

# The Action Plan

Once a Master Plan is adopted, the implementation phase begins. This document, the Action Plan, represents the third volume in the Sudbury Master Plan document set. This volume begins by discussing the challenges related to implementation including limits on resources and ways the Town can set priorities. The second discussion provides ideas about how to weave the document into everyday operations in local government and create a system of updates and accountability. Following these discussions, an Action Plan Matrix is provided that includes all action items identified in Volume 2 of the plan, supplemented by a lead party and estimated time for completion.

## Resources, Expectations, and Tradeoffs

The Action Plan Matrix identifies a lead party for each action or project, which is usually Town staff or a Board/Committee/Commission. In some cases, a special committee might be the lead party for implementation. It is important to understand no Town department has the staff needed to take on **all** the action items assigned to them at once. Further, in the case of Boards, Committees, and Commissions, these bodies often have regular responsibilities (e.g., permit application review) that consume much of their meeting time and taking on special projects can be a challenge. These limitations highlight the importance of prioritization and making tradeoffs. They also highlight the importance of regular communication about Master Plan efforts, which is discussed further below in Institutionalizing the Master Plan.

Acknowledging tradeoffs in implementation is one way to help manage expectations in the community over time, but it is also worth noting the role the Planning & Community Development Department plays in this implementation process. The majority of action items in the Action Plan have this department identified as the lead. This is a common predicament with Planning Staff in the wake of a freshly adopted Master Plan. At the time this plan was adopted, Sudbury's Planning & Community Development Department included two professionally trained planners and three support staff shared across a variety of other Boards and Departments. Based on the research performed during the Master Plan process, current staff is working beyond its capacity when special projects are added to usual daily responsibilities. Moving forward, additional certified planning staff is recommended, and more than one new staff member could easily be accommodated depending on how much of the Action Plan will be taken on.

Regardless of any increases in staffing or financial allocations, the Town will need to set priorities and most communities look to the Planning Board to lead these discussions. As the agency identified in state law as the approving body for a Master Plan, Planning Boards are in a unique position of authority and should coordinate closely with the Select Board, Town

manager, and Town Meeting when considering action items that should have the Town’s full attention.

## Setting Priorities

The following pages identify ways the Planning Board can prioritize different actions and projects to make the most of staff and financial resources.

### “Big Idea” Action Items

One of the important items to consider is the scope of a particular project (or string of related projects) called for in the Master Plan. While it is rewarding to look for “low hanging fruit,” focusing too much attention on easy wins can push larger efforts into a state of inertia. Long-term projects, initiatives that may take 10-20 years to reach completion, often require constant attention in order to reach conclusion. It should also be noted these initiatives, because of their complexity, provide multiple cross-cutting benefits to the community.

#### *Featured Big Idea Projects*

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Route 20 Revitalization	Route 20 redevelopment and revitalization is a complex effort that will likely take at least a decade to yield significant results. The Master Plan calls for continued detailed study of urban design issues, wastewater implementation, and circulation strategies in order to unlock the development potential of the area. Major investment in infrastructure and regulatory reform will take years to implement before property owners can consider significant investments. Benefits include increases in housing diversity, expansion of the commercial tax base, and transformation of underutilized commercial land into walkable mixed-use nodes.
Coordinated Town-Wide Historic Preservation Program	The Master Plan acknowledges the amazing inventory of historic resources in Sudbury and a strong foundation of local preservation efforts. However, the plan also calls for a more robust town-wide program that includes high-tech data management, increased educational opportunities, regulatory reform, and a comprehensive preservation strategy. Coordinating the efforts of a broad range of stakeholders and getting all parties (including municipal leadership) “rowing in the same direction” will be a labor intensive and complex process. The benefits for Sudbury will be far-reaching and include better protections for historic resources, standardized processes for identifying and protecting historic assets, and economic gains by elevating Sudbury’s status as one of the most historically rich communities in the region.

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## “High Impact” Action Items

Another important perspective for implementation involves identifying those singular actions or projects that will have a major positive impact on the community as a whole. These “high profile” projects can be an important focal point of the implementation, not only because of the potential positive impact, but because they add excitement and credibility to the planning process. Two projects that fit this description are featured below and should remain a high priority for implementation.

### *Featured High Impact Projects*

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Bruce Freeman Rail Trail	This rails to trails project is part of a much larger multi-use path system that connects eight communities in the region, from Lowell to Framingham. In Sudbury, the trail runs the length of the community (north/south) practically down the middle. Several schools, the historic Town Center, and mixed-use development along Route 20 are in close proximity to the trail. This pathway will have an immediate impact on the community, providing access to important points by means other than the automobile.
Mass Central Rail Trail	At the time the Master Plan was adopted, planning for the Mass Central Rail Trail was in the permitting phase as part of the Eversource Transmission Reliability Project, and there was significant resistance on the part of the Town to use the corridor for buried electrical transmission lines. Irrespective of the issue around transmission lines, the Town recognizes the potential high positive impact this recreational resource can have. Running through town east/west, the Mass Central Rail Trail will add to the regional access created by the Bruce Freeman Rail Trail and also create opportunities for residents to connect to points on Route 20 by means other than automobile travel.

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## “Critical Path” Action Items

There are a number of action items in the Master Plan that serve as a keystone for future implementation. Without doing these particular action items early in the implementation, other actions either cannot be pursued or will suffer in some way. These items should be considered high priorities because they unlock the ability of the Town to achieve more widespread, strategic, and in some cases, well-funded, implementation. In many instances, these critical path action items are plans and studies that take a “deep dive” into initiatives that are ongoing in the community.

