



SUDBURY MASTER PLAN

ACTION PLAN VOLUME III

Adopted by the Sudbury Planning
Board [date placeholder]



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Prepared in consultation with:



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Sudbury Town Hall.
Photo Credit: John Phelan.

INTRODUCTION

WHAT IS THE SUDBURY MASTER PLAN?

The Sudbury Master Plan sets the course for our future. It expresses our aspirations as a community to protect and support what we love about living in Sudbury and sets a course for the future. The Sudbury Master Plan looks at where we are, where we want to go, and how we are going to get there. It helps us be proactive and strategic about what happens in Sudbury over the next 20 years. Because it outlines our future path, it will be used to guide public and private investments. It shows what we want to preserve, where the community should be strengthened, and what could be transformed to meet current and future needs of residents and the business community based on community wide values.

WHO DEVELOPED THE MASTER PLAN?

The Sudbury Master Plan was shaped by the community. Led by the Master Plan Steering Committee, the Town used a variety of methods to gather feedback, disseminate information about the Master Plan and update residents, businesses, workers, and Town staff. These tools included:

- Larger public events, such as forums and open houses
- Smaller focus groups
- Online and paper surveys
- Interviews with stakeholders
- Attendance at local events
- Editorials and news articles in the Sudbury Town Crier
- The Master Plan Steering Committee website

Additionally, the Master Plan Steering Committee held, at a minimum, monthly meetings, which were open to the public and also were recorded and broadcast by Sudbury TV. Many residents took advantage of these meetings, offering their insights and personal experiences of living and working in Sudbury.

Who uses the Master Plan?

The Town uses it to...

- Help prioritize decisions
- Prioritize important projects
- Support funding and grant requests
- Justify capital improvements
- Place decisions in historical context
- Advocate for residents and local businesses

The **Board of Selectmen** and **Town Boards, Committees, and Commissions** use it to...

- Serve as a strategic framework for decision making
- Justify regulatory decisions and investment of public funds
- Guide regulatory reform

Residents and Community Groups use it to...

- Guide their volunteer activities to ensure everyone in Town is rowing in the same direction

The **State** uses it to...

- Learn about Sudbury's priorities and respect them in state plans

Private Developers use it to...

- Understand the community's vision

*Everyone should use it as a reminder that Sudbury is a **great** place to live!*

WHAT ARE THE PIECES OF THE MASTER PLAN?

The Sudbury Master Plan is made up of three volumes: *Baseline Report*, *Master Plan*, and *Action Plan*.

BASELINE REPORT

The *Baseline Report* is a snapshot of existing conditions as they relate to neighborhoods, parks, roadways, public services and facilities, the local economy, historic and natural assets, and other items that define the quality of life in Sudbury. It includes inventories across numerous departments and resources, as well as population and build-out projections. This information was collected through Town staff interviews, outreach to key stakeholders, and reviews of existing reports and other documentation. The purpose of Baseline Report is to provide the foundation for sound policy development moving forward.

MASTER PLAN

The *Master Plan* is the primary document for setting policies and strategies in Sudbury. It identifies the formative issues that will shape policy in all areas. It lays out the framework for how the Town will reach its vision. Public input from workshops, open houses, surveys, focus groups, and interviews guided its development. The Master Plan sets short-, mid-, and long-term goals and will be used by Town leaders, staff, boards, committees, and other decision makers.

ACTION PLAN

The final volume, the *Action Plan*, [this document](#), details how the Master Plan is implemented. It includes individual action items needed to address community issues and needs. An advocate, such as a Town department, board, committee, or commission, is identified along with implementation timeframes. However, many of these actions will require stakeholder input or committees to complete. Since the Master Plan has a 20-year outlook, action items are divided into easy wins (completed within three years), short-term (completed within five years), mid-term (completed between five and 10 years), and long-term (completed in 10 to 20 years) periods. It is important to note that the Action Plan and Master Plan are companion documents and should be read together to understand the full context of action items.

Note to the reader:

The relationship between the Master Plan (Volume 2) and the Action Plan (Volume 3) is particularly important. The Master Plan provides the policy context and framework for how these actions were developed. Readers who have questions about how a particular action was formulated should refer back to the Master Plan (Volume 2) for an explanation.



Tribute of Sudbury - Revolutionary War.
Photo Credit: Parker Sorenson, FHI.

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. The volume begins by discussing the challenges related to the Plan's implementation including limits on resources and ways the Town can set priorities. Proposed high priority action items were based on the urgency of the action to meet a current need as well as available resources (financial and technical), staff capacity, and other factors at the time the Master Plan was developed. As resources or staffing are acquired over time, other items may assume a higher level of importance.

The second section of this volume provides ideas about how to weave the document into everyday operations in local government and create a system of tracking, updates, and accountability. Following these discussions, an Action Plan Matrix is provided that includes all action items identified in Volume 2 of the Master Plan set, supplemented by an advocate and an estimated time for completion.

RESOURCES, EXPECTATIONS, AND TRADEOFFS

The Action Plan Matrix identifies an advocate for each action or project, which is usually Town staff or a Board/Committee/Commission. The advocate will ensure that decision makers recognize the action's importance to the larger vision of Sudbury and champion its progress. An advocate will be supported by other municipal entities in the action item's progress towards completion. In some cases, an action may be led by an existing entity or new special committee once the advocate has secured its path forward. 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 might 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 updates, which will be discussed further below in Updates and Accountability.

Acknowledging tradeoffs in implementation is one way to help manage expectations in the community, but it is also important to note the role the Planning and Community Development Department plays in this implementation process. The majority of action items in the Action Plan have this department identified as the advocate. 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 and 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 especially when special projects are added to usual daily responsibilities.

Moving forward, additional 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. Specific recommendations include an Economic Development professional, resiliency staff, and, potentially, some level of investment in a grant writer. Additionally, the value of the Town’s Social Worker was acknowledged repeatedly during the Master Plan process and numerous stakeholders called for increasing staff to effectively meet the demands placed on this department.

