an opportunity for continued strategic implementation.
- Sudbury has limited land availability for new housing development and most of what will be developed will be scattered single family homes. Sudbury can think strategically about small amounts of "missing middle" housing on the few remaining sizable tracts of undeveloped land as well as along specific areas of Route 20.

Policies & Actions

Policies and actions in this focus area:

- Expand affordable housing choices throughout the town.
- Explore strategies to diversify housing options, including regulatory changes and incentives to promote smaller units and SHI units.
- Set SHI affordable housing goals that meet local needs.
- Strengthen the partnership between the SHA, Sudbury Housing Trust, and the Regional Housing Services Office to support the development of SHI units to meet local needs.
- Build capacity of the SHA, including a sustainable source of funding, to expand its inventory and to manage and maintain existing SHA units.
- Identify opportunities to develop more diverse housing opportunities, including cooperative living models and building affordable housing.
- Collaborate with developers to link projects with the existing transportation and mobility network or build in services for SHI units.
- Invest in areas like Route 20 to allow for small-scale multi-family and mixed-use housing options.

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase the SHI inventory with affordable units for low and moderate income households	Increase by X%/X units	2025 (Year 5)
	Increase by X%/X units	2030 (Year 10)
	Increase by X%/X units	2040 (Year 20)

Resiliency & Sustainability

Goal – Plan for, adapt to, and mitigate the impacts of natural hazards and climate change.

Opportunities, Challenges, & Needs

- The Town needs to plan for the impacts of climate change, including those related to increased frequency and intensity of storm events that will result in flooding, downed trees, and power outages.
- The Town needs to continue to improve energy efficiency of its facilities and operations, and promote more sustainable energy usage to residents and businesses.
- Participation in the Municipal Vulnerability Preparedness (MVP) Program and its Hazard Mitigation Plan provide starting points for resiliency planning.

Policies & Actions

Policies and actions in this focus area:

- Land use policies addressing impacts of climate change/adaptation – zoning, density
- Land use policies promoting private and public investments in energy conservation/renewable energy
- Conservation of land for flood protection
- Tree/forestry management
- Continue energy conservation and efficiency efforts at Town facilities

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Reduce the number of homes/properties impacted by flood events	Decrease by X%/X units	2025 (Year 5)
	Decrease by X%/X units	2030 (Year 10)
	Decrease by X%/X units	2040 (Year 20)

Public Health & Social Wellbeing

Goal – Ensure equitable access to public health and social wellbeing resources, and opportunities for all residents, with a focus on the Town’s most vulnerable, that contribute to a high quality of life.

Opportunities, Challenges, & Needs

- Increasing awareness of mental health issues in Town is critical to gain support for services needed for residents of all ages. Demand for services provided by the Town’s Social Worker are expected to grow around hidden/arising issues of domestic violence, substance abuse, social isolation, homelessness, and others.
- More public education is needed around environmental public health issues.
- Some important services and support for older residents and their caregivers are not available in Sudbury. For example, many will travel to Concord, Boston, or Worcester for medical appointments.

- There are opportunities for social engagement, including programs at the Goodnow Library, Recreation Department, Sudbury Public Schools, and Senior Center. Some programs with costs can pose a barrier for participation.
- Many residents are not aware of the services available to them through the Town. Communication is also important, especially finding a way to connect to hard-to-reach segments of the population (elderly (particularly homebound), low income, and minority) and spreading the word about services.

Policies & Actions

Policies and actions in this focus area:

- Build capacity at Department of Health/Board of Health
- Integrate health policies into other aspects of municipal planning decisions
- Diverse communication strategies about locally available services
- Support existing networks of municipal departments working on public health issues, including opioid addition, mental health, social isolation, dementia, etc.
- Connect public health resources with transportation options
- Expand public communication and outreach tools around local public health issues

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Reduce the number of incidences of vector-borne diseases in Sudbury	Decrease by X%/X units	2025 (Year 5)
	Decrease by X%/X units	2030 (Year 10)
	Decrease by X%/X units	2040 (Year 20)

Governance

Goal – Ensure that town government is accessible, effective, and transparent.

Opportunities, Challenges, & Needs

- The Town needs to have more effective communication with residents through diverse methods.
- Hundreds of residents serve on more than 40 municipal boards, committees, and commissions.
- The public lacks a clear understanding of how local decisions are made.
- Residents are unaware of services and opportunities available to them through local government.
- Continued investments in new technology for all Town departments will provide better efficiency and response to residents.

Policies & Actions

Policies and actions in this focus area:

- Diverse and innovative communication strategies, ensuring accessibility for those with disabilities
- Build and expand online platforms for residents and businesses to “do business” with Town government

Making Progress

Below is an example of an indicator by which to measure if the Town is reaching the goal of this topic and targets to measure progress. (See broader discussion of measuring success on page 4 in the highlighted box.)

Indicator	Target	Timeframe
Increase participation in public workshops/ events	Decrease by X%/X units	2025 (Year 5)
	Decrease by X%/X units	2030 (Year 10)
	Decrease by X%/X units	2040 (Year 20)

Future Land Use Map

Horsley Witten Group

Sustainable Environmental Solutions

55 Dorrance Street • Suite 200 • Providence, RI 02903
401-272-1717 • horsleywitten.com



MEMORANDUM

TO: Sudbury Master Plan Steering Committee
FROM: Nathan Kelly, AICP
DATE: May 5, 2020
RE: Sudbury Master Plan – Project Management Assessment

Dear Steering Committee,

At Horsley Witten Group (HW), we regularly pause at critical junctures of a project to step back, check our progress, and assess the plan for project completion. In some cases, it is valuable to do this with the larger project team. This seems particularly appropriate now for our effort in Sudbury considering the complexity of the work, where we are in the process, and the significant disruption everyone has felt in the wake of COVID-19.