### Featured Critical Path Action Items

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Route 20 Visioning Study	Studies to date on Route 20 have focused on preliminary wastewater assessments and the redevelopment potential of a small number of commercial parcels. Before any major rezoning effort occurs or any major wastewater infrastructure is installed, more intensive study is required.
Town-wide Historic Preservation Plan	Sudbury's historic preservation efforts are complex and the inventory of assets has yet to be fully documented. In order for the Town to reap the full benefits from these structures, sites, and landscapes for future generations, a comprehensive Preservation Plan would be a worthwhile investment.
Facilities Assessment and Maintenance Plan	During the Master Plan process, the Town showed significant interest in developing a more pro-active and cost-effective approach to facilities management. Similar to the issues around historic assets, developing a multi-year maintenance plan with concrete costs is a complex undertaking but a worthy investment. Importantly, this type of plan could also be a milestone in the Town's ongoing efforts to make facilities accessible to people with disabilities and to address many of the concerns raised in the <i>Livable Sudbury Report</i> .
Housing Strategy	Sudbury has made considerable progress in recent years providing more affordable housing options within the community, including exceeding the statutory threshold of 10% subsidized housing in town. Based on discussions during the Master Plan update process, Sudbury shows interest in a more comprehensive housing strategy that may yield a much more diverse housing stock over the next two decades. Developing a Housing Strategy would provide an opportunity to achieve this goal.

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## Updates and Accountability

Experience in other communities has shown Master Plan implementation can be much more effective if the Town establishes some modest reporting mechanisms that work on an annual basis. This may be easier to work into operations if the reporting for the Master Plan is woven into an existing annual report. For example, each department submits a budget request (including capital expenses) annually to help the Finance Director, Board of Selectmen, and Town Manager begin the budget process. There may be a way to have departments report on any progress related to Master Plan action items as part of this reporting.

Another approach used by many communities is the development of a Master Plan Implementation Committee (MPIC) to oversee implementation. The MPIC is usually established

and populated by the Board of Selectmen, and is responsible for coordinating and monitoring implementation of the Master Plan. It would be tasked with assessing the status of specific tactical actions, evaluating priorities, and suggesting new implementation techniques where appropriate. Job responsibilities the MPIC should be empowered to pursue include the following:

- The MPIC would meet at least two times per year and would be the primary coordinators for gathering the information needed to track progress, with the assistance of the Planning & Community Development Department.
- MPIC members would contact all entities identified as lead responsible parties in the Action Plan once a year, with follow up contact if necessary. The Planning & Community Development Department would prepare a check sheet for each lead responsible party listing the actions for which they are responsible. This sheet will provide space for responsible parties to report on the status of the actions. It will also note any actions that have more than one lead agent.
- Once received, the MPIC would compile all of the responses into an Annual Master Plan Report, and work with the Planning & Community Development Department and lead responsible parties if there are any discrepancies. This report will also include a summary of the major successes of the past year, explanations or justifications for any actions that appear to be inconsistent with the goals and strategies of the Master Plan, implementation plans for the coming year, and recommendations, if any, on future Master Plan updates.

## Action Plan Implementation Schedule

The *Action Plan Implementation Schedule* presents the action items presented in *The Master Plan*. This schedule identifies the anticipated timeframe for completing each action: Short-Term (completed within 5 years), Mid-Term (completed in 5 to 10 years), and Long-Term (completed in 10 years or more). Actions can also be ongoing, meaning they address activities the Town frequently faces. This schedule also includes responsible municipal parties, which include Town departments, commissions, boards, and committees. The first party listed in bold is considered the **Lead Responsible Party**.

Action Item	Responsible Parties	Timeframe
<b>ROUTE 20 CORRIDOR</b>		
<b>A. Sudbury will work to develop a strong vision for Route 20 redevelopment and remove barriers to achieving that vision.</b>		
A.1 Fund and commission a visioning study that will provide detailed buildout visualizations of future development scenarios. Identify preferred elements from each scenario.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Select Board, Planning Board	Short-Term (within 5 years)
A.2 Use the results of the future development scenarios to estimate wastewater needs and environmental impacts.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Board of Health	Short-Term (within 5 years)
A.3 Identify and fund the development of a wastewater solution(s) for Route 20.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)
A.4 Develop and adopt zoning for target areas on Route 20 that will allow developers to build environmentally sustainable, accessible, and attractive projects.	<b>Planning &amp; Community Development</b> , Planning Board	Mid-Term (5-10 years)
A.5 Revisit the Water Resource Protection Overlay District to ensure the bylaw reflects current best practices in stormwater management, wastewater technology, site design, and other development standards important to protecting the Town's water supply.	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Planning Board, Board of Health	Mid-Term (5-10 years)
A.6 Ensure zoning allows or requires the inclusion of housing types that will be much more affordable than typical single-family homes in Sudbury. Where a new Housing Production Plan or Housing Strategy is developed (see <b>Housing</b> ), new development should be consistent with the strategies in that plan.	<b>Planning &amp; Community Development</b> , Planning Board, Housing Trust	Mid-Term (5-10 years)