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 must coordinate closely with the Board of Selectmen, 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.



Sunset at Nine Acre Corner.
Photo Credit: Sophie Gates.

“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 to 20 years to reach completion, often require careful planning, specific touchstones, and thus constant attention in order to reach successful conclusions. It should also be noted these initiatives, because of their complexity, provide multiple cross-cutting benefits to the community.

FEATURED BIG IDEA PROJECTS

Route 20 Corridor

Route 20 development 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 public infrastructure and regulatory reform will take years to implement before property owners can consider their own significant investments. Such benefits could include increases in the stock of diverse housing, expansion of the commercial tax base, and transformation of underutilized commercial land into walkable mixed-use nodes. As these investments are made, it will be important to monitor any trends that result from the COVID-19 pandemic of 2020, including businesses that never reopened, commercial space that remained vacant because of these closures, and reduced traffic congestion.

Coordinated Town-Wide Historic Preservation Program

The Master Plan acknowledges the amazing inventory of historic and archaeological 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 management of town data, increased educational and training opportunities for town staff, 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 would be far-reaching and include better protections for historic resources, including historic landscapes such as open fields and agriculture, 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.

“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. Three projects that fit this description are noted below and should remain a high priority for implementation.

FEATURED HIGH IMPACT PROJECTS

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 of the Town. 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 of interest 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, part of the Eversource Transmission Reliability Project, was in the permitting phase. There was significant resistance on the part of the Town to use this corridor for buried high voltage transmission lines. Irrespective of the issue around transmission lines, the Town recognizes the potential high positive impact this recreational resource could have. Running through town east/west, the Mass Central Rail Trail would add to the regional access created by the Bruce Freeman Rail Trail and would also create opportunities for residents to connect to points on Route 20 by means other than automobile travel.

Comprehensive Wastewater Master Plan

At the time this Master Plan was adopted, Sudbury was undergoing a comprehensive study to evaluate town-wide alternatives for wastewater management. The results of this project will play a critical role in framing the future development potential for the Route 20 corridor.

“CRITICAL PATH” ACTION ITEMS

There are a number of action items in the Master Plan that serve as a keystone for future implementation. Without addressing these particular action items early in the implementation phase, other actions either could not be pursued or would 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 of these projects. 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 PROJECTS

Route 20 Corridor Visioning Study

Studies to date on the Route 20 Corridor 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 for future generations from these structures, sites, and landscapes, a comprehensive Preservation Plan would be a worthwhile undertaking and investment.

Facilities Assessment and Maintenance Plan

During the Master Plan process, the Town showed significant interest in developing a more proactive and cost-effective approach to facilities management. Similar to the issues surrounding the Town’s historic assets, developing a multi-year maintenance plan with concrete costs is a complex undertaking but a vital investment. Importantly, this type of plan could also be a milestone in the Town’s ongoing efforts to make and ensure that Town facilities are accessible to people with disabilities and meet ADA requirements, as well as address many of the concerns raised in the *Livable Sudbury* Report.

FEATURED CRITICAL PATH PROJECTS

Housing Strategy

Sudbury has made considerable progress, in recent years, toward providing more affordable housing options within the community, including exceeding the state statutory threshold of 10% subsidized housing in town. However, not all the units counted towards the 10% are subsidized and include market-rate units. Only 6.8% are available for low and moderate income households. 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.

Comprehensive Wastewater Master Plan

Not only is this a high impact project, it is also a critical path action. Completing the master plan will give the Town clear alternatives for wastewater management and bring certainty for other public and private investments along the Route 20 and other areas of Town, as determined.

UPDATES AND ACCOUNTABILITY

Experience in other communities has shown Master Plan implementation can be much more effective if the Town establishes some modest annual reporting/tracking mechanisms. This may be easier to work into operations if the reporting for the Master Plan is woven into an existing annual report process. 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 the Plan's implementation. The MPIC is usually established and staffed by member of 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/if appropriate. As part of its responsibilities, the MPIC would be empowered to pursue the following:

- The MPIC would meet at least biannually and would be, with the assistance of the Planning and Community Development Department, the primary coordinators for gathering the information needed to track progress.

- MPIC members would be responsible for annually contacting all entities identified as the Advocate in the Action Plan, with follow up contact if necessary. The Planning and Community Development Department would prepare a checklist for each advocate noting the action items for which they are accountable. This sheet will provide space for Advocates 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 the responses into an Annual Master Plan Report, and work with the designated Advocate, noting 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.

At its formation, the MPIC can discuss the best approaches to tracking and reporting progress on the Action Plan. Consulting with other communities that use similar committees can be helpful.

ACTION PLAN MATRIX

The *Action Plan Matrix* lists 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.

Implementation of this schedule requires the coordination of multiple Town departments as well as boards, commissions, and committees. This schedule identifies an advocate for each action item. The advocate will ensure that decision makers recognize the action’s importance to the larger vision of Sudbury and champion its progress. An advocate will be supported by other municipal entities in the action item’s progress towards completion. In some cases, an action may be led by an existing entity or new special committee once the advocate has secured its path forward.