Progress Summary

At this point in the process, we have completed the Baseline Report, performed the first public meeting (High School), and completed a series of targeted “topic specific” workshops with the public. Each set of workshops had a follow up online survey. After this early exploration of issues, our team identified what we felt were the most challenging policy issues for Sudbury. HW built a series of Steering Committee workshops around these issues and managed to complete all but one of those workshops before social distancing requirements were imposed. The final workshop on Housing was facilitated virtually. With this work complete, HW presented an annotated outline to the Planning Board to confirm we are headed in the right direction with organization and content. We will be reviewing this outline in more detail with you at our next meeting.

Process Assumptions and Schedule

Once the outline is reviewed, we are truly at a turning point in the process. Our team will be able to start writing drafts in earnest and we can set up an approach for reviewing these that makes sense for Sudbury. Moving forward, HW suggests the following schedule to project completion (Table 1). For the purposes of this summary, we make the following suggestions:

- While it is possible that the ability to gather in groups may return in the near future, it is probably not a good assumption for the purposes of our project. HW is assuming that all engagement with the Steering Committee, the Planning Board, and the public will be done remotely. This may change, but we should plan for social distancing.
- Our final public vetting of the document will likely occur in a “virtual Open House” that connects to a survey. The survey will poll agreement or disagreement with proposed

strategies. A proposal for what the virtual Open House will look like and how it will be administered is provided as an attachment to this memorandum.

- The Steering Committee will reconvene one more time after the May meeting. They will first perform their reviews individually and submit comments. Then we can convene either in person or virtually do discuss those comments.
- The Planning Board should plan for two extra work sessions outside of their regular meeting schedule.
- The document will not enter the graphic design stage until Planning Board approves written content.

Table 1. Conceptual Milestone Timeline for Master Plan Completion

DATE	LEAD	DESCRIPTION
May 15	SC/HW	Present the Annotated Outline and our anticipated procedure for project completion.
May 29	HW	Deliver complete plan (Volume 2) draft to staff (text only).
June 12	Staff	Staff review and comment.
June 19	HW	Revised draft.
June 22	Staff	Forward revised draft to Steering Committee.
July 10	SC	Steering Committee review deadline.
July 15	Staff/HW	Organize Steering Committee comments.
July 24	HW	Steering Committee meeting to discuss comments.
August 12	HW	Revised Plan (Volume 2) with Complete Implementation Plan (Volume 3). Delivered to Planning Board.
August 19	HW	Develop virtual Open House and survey. (not deployed yet)
September 2	PB/HW	First Planning Board work session.
September 9	HW	Virtual Open House with survey deployed.
September 16	HW/PB	Second Planning Board work session.
September 23	HW	Virtual Open House with survey ends.
October 14	HW	Fully formatted/illustrated draft.
October 28	PB/Staff	Planning Board opens Public Hearing.

Sudbury Virtual Meeting Outline

Virtual Open House Format Proposal

HW is proposing to conduct a virtual Open House on the Sudbury Master Plan Committee webpage. A new page will be created for the Open House. Within the page will be 11 hyperlinked sections (stations).

- Route 20 Corridor
- Economic Development
- Connectivity
- Historic and Cultural Identity
- Natural Environment
- Conservation and Recreation Land
- Town Facilities, Services, and Infrastructure
- Housing
- Resiliency & Sustainability
- Public Health and Social Wellbeing
- Governance

Landing Page

This page will be the landing page for the Open House. Think of it as the venue where the event is taking place.

- This page will provide an overview of the project, page structure, and SurveyMonkey.
- It will list all the sections (stations) with hyperlinks to the designated page.
- At the bottom of this page will be a “Next page” button, which will take the participants to the first station of the Open House.

First Station

As an example, Town Facilities, Services, and Infrastructure would be structured in accordance with the outline below. Each subsequent station would have the same structure, but with the content tailored to the subject matter.

- Opportunities, Challenges, & Needs (a description)
 - The Needs of a Changing Population
 - Short description of what we heard
 - Policies & Actions
 - Keeping Pace with Technology
 - Short description of what we heard
 - Policies & Actions
 - Major Infrastructure Investments
 - Short description of what we heard
 - Policies & Actions

- The Issue of Maintenance
 - Short description of what we heard
 - Policies & Actions
- Accessibility
 - Short description of what we heard
 - Policies & Actions

Last Station

After reviewing the stations, the participant will click next to move on to the next station. The last page (station) will note the conclusion of the stations and invite the participants to click a link that will take them to SurveyMonkey, where they will be asked to provide feedback on the information they reviewed at each station.

SurveyMonkey

The survey will open with a short thank you for reviewing Open House materials, and a link back to the Open House for reference. HW will need to figure out a way to manage users who may attempt to take the survey more than once.

The second page will outline each section with a hyperlink to the designated survey section. Respondents will be directed to click next to take the survey in order or click a section that they want to provide feedback. For example, if someone only wants to provide feedback for Town Facilities, Services, and Infrastructure, they will click on the title, and it will take them to that section of the survey. If they hit next, the survey will proceed in order, or they can end the survey.

Each section of the survey will ask the participant if they agree or disagree with the information presented in the Open House. Respondents will also have an option to leave comments in each section of the survey.

The survey will end with “Tell us About Yourself” to collect data on who is taking the survey.