Action Item	Responsible Parties	Timeframe
<b>B. Identify ways to expand shuttle service along Route 20 in order to connect key nodes within the community. Consider requirements or incentives for new development to include transit-oriented amenities.</b>		
B.1 Combine public and private investments to ensure the future rail trails in Sudbury connect to Route 20 in a way that enhances local and regional access.	<b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force	Ongoing
B.2 Evaluate the potential for using “back road,” “access road,” or other connectivity strategies to keep automobiles from re-entering Route 20 when unnecessary.	<b>Planning &amp; Community Development</b> , Dept. of Public Works	Mid-Term (5-10 years)
B.3 Provide incentives for private property owners to incorporate site elements conducive to transit ridership. These could include interior circulation routes for shuttles and some dedicated parking spaces for shuttle riders.	<b>Planning &amp; Community Development</b> , Planning Board	Short-Term (within 5 years)
<b>ECONOMIC DEVELOPMENT</b>		
<b>A. Sudbury will work with property owners and other stakeholders to ready sites for development or redevelopment.</b>		
A.1 Identify and advertise sites for commercial development, especially redevelopment sites, along Route 20.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)
A.2 Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)
A.3 Identify and fund the development of a wastewater solution(s) for Route 20.	<b>Select Board</b> , Dept. of Public Works, Board of Health	Mid-Term (5-10 years)
A.4 Modify zoning to promote the type and scale of development aligning with current retail and office market trends, including mixed-use buildings, walkability, connectivity, integration with housing options, etc.	<b>Planning &amp; Community Development</b> , Planning Board	Mid-Term (5-10 years)
<b>B. Sudbury will take an active approach to business attraction, retention, and expansion.</b>		
B.1 Attract the types of businesses that Sudbury residents currently leave town to patronize, particularly food service, entertainment, and recreation-oriented retail	<b>Planning &amp; Community Development</b>	Ongoing
B.2 Assist existing businesses seeking to expand in finding appropriate space in Town.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)
B.3 Conduct outreach to existing businesses to understand and address issues and promote retention.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)

Action Item	Responsible Parties	Timeframe
<b>C. Sudbury will pursue private-public partnerships to advance the needs of local entrepreneurs and business owners.</b>		
C.1 Pursue a private-public partnership to develop modern flexible office and meeting space that supports existing and new professionals within the town who may currently work from home.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)
C.2 Pursue a private-public partnership to develop a small-scale entrepreneurial/maker space to support light manufacturing/assembly businesses.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)
<b>D. Sudbury will develop capacity to support economic development efforts.</b>		
D.1 Consider hiring an additional planning staff person tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building.	<b>Select Board, Planning &amp; Community Development</b>	Short-Term (within 5 years)
D.2 Develop a comprehensive economic development strategy for the town.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)
D.3 Strengthen relationships with economic development stakeholders, including the Sudbury Chamber of Commerce, to assist with capacity building.	<b>Planning &amp; Community Development</b>	Ongoing
<b>E. Sudbury will develop a strategy for its ongoing fiscal health.</b>		
E.1 Develop strong fiscal strategies and policies that prioritize short- and long-term expenditures and balance costs against revenues.	<b>Select Board, Finance Committee</b>	Short-Term (within 5 years)
<b>TRANSPORTATION &amp; CONNECTIVITY</b>		
<b>A. Sudbury will remain active in regional efforts to coordinate transportation planning across multiple municipalities.</b>		
A.1 Coordinate with the state, MassDOT, Metropolitan Area Planning Council (MAPC), Massachusetts Bay Transportation Authority (MBTA), MetroWest Regional Transit Authority (MWRTA), and adjacent towns to establish and enhance connections between key destinations.	<b>Planning &amp; Community Development, Transportation Committee</b>	Ongoing
A.2 Explore the need for and establish park and ride locations.	<b>Planning &amp; Community Development, Transportation Committee</b>	Short-Term (within 5 years)
A.3 Solicit support from legislators as needed to prioritize and implement regional connectivity projects.	<b>Select Board, Transportation Committee</b>	Ongoing



Action Item	Responsible Parties	Timeframe
<b>B. Sudbury will continue to identify, design, and install physical improvements to its roadway system in a way that increases public safety and pedestrian/bicycle mobility.</b>		
B.1 Implement the projects in the Complete Streets (Phase II) Prioritization Plan. Coordinate and prioritize improvements that support other economic development and housing initiatives.	<b>Dept. of Public Works</b> , Planning & Community Development	Short-Term (within 5 years)
B.2 Explore traffic signal coordination opportunities along Route 20.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)
B.3 Consider transportation demand management strategies for larger developments.	<b>Planning &amp; Community Development</b> , Planning Board, Dept. of Public Works	Mid-Term (5-10 years)
B.4 Explore access management strategies to reduce congestion and improve safety along major roadways, particularly commercial areas along Route 20.	<b>Planning &amp; Community Development</b> , Dept. of Public Works	Mid-Term (5-10 years)
B.4.a Identify opportunities for shared driveways and other connections between adjacent commercial properties.	<b>Planning &amp; Community Development</b> , Planning Board	Ongoing
B.4.b Evaluate frontage or rear roads between multiple properties to create connectivity between adjacent commercial properties to better serve businesses with reduced driveways and road access points.	<b>Planning &amp; Community Development</b> , Planning Board	Short-Term (within 5 years)
B.4.c Work with MassDOT to determine if syncing signalized intersections can improve traffic flow.	<b>Planning &amp; Community Development</b> , Dept. of Public Works	Short-Term (within 5 years)
<b>C. Sudbury will foster the continued creation of the Bruce Freeman Rail Trail and other walking and biking networks throughout Town.</b>		
C.1 Continue to work with Friends of the Bruce Freeman Rail Trail on signage and wayfinding, safe roadway crossings, and trail maintenance policies.	<b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force	Short-Term (within 5 years)
C.2 Continue to work with neighboring municipalities to foster the completion of the Bruce Freeman Rail Trail.	<b>Planning &amp; Community Development</b> , Bruce Freeman Rail Trail Design Task Force	Short-Term (within 5 years)
C.3 Continue to discuss with regional and state partners the design of the proposed Mass Central Rail Trail.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)