ROUTE 20 CORRIDOR

Volume 2 - Master Plan provides background and context for these action items in the Route 20 Corridor chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will work to develop a strong vision for the Route 20 Corridor and remove barriers to achieving that vision.		
A.1 Complete a Comprehensive Wastewater Management Study that includes recommendations. <i>Critical Path Action Item and High Impact Project</i>	Dept. of Public Works	Short-Term (within 5 years)
A.2 Fund and commission wastewater solution(s) for the Route 20 Corridor identified in the Comprehensive Wastewater Management Study (See above Action A.1).	Dept. of Public Works	Short-Term (within 5 years)
A.3 Fund and commission a Visioning Study for the Route 20 Corridor that will provide detailed buildout visualizations of future development scenarios. Identify preferred elements from each scenario. <i>Critical Path Action Item</i>	Planning & Community Development	Short-Term (within 5 years)
A.4 Develop and adopt zoning for target areas on the Route 20 Corridor that will allow developers to build environmentally sustainable, accessible, and attractive projects.	Planning & Community Development	Mid-Term (5 - 10 years)
A.5 Revisit the Water Resource Protection Overlay District to determine whether this zoning tool is still functioning as intended. Revise the Zoning Bylaw as appropriate.	Planning & Community Development	Mid-Term (5 - 10 years)



ACTION ITEM	ADVOCATE	TIMEFRAME
<p>A.6 Ensure housing proposed within the Route 20 Corridor, either as standalone developments or part of a mix-used project, follow policies outlined in Housing.</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>
<p>A.7 Continue to identify transportation improvement opportunities (policies, amenities, or new infrastructure) that connect Route 20 to other areas of Sudbury by means other than a car, such the proposed rail trails, walkway improvements, or shuttle services for commuters, seniors, and youth (see Transportation and Connectivity Policy B).</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>
<p>B. Identify ways to reduce congestion along Route 20 in order to connect the corridor with other key nodes in the community.</p>		
<p>B.1 Provide incentives for private commercial property owners on the Route 20 Corridor to incorporate site elements conducive to transit ridership. These could include interior circulation routes for shuttles and some dedicated parking spaces for shuttle riders.</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>B.2 Evaluate the potential for using a new “back road” or “access road” or other connectivity strategies to keep automobiles from re-entering the Route 20 Corridor unnecessary.</p>	<p>Planning & Community Development</p>	<p>Mid-Term (5 - 10 years)</p>
<p>B.3 Use incentives or requirements for new development along the Route 20 Corridor that connect Route 20 to future rail trails in Sudbury in a way that enhances local and regional access. This may include leveraging public and private investments for new infrastructure.</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>
<p>B.4 Revisit the Route 20 commuter shuttle and other regional transit programs to determine if it is meeting commuter needs.</p>	<p>Transportation Committee</p>	<p>Ongoing</p>

ECONOMIC DEVELOPMENT

Volume 2 - Master Plan provides background and context for these action items in the Economic Development chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will develop capacity to support economic development efforts, including taking an active approach to business, attraction, retention, and expansion.		
A.1 Hire an economic development planner tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building. The economic development planner, through the Planning and Community Development Department, will lead the remaining actions under this goal.	Board of Selectmen	Short-Term (within 5 years)
A.2 Develop a comprehensive economic development strategy for the town.	Planning & Community Development	Short-Term (within 5 years)
A.3 Develop incentives to attract the types of businesses that Sudbury residents currently leave town to patronize, particularly food service, entertainment, private recreation, and recreation-oriented retail.	Planning & Community Development	Short-Term (within 5 years)
A.4 Survey existing businesses to understand issues and promote retention.	Planning & Community Development	Short-Term (within 5 years)
A.5 Partner with private property owners, businesses, and other economic development stakeholders to develop modern flexible office and meeting space that supports existing and new professionals within the town who may currently work from home.	Planning & Community Development	Mid-Term (5-10 years)
A.6 Partner with private property owners, businesses, and other economic development stakeholders to develop a small-scale entrepreneurial/maker space to support light manufacturing/assembly businesses.	Planning & Community Development	Mid-Term (5-10 years)
A.7 Work with local commercial real estate agents to assist existing businesses seeking to expand by helping locate appropriate space in Town.	Planning & Community Development	Ongoing
A.8 Strengthen relationships with economic development stakeholders, such as the Sudbury Chamber of Commerce, to assist with capacity building for economic development efforts.	Planning & Community Development	Ongoing
B. Sudbury will work with property owners and other stakeholders to ready sites for development or redevelopment.		
B.1 Work with local commercial real estate agents to promote sites in Sudbury for commercial development, especially redevelopment sites along the Route 20 corridor.	Planning & Community Development	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
B.2 Work with commercial property owners to modernize existing commercial spaces through façade programs, revolving loan funds, etc.	Planning & Community Development	Mid-Term (5-10 years)
C. Sudbury will develop a strategy for its ongoing fiscal health.		
C.1 Develop strong fiscal strategies and policies that prioritize short- and long-term expenditures and balance costs against revenues.	Board of Selectmen	Short-Term (within 5 years)
C.2 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. Consider using an overlay district to implement this regulatory change. (See Route 20 Corridor .)	Planning & Community Development	Mid-Term (5-10 years)