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

Action Item	Responsible Parties	Timeframe
E.2 Continue to coordinate with Sudbury Senior Center in the evaluation of its transportation services to ensure that needs are being met. Identify opportunities to expand existing services for older residents and persons with disabilities and new types of services such as ride-share programs.	<b>Council on Aging</b> , Transportation Committee, Planning & Community Development	Ongoing
E.3 Coordinate with MWRTA and to expand service in Sudbury wherever possible.	<b>Transportation Committee</b> , Planning & Community Development	Ongoing
E.4 Ensure future housing development, particularly those with SHI units, include resources and access to existing local shuttle services, walking and bicycling amenities, and connections to regional transportation networks.	<b>Planning &amp; Community Development</b> , Housing Trust, Transportation Committee	Ongoing
E.5 Identify specific measures to address gaps in transportation services for persons with disabilities and identify funding sources build access.	<b>Council on Aging</b> , Transportation Committee, Planning & Community Development	Short-Term (within 5 years)
E.6 Manage parking resources and explore options for shared parking near trails.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)
E.7 Revisit the Route 20 commuter shuttle to determine if it is meeting commuter needs. Explore the need for and establish a designated park and ride location in Sudbury.	<b>Transportation Committee</b> , Planning & Community Development	Mid-Term (5-10 years)
E.8 Consider hiring a grant writer to pursue opportunities for the Town (could be on a case by case basis).	<b>Select Board</b>	Short-Term (within 5 years)
E.9 Rethink the school busing cost structure to encourage bus use and discourage car drop-off/pick-up of students.	<b>Sudbury Public Schools</b>	Long-Term (more than 10 Years)
<b>HISTORIC AND CULTURAL IDENTITY</b>		
<b>A. Sudbury will address historic preservation needs and emphasize collaboration among its local historic preservation groups and coordinate their efforts town-wide.</b>		
A.1 Re-evaluate the purpose, scope, and adequacy of regulatory tools to protect our historic and cultural resources.	<b>Historical Commission</b> , Historic Districts Commission	Mid-Term (5-10 years)
A.1.a Consider the creation of new local historic districts and the expansion of existing districts. For significant structures and buildings outside of historic districts, consider a single-property or spot historic districts.	<b>Historic Districts Commission</b> , Historical Commission	Mid-Term (5-10 years)

Action Item	Responsible Parties	Timeframe
A.1.b Examine the effectiveness of the Demolition Delay Bylaw to protect properties outside historic districts and consider ways to enhance and update it.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)
A.1.c Consider establishing a Minimum Maintenance Bylaw or a Demolition by Neglect Bylaw to maintain historic properties and protect them from demolition.	<b>Historical Commission</b> , Historic Districts Commission	Mid-Term (5-10 years)
A.1.d Consider the deletion of non-historic properties from historic districts so that attention and valued time is better focused on the purpose of the Historic Districts.	<b>Historical Commission, Historic Districts Commission</b>	Mid-Term (5-10 years)
<p>A.2 Appropriate funding for and develop a town-wide Historic Preservation Plan. Items addressed in the plan will include, but will not be limited to:</p> <ul style="list-style-type: none"> <li>a. Ongoing survey and study of non-documented and under-documented historic resources and/or those not fully understood.</li> <li>b. A clear description of the responsibilities of each historic resource stakeholder in the community, including the Town boards, committees, and commissions, historic property owners (homeowners and businesses), and the Town.</li> <li>c. An assessment of needs and gaps in Sudbury’s historic preservation administrative capacity, funding, and infrastructure.</li> <li>d. An audit of existing historic preservation regulatory tools, how their effectiveness can be strengthened, and adopting new tools for preservation protections.</li> <li>e. Identifying the appropriate situations for purchasing property, regulating property, and educating property owners to achieve historic preservation.</li> </ul>	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)

Action Item	Responsible Parties	Timeframe
<p>A.3 Develop a sophisticated and accessible platform for its historic and archaeological resources inventory that can be used to support local permit review and educate residents and property owners.</p> <ol style="list-style-type: none"> <li>Create a complete digital inventory of historic structures, sites, landscapes, roads, significant features (i.e. stone walls), and archaeological sites throughout Sudbury.</li> <li>Identify and inventory historic structures, buildings, sites, and landmarks that have not been inventoried or those inventories which are out of date.</li> <li>Work with the Sudbury Historical Society and the Goodnow Library to include link historic photos of Sudbury with property addresses as part of the platform.</li> <li>Link with GIS data to better inform and shape the effectiveness of preservation and planning policies.</li> </ol>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Long-Term (more than 10 Years)</p>
<p>A.4 Develop better partnerships and collaboration among preservation organizations, Town boards, committees, and commissions, Town officials, and citizens to advance the protection, preservation, and development of historical archaeological resources and town character.</p>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>
<p><b>B. Sudbury will continue to develop educational resources and materials related to historical and archaeological resources in the community.</b></p>		
<p>B.1 Develop a Historic Preservation Primer for all local boards, commissions, and committees that clearly describes the variety of historic preservation regulatory tools in the community, powers and limitations, and how they function together.</p>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>
<p>B.2 Increase awareness and support among residents about the value and benefits of Historic Preservation tool protections. Consider an education campaign for local realtors, Chamber of Commerce, community leaders, and other stakeholders.</p>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>
<p>B.3 Develop more robust resources for historic homeowners such as a historic design library, better online resources the Town’s webpage, and public seminars on how to preserve historic homes (how to restore historic windows, historic property maintenance, etc.).</p>	<p><b>Historical Commission</b>, Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>