TRANSPORTATION AND CONNECTIVITY

Volume 2 - Master Plan provides background and context for these action items in the Transportation and Connectivity chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will remain active in regional efforts to coordinate transportation planning across multiple municipalities.		
A.1 Study the need for and establish park and ride locations.	Planning & Community Development	Short-Term (within 5 years)
A.2 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.	Planning & Community Development	Ongoing
A.3 Solicit support from legislators as needed to prioritize and implement regional connectivity projects.	Board of Selectmen	Ongoing
B. Sudbury will continue to identify, design, and install physical improvements to its roadway system in a way that increases public safety and pedestrian/bicycle mobility and ensures compliance with state and federal accessibility regulations.		
B.1 Implement the projects in the Complete Streets (Phase II) Prioritization Plan. Coordinate and prioritize infrastructure improvements that support economic development and housing initiatives.	Dept. of Public Works	Short-Term (within 5 years)
B.2 Study traffic signal synchronization opportunities along Route 20.	Dept. of Public Works	Short-Term (within 5 years)
B.3 Evaluate appropriate strategies that can reduce vehicular traffic volumes (transportation demand management) in preparation for future larger development proposals.	Planning & Community Development	Short-Term (within 5 years)
<p>B.4 Explore access management strategies to reduce congestion and improve safety along major roadways, particularly commercial areas along Route 20, including, but not limited to:</p> <ul style="list-style-type: none"> a. Identify opportunities for shared driveways and/or other connections between adjacent commercial properties. b. Evaluate frontage of rear roads between multiple properties to create connectivity between adjacent commercial properties to better serve businesses with reduced driveways and road access points. c. Study with MassDOT to determine if syncing signalized intersections can improve traffic flow. 	Planning & Community Development	Short-Term (within 5 years)
B.5 Prioritize streets for burying overhead utility lines and research state and federal funding opportunities.	Planning & Community Development	Mid-Term (5-10 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
C. Sudbury will foster the continued creation of the Bruce Freeman Rail Trail (BFRT) and other walking and biking networks throughout Town.		
C.1 Complete the construction of Phase I of the BFRT. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
C.2 Conduct environmental studies, acquire required permits and approvals, prepare engineering designs and construction drawings, and construct the extension of the BFRT on the newly acquired CSX-owned corridor. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
C.3 Work with Friends of the BFRT on signage and wayfinding, safe roadway crossings, features, and amenities for those with disabilities, and trail maintenance policies. <i>High Impact Project</i>	Planning & Community Development	Short-Term (within 5 years)
C.4 Pursue grants to fund trail connections. <i>High Impact Project</i>	Planning & Community Development	Ongoing
D. Sudbury will map key destination points within the community and will work to close gaps in the pedestrian and bicycle network accessing these destinations and creating and improving access for those with disabilities.		
D.1 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.2 Create an inventory of destination points, including but not limited to civic institutions such as schools and libraries, commercial areas, recreational assets, and historical and cultural places in the community. Identify opportunities to connect destinations points with an expanded walkway and bicycle network (See also Route 20 Corridor A.7).	Planning & Community Development	Short-Term (within 5 years)
D.3 Update the walkway inventory conducted in 2000 by the Sudbury Walkway Committee to include completed walkways. Identify locations of the existing network that are not accessible for those with disabilities. Along with outcomes from D.2, prioritize future walkway segments.	Planning & Community Development	Mid-Term (5-10 years)
D.4 Create an open dialogue with property owners with key frontage areas as a means of educating and engaging owners about benefits of closing gaps within the pedestrian and bicycle network.	Planning & Community Development	Mid-Term (5-10 years)
D.5 Explore the possibility of creating a toolkit that can be given to property owners located in frontage areas so that they may better understand some of the benefits of pedestrian infrastructure such as increased property values. Develop and implement an educational campaign with key stakeholders.	Planning & Community Development	Long-Term (more than 10 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>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.</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>
<p>E. Sudbury commits to be a community where people of all ages and abilities and financial means are able to get where they need to go locally and regionally without use of personal automobiles.</p>		
<p>E.1 Identify specific measures to address gaps in transportation services for persons with disabilities and identify funding sources required to ensure access.</p>	<p>Council on Aging and Commission on Disability</p>	<p>Short-Term (within 5 years)</p>
<p>E.2 Rethink the existing school busing cost structure to encourage bus use and discourage car drop-off/pick-up of students at Ephraim Curtis Middle School and local elementary schools. Also see Actions D.2 and D.3.</p>	<p>Sudbury Public Schools</p>	<p>Short-Term (within 5 years)</p>
<p>E.3 Manage parking resources and explore options for shared parking near trails.</p>	<p>Planning & Community Development</p>	<p>Mid-Term (5-10 years)</p>
<p>E.4 Continue to work with MAPC through their Making the Connections micro transit pilot project to identify and fill gaps in connectivity between modes and destinations.</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>
<p>E.5 Continue to coordinate with Sudbury Senior Center and Commission on Disability in the evaluation of its transportation services to ensure that needs of the entire community are being met and identify gaps in services. Identify opportunities to expand existing services for older residents and persons with disabilities and investigate new types of services such as ride-share programs. Identify funding sources required to ensure access.</p>	<p>Council on Aging</p>	<p>Ongoing</p>
<p>E.6 Coordinate with MetroWest Regional Transit Authority (MWRTA) to expand accessible service along major roadways in Sudbury wherever possible.</p>	<p>Transportation Committee</p>	<p>Ongoing</p>
<p>E.7 Ensure future housing development, particularly those with SHI units, include resources and access to existing local shuttle services, walking and bicycling amenities, and connections to regional transportation networks. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>

HISTORIC AND CULTURAL IDENTITY

Volume 2 - Master Plan provides background and context for these action items in the Historic and Cultural Identity chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>A. Sudbury will address historic preservation needs and emphasize collaboration among its local historic preservation groups and coordinate their efforts town-wide.</p>		
<p>A.1 Create a Historic and Archaeological Working Group comprised of preservation organizations, Town boards, committees, and commissions, Town officials, and citizens whose mission is to advance the protection, preservation, and development of historical archaeological resources and town character. <i>Big Idea Project</i></p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>A.2 Appropriate funding for and develop a town-wide Historic Preservation Plan with the involvement of stakeholders. Items addressed in the plan could include, but will not be limited to:</p> <ul style="list-style-type: none"> a. Ongoing survey and study of non-documented and under-documented historic and archaeological resources and/or those not fully understood. 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. c. An assessment of needs and gaps in Sudbury’s historic preservation administrative capacity, funding, and infrastructure. d. An audit of existing historic preservation regulatory tools, how their effectiveness can be strengthened, and adopting new tools for preservation protections. e. Identifying the appropriate situations for purchasing property, regulating property, and educating property owners to achieve historic preservation. f. Developing a Town Center Master Plan. <p><i>Critical Path Action</i></p>	<p>Historical Commission</p>	<p>Short-Term (within 5 years)</p>
<p>A.3 Re-evaluate the purpose, scope, and adequacy of regulatory tools to protect Sudbury’s historical and cultural resources.</p>		
<ul style="list-style-type: none"> a. Examine existing historic district policies: Determine the need to expand or reduce boundaries based on historic resources and the effect of these changes on area character. Define how historic district boundaries are drawn and if the 300-foot setback from the public right of way is an effective determinant of a boundary. Add provisions for landscape regulations. 	<p>Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>b. Examine the effectiveness of the Demolition Delay Bylaw to protect properties outside historic districts and lessen its impact on properties that have no historic value. Consider ways to update it.</p>	<p>Historical Commission</p>	<p>Short-Term (within 5 years)</p>
<p>c. Consider establishing a Minimum Maintenance Bylaw or a Demolition by Neglect Bylaw to maintain historic properties and protect them from demolition.</p>	<p>Historical Commission</p>	<p>Short-Term (within 5 years)</p>
<p>A.4 Develop a sophisticated and accessible platform for the Towns’ historic and archaeological resources inventory that can be used to support local permit review and educate residents and property owners.</p> <ul style="list-style-type: none"> a. Create a complete digital inventory of historic structures, sites, landscapes, roads, and significant features (i.e. stone walls) throughout Sudbury. b. Identify and inventory historic structures, buildings, sites, and landmarks that have not been inventoried or those inventories which are out of date. c. Work with the Sudbury Historical Society and the Goodnow Library to include link historic photos of Sudbury with property addresses as part of the platform. d. Link with GIS data to better inform and shape the effectiveness of preservation and planning policies. 	<p>Planning & Community Development</p>	<p>Long-Term (more than 10 years)</p>
<p>B. Sudbury will continue to develop educational resources and materials related to historical and archaeological resources in the community.</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>Historical 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>Historical 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.), to encourage more proactive maintenance and restoration of properties.</p>	<p>Historical Commission</p>	<p>Short-Term (within 5 years)</p>

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>B.4 Working in collaboration with the Historical Society, the Historical Commission, the Wayside Inn, the Sudbury Cultural Council, and other interested parties, develop materials focused on Sudbury’s historical resources to support the local tourist economy. This would include connections to the rail trails, incorporating historical railroad elements and capitalizing on bicycle and pedestrian use to attract tourism.</p>	<p>Historical Commission</p>	<p>Short-Term (within 5 years)</p>
<p>B.5 Create a more descriptive and informative Historic Districts Design Guidelines. Review guidelines from other Massachusetts communities as a first step.</p>	<p>Historic Districts Commission</p>	<p>Short-Term (within 5 years)</p>
<p>C. Sudbury will continue to foster a vibrant local arts and culture network.</p>		
<p>C.1 Coordinate efforts between local arts and cultural groups and the Commission on Disability to increase access and offerings related to the arts for people with disabilities.</p>	<p>Commission on Disability</p>	<p>Short-Term (within 5 years)</p>
<p>C.2 Encourage collaboration between local arts, cultural, historic organizations, and the local business community to create community-wide events and programming.</p>	<p>Town Manager</p>	<p>Short-Term (within 5 years)</p>
<p>C.3 Continue to provide local artists and arts organizations with access to municipal facilities as appropriate to display art, hold classes, and publicize events.</p>	<p>Town Manager</p>	<p>Ongoing</p>
<p>C.4 Work with Sudbury Public Schools and Lincoln-Sudbury Regional High School on special projects that engage students with local historic resources and cultural entities.</p>	<p>Cultural Council</p>	<p>Ongoing</p>

NATURAL ENVIRONMENT

Volume 2 - Master Plan provides background and context for these action items in the Natural Environment chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will take proactive measures to protect the Town’s drinking water supply.		
A.1 Revisit the Water Resource Protection Overlay District to determine whether this zoning tool is still functioning as intended. Revise the Zoning Bylaw as appropriate. (see Route 20 Corridor).	Planning & Community Development	Mid-Term (5-10 years)
A.2 Review all local regulations that govern development above the aquifer (e.g., Bylaws, Board of Health, Conservation, Subdivision) to ensure provisions protect water quality and allow for groundwater recharge to the greatest extent practicable.	Planning & Community Development	Long-Term (more than 10 years)
A.3 Monitor lands above the aquifer for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions. See Conservation and Recreation .	Conservation Commission	Ongoing
A.4 Continue coordination with the Sudbury Water District as it plans for future investments.	Planning & Community Development	Ongoing
B. Sudbury commits to implementing best management practices for stormwater management.		
B.1 Identify opportunities to install green infrastructure on Town properties in existing or planned infrastructure.	Dept. of Public Works	Short-Term (within 5 years)
B.2 Where appropriate, incorporate language into the Zoning Bylaws and Subdivision Rules and Regulations that limits the area of alteration on a site, protects steep slopes, and limits the removal of existing native vegetation or trees on a site. Encourage these best practices in cluster developments.	Planning & Community Development	Mid-Term (5-10 years)
B.3 Revise all local regulations (e.g., Zoning, Board of Health, Conservation, Subdivision) to encourage the use of porous/pervious materials to take the place of traditional impervious cover <u>where appropriate</u> .	Planning & Community Development	Long-Term (more than 10 years)
B.4 Continue to support the implementation of the Town’s Stormwater Water Management Program Plan with adequate staffing, equipment, and financial resources. See Town Services, Facilities, and Infrastructure .	Dept. of Public Works	Ongoing
B.5 Prioritize green infrastructure to manage stormwater as part of future public and private projects and investments. Add language to Sudbury’s Stormwater Bylaw.	Dept. of Public Works	Ongoing