Action Item	Responsible Parties	Timeframe
B.4 Working with the Historical Society, the Historical Commission, the Wayside Inn, the Cultural Council, and other interested parties, develop materials to support the development of a viable local tourist economy focused on Sudbury’s historic resources. Consider connections to the rail trails to capitalize on bicycle and pedestrian users and incorporate historical railroad elements.	<b>Historical Commission</b> , Historic Districts Commission	Short-Term (within 5 years)
<b>C. Sudbury will continue to foster a vibrant local arts and culture network.</b>		
C.1 Continue to provide local artists and arts organizations with access to municipal facilities as appropriate to display art, hold classes, and publicize events.	<b>Town Manager</b>	Ongoing
C.2 Continue funding special projects in Sudbury Public Schools with grants from the Cultural Council as appropriate.	<b>Cultural Council</b> , Sudbury Public Schools	Ongoing
C.3 Coordinate efforts between the Cultural Council, Sudbury Arts, and the Commission on Disability to increase access and offerings related to the arts for people with disabilities.	<b>Commission on Disability</b> , Cultural Council, Sudbury Arts	Short-Term (within 5 years)
C.4 Encourage collaboration between local arts, cultural, historic organizations, and the local business community to create community-wide events and programming.	<b>Town Manager</b>	Short-Term (within 5 years)
<b>NATURAL ENVIRONMENT</b>		
<b>A. Sudbury will take proactive measures to protect the Town’s drinking water supply.</b>		
A.1 Monitor lands within the aquifer for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions. See <b>Conservation and Recreation Land</b> .	<b>Conservation Commission</b> , Planning & Community Development	Ongoing
A.2 Continue coordination with the Sudbury Water District as it plans for future investments.	<b>Planning &amp; Community Development</b> , Sudbury Water District, Select Board	Ongoing
A.3 Revisit the Water Resource Protection Overlay District to ensure the bylaw reflects current best practices in stormwater management, wastewater technology, site design, and other development standards important to protecting the Town’s water supply (see <b>Route 20 Corridor</b> ).	<b>Planning &amp; Community Development</b> , Dept. of Public Works, Planning Board, Board of Health	Mid-Term (5-10 years)
A.4 Review all local regulations that govern development above the aquifer (e.g., Zoning, Board of Health, Conservation, Subdivision) to ensure provisions protect water quality and allow for groundwater recharge to the greatest extent practicable.	<b>Planning &amp; Community Development</b> , Planning Board, Board of Health, Conservation Commission	Long-Term (more than 10 Years)

Action Item	Responsible Parties	Timeframe
<b>B. Sudbury is committed to implementing best management practices for stormwater management.</b>		
B.1 Continue to support the implementation of the Town’s Stormwater Water Management Program Plan with adequate staffing, equipment, and financial resources. See <b>Town Services, Facilities, and Infrastructure</b> .	<b>Dept. of Public Works</b>	Ongoing
B.2 Identify opportunities to install green infrastructure on Town properties in existing or planned infrastructure.	<b>Dept. of Public Works</b>	Short-Term (within 5 years)
B.3 Prioritize green infrastructure to manage stormwater as part of future public projects and investments.	<b>Dept. of Public Works, Planning &amp; Community Development, Planning Board</b>	Ongoing
B.4 Revise all local regulations (e.g., Zoning, Board of Health, Conservation, Subdivision) to allow the use of porous/pervious materials to take the place of traditional impervious cover where appropriate.	<b>Planning &amp; Community Development, Planning Board, Board of Health, Conservation Commission</b>	Long-Term (more than 10 Years)
B.5 Incorporate language into the Zoning Bylaws and Subdivision Rules and Regulations that limits the area of alteration on a site, protects steep slopes, and limits the removal of existing vegetation or trees on a site.	<b>Planning &amp; Community Development, Planning Board</b>	Mid-Term (5-10 years)
<b>C. Sudbury is committed to enhancing and maintaining the quality of surface water resources.</b>		
C.1 Monitor lands around ponds and waterways for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	<b>Ponds &amp; Waterways Committee, Conservation Commission</b>	Ongoing
C.2 Continue to implement strategies in the Ponds and Waterways Master Plan.	<b>Ponds &amp; Waterways Committee</b>	Ongoing
C.3 Continue participation in regional planning and management efforts in the SuAsCo River watershed.	<b>Planning &amp; Community Development, Conservation Commission</b>	Ongoing
<b>D. Sudbury encourages polices and development standards that protect and improve the Town’s natural resources.</b>		
D.1 Monitor lands of important wildlife habitat for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	<b>Conservation Commission</b>	Ongoing

Action Item	Responsible Parties	Timeframe
D.2 Evaluate the effectiveness of Sudbury's Wetland Bylaw and Regulations.	Conservation Commission, Planning & Community Development	Mid-Term (5-10 years)
D.3 Require the use of low impact design standards for projects near sensitive environmental resources and encourage town wide as appropriate.	Planning & Community Development, Planning Board	Short-Term (within 5 years)
D.4 Identify opportunities to restore the Town's floodplain areas to natural states wherever possible (see <b>Resiliency</b> ).	Planning & Community Development, Conservation Commission	Mid-Term (5-10 years)
D.5 Develop a forestry management plan to address publicly owned forested areas.	Conservation Commission	Mid-Term (5-10 years)
D.6. Develop a tree preservation bylaw that defines tree preservation standards and mitigation for public and private properties, and establishes a tree warden or tree commission with enforcement powers and master planning responsibilities. Consider mitigation requirements such as a tree fund or tree bank.	Planning & Community Development, Planning Board, Dept. of Public Works	Mid-Term (5-10 years)
<b>E. Sudbury will educate private property owners about the community-wide benefits of healthy natural resources on their land.</b>		
E.1 Promote land management programs for private property owners, including Chapter 61 programs.	Conservation Commission, Planning & Community Development	Short-Term (within 5 years)
E.2 Continue to educate the public about how they can implement best practices for stormwater management on their properties. Examples include rain gardens, rain barrels, and reduced impervious surfaces.	Planning & Community Development, Dept. of Public Works, Conservation Commission	Short-Term (within 5 years)
E.3 Educate residents about the impacts of fertilizers and lawn chemicals on local waterways and promote the use of alternative environment-friendly options.	Conservation Commission	Short-Term (within 5 years)
E.4 Educate residents about the importance of tree cover and selective clearing of forested areas.	Conservation Commission	Short-Term (within 5 years)
<b>CONSERVATION AND RECREATION LAND</b>		
<b>A. Sudbury will use existing plans to help address the conservation and recreation needs of the community.</b>		
A.1 Support the implementation of the Open Space & Recreation Plan Action Plan.	Planning & Community Development, Park & Recreation Commission, Conservation Commission	Ongoing



Action Item	Responsible Parties	Timeframe
A.2 Encourage update of conservation plans like Ponds and Waterways Master Plan, Land Management Plan for the Watersheds of the Sudbury Reservoirs, and Athletic Fields Master Plan.	<b>Planning &amp; Community Development</b> , Ponds & Waterways Committee	Ongoing
A.3 Be proactive to ensure that outdoor areas, such as fields and trails, are accessible to all residents and that accommodations are in place to make this possible.	<b>Park &amp; Recreation Dept.</b> , Commission on Disability	Ongoing
<b>B. Sudbury will continue to be proactive about identifying and prioritizing lands of interest for conservation.</b>		
B.1 Continue the work of the Community Preservation Committee, the Land Acquisition Review Committee, and regional partners like Sudbury Valley Trustees.	<b>Planning &amp; Community Development</b> , Conservation Commission	Ongoing
<b>C. Sudbury will work to increase programming to meet needs for organized activities.</b>		
C.1 Increase indoor and outdoor activities and programs for residents.	<b>Park &amp; Recreation Dept.</b>	Ongoing
C.2 Maintain existing turf fields to optimize the use of existing fields.	<b>Park &amp; Recreation Dept.</b>	Ongoing
<b>D. Sudbury recognizes the importance of communication between the Town and residents and will enhance the effort to inform people of conservation efforts.</b>		
D.1 Develop materials that explain the acquisition process and promote conservation efforts including promotion of acquired lands and the opportunities for public use as part of any future acquisition in order to continue to ensure the community benefits from the funds spent.	<b>Planning &amp; Community Development</b> , Conservation Commission	Short-Term (within 5 years)
D.2 Collaborate with the Land Acquisition Review Committee to improve acquisition process education in Sudbury.	<b>Planning &amp; Community Development</b> , Conservation Commission	Short-Term (within 5 years)
<b>E. Sudbury will commit to enhancing connections between open space areas, parks, schools, and historic resources with residential areas for walking/biking, which will increase recreational opportunities and access to these resources.</b>		
E.1 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail.	<b>Bruce Freeman Rail Trail Design Task Force</b> , Planning & Community Development	Short-Term (within 5 years)
E.2 Identify opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc. by strategically expanding the existing network of walkways.	<b>Planning &amp; Community Development</b>	Mid-Term (5-10 years)

Action Item	Responsible Parties	Timeframe
E.3 Continue exploration of developing the proposed Mass Central Rail Trail.	Select Board, Planning & Community Development	Short-Term (within 5 years)
<b>F. Sudbury will work with local organizations like the Senior Center and other Town departments to connect residents with conservation areas in the community.</b>		
F.1 Increase programming in conservation areas for older residents and youth.	Conservation Commission	Short-Term (within 5 years)
F.2 Create community gardens or similar amenities that are accessible to people of all abilities, include seating and gathering areas for the multi-generational experience.	Conservation Commission	Short-Term (within 5 years)
F.3 Work with Sudbury Public Schools and the Lincoln-Sudbury Regional High School to incorporate awareness and direct experience of conservation areas into arts, science, and history curricula.	Conservation Commission, Sudbury Public Schools, Lincoln-Sudbury Regional High School	Mid-Term (5-10 years)
<b>TOWN FACILITIES, SERVICES, AND INFRASTRUCTURE</b>		
<b>A. Sudbury will plan for and implement changes to its services and facilities that anticipate the needs of an aging population consistent with Livable Sudbury: A Community Needs Assessment.</b>		
A.1 Convene a Livable Sudbury Working Group with leadership from the Council on Aging, Senior Center, and Livable Sudbury Ambassador, and representation from public safety (Police, Fire, EMA), Planning & Community Development, the Library, and the Commission on Disability among other municipal departments, to prioritize and implement the potential action items in Livable Sudbury.	Council on Aging	Ongoing
<b>B. Sudbury will commit to research and, where appropriate, invest in technology that will enhance municipal services.</b>		
B.1 Dedicate resources to exploring the coordination and implementation of new technology across multiple departments. Produce reports for each department on possible investments and returns.	Select Board	Mid-Term (5-10 years)
B.2 Explore the possibility of using Asset Management software as part of planning for facilities maintenance and capital expenditures.	Facilities Dept., Select Board	Mid-Term (5-10 years)
B.3 Invest in upgrades to GIS data that will help visualize and, where applicable, analyze data for the Assessor's Office, Planning & Community Development, Dept. of Public Works, public safety, the Historical Commission, and others.	Select Board	Short-Term (within 5 years)