ACTION ITEM	ADVOCATE	TIMEFRAME
C. Sudbury is committed to enhancing and maintaining the quality of surface water resources.		
C.1 Monitor lands around ponds and waterways for opportunities to implement conservation strategies, such as property acquisition, conservation restrictions, and public education about the water quality impacts of fertilizer use, among other strategies (see Action E.2 below and Conservation and Recreation).	Ponds & Waterways Committee	Ongoing
C.2 Continue to implement strategies in the Ponds and Waterways Master Plan.	Ponds & Waterways Committee	Ongoing
C.3 Continue participation in regional planning and management efforts in the SuAsCo River watershed.	Planning & Community Development	Ongoing
D. Sudbury encourages policies and development standards that protect and improve the Town's natural resources.		
D.1 Require the use of low impact design standards for projects near sensitive environmental resources and encourage town wide as appropriate.	Planning & Community Development	Short-Term (within 5 years)
D.2 Evaluate the effectiveness of Sudbury's Wetland Bylaw and Regulations and revise as needed to best protect wetlands.	Conservation Commission	Mid-Term (5-10 years)
D.3 Identify opportunities to restore the Town's floodplain areas to natural states wherever possible (see Resiliency).	Planning & Community Development	Mid-Term (5-10 years)
D.4 Develop a forestry management plan to address publicly owned forested areas.	Conservation Commission	Mid-Term (5-10 years)
D.5 Develop a tree preservation bylaw that defines tree preservation and replanting standards for public and private properties. Consider mitigation requirements such as a tree fund or tree bank.	Planning & Community Development	Mid-Term (5-10 years)
D.6 Monitor lands that support important wildlife habitat for opportunities to implement conservation strategies, such as property acquisition and conservation restrictions (see Conservation and Recreation).	Conservation Commission	Ongoing
E. Sudbury will educate private property owners about the community-wide benefits of healthy natural resources on their land.		
E.1 Promote land management programs for private property owners, including Chapter 61 programs.	Conservation Commission	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>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.</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>E.3 Educate residents about the impacts of fertilizers and lawn chemicals on local waterways and promote and encourage the use of alternative environment-friendly options.</p>	<p>Conservation Commission</p>	<p>Short-Term (within 5 years)</p>
<p>E.4 Educate residents about the importance of tree cover and the use of selective clearing of forested areas.</p>	<p>Conservation Commission</p>	<p>Short-Term (within 5 years)</p>

CONSERVATION AND RECREATION

Volume 2 - Master Plan provides background and context for these action items in the Conservation and Recreation chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will use existing plans to help address the conservation and recreation needs of the community.		
A.1 Support the implementation of the Open Space & Recreation Plan Action Plan. Ensure the plan takes a big-picture approach to the design and programming of the Town’s parks and open space resources.	Planning & Community Development	Ongoing
A.2 Encourage and support on-going updates of conservation plans like Ponds and Waterways Master Plan and Land Management Plan for the Watersheds of the Sudbury Reservoirs.	Ponds & Waterways Committee	Ongoing
A.3 Be proactive to ensure that outdoor areas, such as athletic fields and trails, are accessible to all residents and that accommodations are in place to make this possible, using federal and state ADA standards and universal design principles.	Park & Recreation Dept.	Ongoing
B. Sudbury will continue to be proactive about identifying and prioritizing lands of interest for conservation.		
B.1 Continue the work of the Community Preservation Committee, the Land Acquisition Review Committee, and regional partners like Sudbury Valley Trustees.	Planning & Community Development	Ongoing
B.2 Promote opportunities for public use as part of property acquisition to ensure community benefits and continued support of land acquisition initiatives.	Planning & Community Development	Ongoing
B.3 Continue planning efforts to increase public conservation and recreational benefits of Sewataro and Broadacre properties.	Conservation Commission & Parks and Recreation Dept.	Ongoing
C. Sudbury will work to increase programming to meet needs for organized activities. (See Sudbury Open Space and Recreation Plan)		
C.1 Make grading improvements to existing fields, such as Davis and Feeley Fields.	Parks & Recreation Dept.	Short-Term (within 5 years)
C.2 Add LED lighting to artificial turf fields to allow usage at night.	Parks & Recreation Dept.	Short-Term (within 5 years)
C.3 Ensure indoor and outdoor activities and programs for residents that are accessible and support the participation of those individuals living with disabilities.	Parks & Recreation Dept.	Ongoing
C.4 Continue implementation of the Athletic Fields Needs Assessment and Master Plan.	Parks & Recreation Dept.	Ongoing

ACTION ITEM	ADVOCATE	TIMEFRAME
D. Sudbury recognizes the importance of communication between the Town and residents and will enhance the effort to inform people of conservation efforts.		
D.1 Develop public education materials that explain the local acquisition process and promote conservation efforts.	Planning & Community Development	Short-Term (within 5 years)
D.2 Collaborate with the Land Acquisition Review Committee to improve acquisition process education in Sudbury.	Planning & Community Development	Short-Term (within 5 years)
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.		
E.1 Support the completion the BFRT and ensure accessibility in compliance with ADA regulations.	Bruce Freeman Rail Trail Design Task Force	Short-Term (within 5 years)
E.2 Continue the expansion of the BFRT through the CSX Corridor property. (See Transportation and Connectivity Action C.2)	Planning & Community Development	Short-Term (within 5 years)
E.3 Identify gaps and opportunities to link conservation and recreation resources, residential areas, schools, historic places, etc. by strategically expanding the existing network of walkways. (See Transportation and Connectivity)	Planning & Community Development	Mid-Term (within 5 years)
E.4 Continue to discuss the design of the proposed Mass Central Rail Trail with regional and state partners.	Board of Selectmen	Ongoing
F. Sudbury will work with local organizations such as the Senior Center, Council on Aging as well as other Town departments to connect residents with conservation areas in the community.		
F.1 Increase programming in conservation areas for all residents, particularly seniors, youth, and those living with disabilities.	Conservation Commission	Short-Term (within 5 years)
F.2 Create more 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	Mid-Term (within 5 years)