Action Item	Responsible Parties	Timeframe
<b>C. Sudbury is committed to investing in and building significant infrastructure projects where these projects contribute to the long-term prosperity of future generations.</b>		
C.1 Perform detailed engineering and financial analysis to determine the cost of providing sewer service to Route 20.	<b>Dept. of Public Works</b> , Select Board	Short-Term (within 5 years)
C.2 Support the completion and expansion of Sudbury's Bruce Freeman Rail Trail.	<b>Select Board</b> , Planning & Community Development, Bruce Freeman Rail Trail Design Task Force	Ongoing
C.3 Continue to work with state and regional partners on the proposed Mass Central Rail Trail.	<b>Select Board</b> , Planning & Community Development	Short-Term (within 5 years)
<b>D. Sudbury recognizes the value of well-planned maintenance and asset management programs and will weave these practices into the everyday provision of municipal services.</b>		
D.1 Develop a comprehensive Facilities Assessment and Maintenance Plan that includes a Capital Needs Assessment for every municipal building.	<b>Facilities Dept.</b> , Dept. of Public Works	Short-Term (within 5 years)
D.2 Consider the development of a more formal Asset Management Program that emerges from the Facilities Assessment and Maintenance Plan.	<b>Town Manager</b> , Facilities Dept., Dept. of Public Works	Short-Term (within 5 years)
D.3 Ensure the Facilities Assessment and Maintenance Plan addresses any state or federal compliance requirements (e.g., MS4 stormwater program).	<b>Town Manager</b> , Facilities Dept., Dept. of Public Works	Short-Term (within 5 years)
D.4 Develop educational materials for the public that raise awareness of the need for maintenance related to municipal facilities.	<b>Facilities Dept.</b>	Short-Term (within 5 years)
<b>E. Sudbury is committed to be a community where people of all ages and abilities enjoy access to municipal services, facilities, and public discussion.</b>		
E.1 Ensure all digital material developed by the Town is compliant with Section 508, an amendment to the United States Workforce Rehabilitation Act of 1973.	<b>Town Manager</b>	Short-Term (within 5 years)
E.2 As part of the Facilities Assessment and Maintenance Plan, include a Transition Strategy for compliance with the Americans With Disabilities Act (ADA). Ensure the Transition Plan is coordinated with the State Historic Preservation Officer for all facilities located in historic structures.	<b>Facilities Dept.</b> , Commission on Disability	Short-Term (within 5 years)
E.3 Ensure the Town achieves and maintains compliance with Title II of ADA.	<b>Town Manager</b> , Facilities Dept., Commission on Disability	Ongoing

Action Item	Responsible Parties	Timeframe
<b>HOUSING</b>		
<b>A. Sudbury will actively pursue housing strategies that will diversify its housing stock in ways that are consistent with the character of existing districts.</b>		
A.1 Pursue regulatory changes and infrastructure investments that will allow for higher density housing along Route 20 (see <b>Route 20 Corridor</b> ).	<b>Planning &amp; Community Development</b> , Planning Board	Ongoing
A.2 Identify areas around Route 20 where missing middle housing could serve as a transition between mixed-use/multi-family developments and surrounding residential neighborhoods.	<b>Planning &amp; Community Development</b> , Planning Board	Short-Term (within 5 years)
A.3 Identify larger developable parcels where missing middle housing types may be appropriate as part of a town-wide Housing Strategy to provide both home ownership and rental opportunities.	<b>Planning &amp; Community Development</b> , Planning Board	Short-Term (within 5 years)
A.4 Adopt new or revised zoning bylaws to enable development consistent with A.3 above.	<b>Planning &amp; Community Development</b> , Planning Board	Mid-Term (5-10 years)
A.5 Adopt effective Inclusionary Zoning tailored to capture opportunities in different districts and different housing types (e.g., Route 20, new subdivisions, cluster, etc.)	<b>Planning &amp; Community Development</b> , Planning Board	Short-Term (within 5 years)
A.6 Identify areas in Sudbury where minimum lot sizes could be reduced or two-family units could be allowed by right.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)
<b>B. Sudbury will continue to support a sophisticated local network of organizations committed to meeting local housing needs.</b>		
B.1 Continue active support for and participation in the Regional Housing Services Organization (RHSO).	<b>Planning &amp; Community Development</b>	Ongoing
B.2 Develop a town-wide Housing Strategy that will enable the Town meet local needs and maintain its SHI above 10%. Development of the Housing Strategy would include active engagement of the Housing Trust, Sudbury Housing Authority, and RHSO.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)
B.3 Provide resources for the continued training and education of municipal staff and board members on issues related to housing.	<b>Planning &amp; Community Development</b>	Short-Term (within 5 years)

Action Item	Responsible Parties	Timeframe
<b>RESILIENCE</b>		
<b>A. Sudbury recognizes it is vulnerable to the impacts of natural hazards and climate change, and must build capacity to be more resilient.</b>		
A.1 Maintain the network of stakeholders that participated in the MVP process. Consider periodic update meetings to evaluate progress and revisit priorities as needed.	<b>Planning &amp; Community Development, MVP Committee</b>	Short-Term (within 5 years)
A.2 Continue to pursue implementation funding from the MVP program. Research other federal, state, and regional funding sources that can support these initiatives.	<b>Planning &amp; Community Development, MVP Committee</b>	Ongoing
A.3 Continue to stay current on climate change data as they become available. Incorporate into local policies and regulations as appropriate.	<b>Planning &amp; Community Development, MVP Committee</b>	Ongoing
A.4 Monitor lands with natural resources, such as wetlands and others with flood storage capacity, for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see <b>Conservation and Recreation Land</b> ).	<b>Planning &amp; Community Development, Conservation Agent</b>	Ongoing
A.5 Develop outreach programs and materials to educate residents and businesses about the efforts the Town is doing to be more resilient and how they can contribute and be a part of the process (see <b>Natural Environment</b> ).	<b>MVP Committee</b>	Short-Term (within 5 years)
<b>B. Sudbury understands that the HMP is an important document to help it prepare for and recover from natural hazard events.</b>		
B.1 Update the Sudbury HMP every five years to measure progress of the plan's goals, to update new goals into the plan and thereby remain eligible for Federal Emergency Management Agency (FEMA) funding.	<b>Fire Chief, Planning &amp; Community Development</b>	Ongoing
<b>C. Sudbury is committed to conserving energy and using renewable energy sources to reduce costs as well as its carbon footprint.</b>		
C.1 Continue to upgrade Town facilities and buildings to improve the energy efficiency.	<b>Facilities Dept., Energy &amp; Sustainability Committee</b>	Ongoing
C.2 Continue to identify opportunities to install solar energy systems on Town properties.	<b>Facilities Dept., Energy &amp; Sustainability Committee</b>	Ongoing
C.3 Create outreach mechanism(s) to connect businesses and residents with renewable energy resources. Examples includes a page on the Town's website and distributing pamphlets and materials available through regional and state entities, such as the Massachusetts Clean Energy Center.	<b>Planning &amp; Community Development, Energy &amp; Sustainability Committee</b>	Mid-Term (5-10 years)

Action Item	Responsible Parties	Timeframe
C.4 Develop carbon and climate related goals and create a carbon reduction plan.	<b>Planning &amp; Community Development</b> , Energy & Sustainability Committee	Short-Term (within 5 years)
<b>D. While the impacts of the COVID-19 pandemic are still unknown, Sudbury recognizes the need to understand the current snapshot of the Town's social and economic situation as a result and plan for future public health events that impact its ability to deliver Town services and will have social and economic effects on the community.</b>		
D.1 Identify data that can help understand the impacts of the COVID-19 pandemic, including data the Town already collects and new data points needed.	<b>Town Manager</b> , Board of Health	Short-Term (within 5 years)
D.2 Identify where the Town was successful in delivering Town services and functions and where gaps existed during the COVID-19 pandemic.	<b>Town Manager</b>	Short-Term (within 5 years)
D.3 Begin talking with neighboring communities and state and regional partners about collaboration to collect and analyze data that will help measure the impacts of COVID-19 and develop policies to address future pandemics.	<b>Town Manager</b> , Board of Health	Short-Term (within 5 years)
<b>PUBLIC HEALTH AND SOCIAL WELLBEING</b>		
<b>A. Sudbury will work to build capacity and support existing networks of municipal departments like the Dept. of Health and Board of Health that are working on public health issues, including opioid addiction, mental health, social isolation, dementia, etc.</b>		
A.1 Increase staffing to support public health work and utilize volunteers in the community to assist with educating residents.	<b>Select Board</b> , Board of Health	Short-Term (within 5 years)
<b>B. Sudbury will consider social determinants and integrate health policies into other aspects of municipal planning decisions.</b>		
B.1 Conduct community needs assessments to identify gaps in health and social services for current and future residents, particularly seniors, residents with disabilities, and low-income families and individuals. Use Livable Sudbury as a starting point to expand an assessment to other populations in the community.	<b>Board of Health</b> , Council on Aging, Commission on Disability	Short-Term (within 5 years)
<b>C. Sudbury will work to diversify and expand communication tools and strategies about public health issues and locally available services.</b>		
C.1 Create integrated communication channels and ensure that materials are presented in appropriate formats.	<b>Town Manager</b>	Short-Term (within 5 years)
C.2 Collaborate with local organizations such as the Senior Center, the Commission on Disability, and the Town Social Worker to share information with its members and the community in general.	<b>Town Manager</b>	Short-Term (within 5 years)

Action Item	Responsible Parties	Timeframe
<b>D. Sudbury will work to connect public health resources with transportation options.</b>		
D.1 Continue to support the Senior Center to enhance transportation services such as Sudbury Connect and FISH (see <b>Transportation and Connectivity</b> ).	<b>Council on Aging</b> , Transportation Committee	Short-Term (within 5 years)
D.2 Include access to public health resources in the Making the Connections pilot study (see <b>Transportation and Connectivity</b> ).	<b>Transportation Committee</b> , Planning & Community Development	Short-Term (within 5 years)
<b>E. Sudbury will work to strengthen social and civic engagement to bring residents together.</b>		
E.1 Explore ways to create an outdoor community common space for residents to utilize for activities like outdoor picnic and summer concerts and events.	<b>Park &amp; Recreation Dept.</b>	Mid-Term (5-10 years)
E.2 Ensure the voting process is inclusive and equitable such as providing voting options online.	<b>Select Board</b> , Town Manager	Ongoing
E.3 Continue to find opportunities through the Recreation Dept., Library, Senior Center, and local organizations to create family-friendly and all-ages community events year-round.	<b>Park &amp; Recreation Dept.</b> , Library, Council on Aging	Ongoing
E.4 Evaluate participation costs and consider free events or a sliding scale.	<b>Park &amp; Recreation Dept.</b> , Sudbury Public Library	Short-Term (within 5 years)