TOWN FACILITIES, SERVICES, AND INFRASTRUCTURE

Volume 2 - Master Plan provides background and context for these action items in the Town Facilities, Services, and Infrastructure chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will plan for and implement changes to its services and facilities that anticipate the needs of an aging population consistent with Livable Sudbury: A Community Needs Assessment and the American’s with Disabilities Act.		
A.1 Convene a Livable Sudbury Working Group with leadership from the Council on Aging, Senior Center, and Livable Sudbury Ambassador, and representation from public safety (Police, Fire, EMA), Planning & Community Development, the Library, and the Commission on Disability among other municipal departments, to prioritize and implement the potential action items in <i>Livable Sudbury</i> .	Council on Aging	Short-Term (within 5 years) then Ongoing
B. Sudbury will commit to research and, where appropriate, invest in technology that will enhance municipal services.		
B.1 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.	Board of Selectmen	Short-Term (within 5 years)
B.2 Dedicate resources to explore the coordination and implementation of new technology across multiple departments to produce reports for each department on possible investments and returns.	Board of Selectmen	Mid-Term (5-10 years)
B.3 Explore the possibility of using Asset Management software as part of planning for facilities maintenance and capital expenditures.	Facilities Dept.	Mid-Term (5-10 years)
B.4 Continue to study the ongoing evolution of wireless technology and supporting infrastructure and dedicate funds to this type of study if needed. Revisit the Wireless Service Overlay District as necessary.	Planning Board	Mid-Term (5-10 years)
C. Sudbury will commit resources to increasing revenue to the Town.		
C.1 Hire an economic development planner tasked with managing projects specific to economic development and working on business retention, expansion, and outreach/relationship building. (See Economic Development)	Board of Selectmen	Short-Term (within 5 years)
C.2 Evaluate the most effective way to increase grant writing capacity for the Town and commit resources accordingly. This may or may not include additional staffing.	Board of Selectmen	Short-Term (within 5 years)
D. Sudbury recognizes the value of well-planned maintenance and asset management programs and include these practices into the everyday provision of municipal services.		

ACTION ITEM	ADVOCATE	TIMEFRAME
<p>D.1 Develop a comprehensive Facilities Assessment and Maintenance Plan that includes a Capital Needs Assessment for every municipal building. <i>Critical Path Action</i></p>	Facilities Dept.	Short-Term (within 5 years)
<p>D.2 Consider the development of a more formal Asset Management Program that emerges from the Facilities Assessment and Maintenance Plan.</p>	Town Manager	Short-Term (within 5 years)
<p>D.3 Ensure the Facilities Assessment and Maintenance Plan addresses any state or federal compliance requirements (e.g., MS4 stormwater program).</p>	Town Manager	Short-Term (within 5 years)
<p>D.4 Develop educational materials for the public to raise awareness of the need for maintenance related to municipal facilities.</p>	Facilities Dept.	Short-Term (within 5 years)
<p>D.5 Develop sustainability goals for Town facilities, infrastructure, and operations.</p>	All Departments, Town Manager	Short-Term (within 5 years)
<p>E. Sudbury is committed to be a community where people of all ages and abilities enjoy access to municipal services, facilities, and public discussion.</p>		
<p>E.1 Ensure all digital material developed by the Town and posted on its website is accessible to people with disabilities (see Public Health and Social Wellbeing Policy C).</p>	Town Manager	Short-Term (within 5 years)
<p>E.2 As part of the Self Evaluation of Town facilities, properties, and services, develop a Transition Plan to meet the regulatory requirements outlined in ADA. Coordinate the Transition Plan with the State Historic Preservation Office and the State Architectural Review Board for all facilities located in in the Town.</p>	Facilities Dept.	Short-Term (within 5 years)
<p>E.3 Ensure the Town achieves and maintains compliance with Title II of ADA.</p>	Town Manager	Ongoing

HOUSING

Volume 2 - Master Plan provides background and context for these action items in the Housing chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will actively pursue housing strategies that will diversify its housing stock in ways that are consistent with the character of existing districts.		
<p>A.1 Prepare for future development proposals by identifying areas where missing middle housing (market-rate options that meet the demand for housing types other than single family homes or larger multi-family complexes) could serve as a transition between mixed-use/multi-family developments and surrounding residential neighborhoods. Explore zoning changes.</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>A.2 Prepare for future development proposals by identifying 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.</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>A.3 Adopt new or revised zoning bylaws to enable development consistent with A.2 above.</p>	<p>Planning & Community Development</p>	<p>Mid-Term (5-10 years)</p>
<p>A.4 Pursue regulatory changes (potentially an overlay district) and infrastructure investments that will allow for higher density housing within the Route 20 Corridor area (see Route 20 Corridor).</p>	<p>Planning & Community Development</p>	<p>Mid-Term (5-10 years)</p>
<p>A.5 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, new development should be consistent with the strategies in that plan. Partner with the Sudbury Housing Authority and Sudbury Housing Trust in this effort.</p>	<p>Planning & Community Development</p>	<p>Mid-Term (5-10 years)</p>
B. Sudbury will continue to support a sophisticated local network of organizations committed to meeting local housing needs.		
<p>B.1 Develop a town-wide Housing Strategy that will enable the Town to meet local needs and maintain its SHI stock above 10%. Ensure that the needs of those who require accommodations and accessible housing are addressed. Develop a Housing Strategy which would include active engagement of the Housing Trust, Sudbury Housing Authority, and RHSO. Critical Path Action</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>B.2 Provide resources for the continued training and education of municipal staff and board members on issues related to housing.</p>	<p>Planning & Community Development</p>	<p>Short-Term (within 5 years)</p>
<p>B.3 Continue active support for and participation in the Regional Housing Services Office (RHSO).</p>	<p>Planning & Community Development</p>	<p>Ongoing</p>

RESILIENCY

Volume 2 - Master Plan provides background and context for these action items in the Resiliency chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury recognizes it is vulnerable to the impacts of natural hazards and climate change and must build capacity to be more resilient.		
A.1 Hire municipal resiliency staff that can work with multiple departments, boards, and committees to plan for and implement strategies that will build the Town’s resiliency to the impacts of natural hazards and climate change.	Town Manager	Short-Term (within 5 years)
A.2 Maintain the network of stakeholders that participated in the Municipal Vulnerability Preparedness (MVP) process to continue implementation of the workshop outcomes. Consider periodic update meetings to evaluate progress and revisit priorities as needed.	Planning & Community Development	Short-Term (within 5 years)
A.3 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 Natural Environment).	MVP Committee	Short-Term (within 5 years)
A.4 Continue to pursue implementation funding from the MVP program to implement the MVP workshop outcomes. Research additional federal, state, and regional funding sources that can support these initiatives.	Planning & Community Development	Ongoing
A.5 Continue to stay current on climate change data as it becomes available. Incorporate changes to address these new issues into local policies and regulations as appropriate, including the Hazard Mitigation Plan (HMP).	Planning & Community Development	Ongoing
A.6 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 Conservation and Recreation).	Conservation Agent	Ongoing
B. Sudbury understands that the Hazard Mitigation Plan (HMP) is an important document to help it prepare for and recover from natural hazard events.		
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.	Fire Chief	Ongoing
B.2 Coordinate annual updates from the HMP Committee with annual updates from the Master Plan Implementation Committee.	Fire Chief	Ongoing
C. Sudbury is committed to conserving energy and using renewable energy sources to reduce costs as well as its carbon footprint.		

ACTION ITEM	ADVOCATE	TIMEFRAME
C.1 Research and develop carbon and climate related goals and create a carbon reduction plan.	Planning & Community Development	Short-Term (within 5 years)
C.2 Create informational mechanism(s) to connect businesses and residents with renewable energy resources. Examples include: a page on the Town’s website, developing and/or distributing pamphlets and informational materials available through regional and state entities, such as the Massachusetts Clean Energy Center to the Town.	Planning & Community Development	Mid-Term (5-10 years)
C.3 Continue to upgrade Town facilities and buildings to improve the energy efficiency.	Facilities Dept.	Ongoing
C.4 Continue to identify opportunities to install solar energy systems on Town properties.	Facilities Dept.	Ongoing
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.		
D.1 Identify data that can help explain the impacts of the COVID-19 pandemic or similar events, including data the Town already collects and new data points needed.	Town Manager	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, and design plans to address these short falls.	Town Manager	Short-Term (within 5 years)
D.3 Collaborate with neighboring communities and state and regional partners to collect and analyze data that will help measure the impacts of COVID-19 and develop policies to address future pandemics.	Town Manager	Short-Term (within 5 years)

PUBLIC HEALTH AND SOCIAL WELLBEING

Volume 2 - Master Plan provides background and context for these action items in the Public Health and Wellbeing chapter.

ACTION ITEM	ADVOCATE	TIMEFRAME
A. Sudbury will work to build capacity and support existing networks of municipal departments, as well as neighboring communities, that are working on public health issues, including opioid addiction, mental health, social isolation, dementia, etc.		
A.1 Increase staffing to support public health work and utilize volunteers in the community to assist with educating and serving residents.	Board of Selectmen	Short-Term (within 5 years)
A.2 2 Identify opportunities to work with neighboring communities and regional networks to share resources and information to address common public health issues.	Board of Health	Short-Term (within 5 years)
B. Sudbury will consider social determinants and integrate health policies into other aspects of municipal planning decisions.		
B.1 Conduct community needs assessments to identify gaps in health and social services for residents, particularly seniors, residents living with disabilities, and low-income families and individuals. Use <i>Livable Sudbury</i> as a starting point to expand an assessment of needs to other populations in the community.	Board of Health	Short-Term (within 5 years)
B.2 From the outcomes of the community needs assessment, engage the community to prioritize strategies to address gaps and strengthen opportunities.	Board of Health	Short-Term (within 5 years)
C. Sudbury will work to diversify and expand communication tools and strategies about public health issues and locally available services.		
C.1 Create integrated communication channels and ensure that municipal digital materials are accessible to people with disabilities (See Town Facilities, Services, and Infrastructure Policy E).	Town Manager	Short-Term (within 5 years)
C.2 Collaborate with local organizations such as the Senior Center, the Commission on Disability, and the Town Social Worker to share/ disseminate information with its constituents as well as the community in general.	Town Manager	Short-Term (within 5 years)
D. Sudbury will work to connect public health resources with transportation options.		
D.1 Continue to support the Council on Aging/ Senior Center to enhance transportation services such as Sudbury Connect and FISH (see Transportation and Connectivity).	Council on Aging	Short-Term (within 5 years)
D.2 Include access to public health resources in the “Making the Connections” pilot study (see Transportation and Connectivity).	Transportation Committee	Short-Term (within 5 years)

ACTION ITEM	ADVOCATE	TIMEFRAME
E. Sudbury will work to strengthen social and civic engagement to bring residents together.		
E.1 Evaluate such opportunities based on participation costs and consider including free events or costs based on a sliding scale.	Parks & Recreation Dept.	Short-Term (within 5 years)
E.2 Explore ways to create an outdoor accessible community common space for residents to utilize for activities like outdoor picnic and summer concerts and events.	Parks & Recreation Dept.	Mid-Term (5-10 years)
E.3 Ensure the civic participation, such as participation in Town Meeting and other Town-sponsored events for public input and engagement, continues to be accessible, inclusive, and equitable.	Board of Selectmen, Town Manager, Town Clerk	Ongoing
E.4 Continue to find opportunities through the Parks and Recreation Department, Library, Senior Center, and local organizations to create family-friendly, all-ages, and all abilities community events year-round.	Parks & Recreation Dept., Library, Council on Aging, Comission on Disability	Ongoing