

Tuesday January 15, 2019
Medway Planning and Economic Development Board
155 Village Street
Medway, MA 02053

Members	Andy Rodenhiser	Bob Tucker	Tom Gay	Matt Hayes	Rich Di Iulio
Attendance	X	X	X	X	Absent with Notice

The meeting is a round table discussion to begin brainstorming about an update to the 2009 Medway Master Plan.

ALSO PRESENT:

Susy Affleck-Childs, Planning and Economic Development Coordinator
Wendy Harrington, Recording Secretary

In addition to those mentioned above, the following individuals were present for the discussion:

Larry Ellsworth – Energy Committee
Frank Rossi - FinCom
Sarah Raposa - CIPC and Planner Town of Medfield
Jim Wieler - Master Plan, CPC
Allison Potter - Assistant Town Administrator

The Chairman opened the meeting at 6:35 pm

CITIZEN COMMENTS - There were no citizen comments.

Workshop/Discussion re: Medway Master Plan Update Process

Susy Affleck-Childs spoke to her thoughts on Master Plan Ideas-Medway Vision 2030 (updated version 1/15/19) (See Attached).

- Last Master Plans 2009, 1999, 1977, 1963 (approximate)
- Time to begin a new process
- Collected some topics for discussion
- Invited those in attendance as an initial Think Tank on how to proceed and the scope of the project.
- Brainstorming session first, then a steering committee could possibly be formed
- How to engage the public for input and reactions is a key issue
- Research component
- Social Trends analysis: how communities evolve, how technology is involved, retail and transit changes, business world and delivery services.
- Sections of the Master Plan should be defined, various chapters, broadening the scope, adding Arts and Culture, Public Health, Energy, Sustainability and climate change impacts

- Funding - CIPC has provided \$100,000 which was obtained over the last two years and the PEDB is asking for another \$50,000 from the capital budget
- This will be a 2-year process
- How to organize the process and the issues. Staff and clerical support will be needed as well as leadership and RFP for consultants

Jim Wieler was asked to attend and provide information on the 2009 and 1997 Master Plans, his involvement and general input.

- Jim provided background and where Medway was at in the 90's. There was a 25% growth which was dealt with by fighting fires, but Town management couldn't keep up. The bylaws weren't up to date which was an issue. A Master Plan committee prepared a survey that was mailed to every household, 62% of households responded. The staff in the MPS Superintendent's office compiled the information. A lot of action items were accomplished from the 1997 Master plan, by the time the 2009 Master Plan was published. Some action items were irrelevant or too difficult to complete. A large number of volunteers from the Master Plan Committee were involved in other town committees which helped with implementation.

There hasn't been any follow-up to the 2009 Master Plan, but Jim impressed upon this group the need to have volunteers who they felt would continue to be involved in future years on various Town boards/committees. He also offered his opinion that this is a great way to get to know your town and the people in it.

Susy Affleck-Childs advised the group she has attended Metropolitan Area Planning Council (MAPC) training programs. She provided the group a packet on Creating a Master Plan for your community. (**See Attached**) Susy explained that 77 of the 101 cities and towns in the MAPC region have a Master Plan. All the towns in the Medway area have them.

Susy presented questions for the group to answer. Each question is listed below with highlights of answers provided.

1. What is your understanding or impression of what a community's master plan is all about?

- Directions for a town's growth
- A look at what where we have been and what we will be. Part record and part blue print. It's driven by changes and how we want to develop to over time
- A look at long range goals
- A document the Community Preservation Committee (CPC) uses as a reference before funding projects with CPA monies. They are more apt to fund a project if the request is part of the master plan.
- A blue print, not a spur of the moment idea, a reference.
- Drives a discussion which responds to needs and the need to update the plan.
- The goals are sometimes the same, but the implementation and the priorities evolve

2. What value does a master plan provide?

- Long term strategic vision. Use of the master plan interprets the overall community's perspective without the emotional part of someone saying they don't want something.
- Using the master plan as the guide to make changes in planning so that what was decided in 1999 comes to fruition in 2019
- Works toward a common strategic effort
- Use of the master plan to establish the planning, zoning initiatives and the permitting process
- Helps to get rid of the noise when something is proposed and provides a reality check on what you're reacting to.
- Determines if zoning changes make sense based on the master plan or are they supporting the community or an individual builder/contractor

3. What do you believe are some of the key issues facing Medway over the next 10-20 years?

- Obtaining and staying in "safe harbor" for affordable housing, so you don't have to be working on the defensive
- A new public safety facility
- Revenue and spending within the town to continue the quality of life we have now
- Commercial development to broaden the tax base
- Pension liabilities
- Declining population
- Retail changes, more online purchasing instead of small businesses; changing shopping patterns
- Regional issues-water and how are our wells performing
- Infrastructure in general and the treatment of the infrastructure
- Facilities and schools
- No downtown area with shops and eating establishments that residents can walk to
- Maintaining the open spaces/openness
- Proactive to saving farm lands and paying attention to the farm lands

4. What are Medway's key assets? What makes Medway special?

- You can still see the stars at night, sense of openness and relaxed feel and semi-rural
- Sense of place, known and comfortable.
- Assets are the people around town, the people mean a lot
- Sense of community
- Trail system
- Integration, the parts of the town seem well integrated
- Predictable in a sense that is good
- Cool little businesses
- Preservation of open space is critical because it maintains the openness.
- Core group of people that were raised here still reside here

5. What dreams/visions do you have for Medway?

- Municipal swimming pool with water park, water slides, for younger kids
- Upgrade the Shopping Plaza
- Establish a downtown area with restaurants and shops
- Redevelop commercial zones in such a way to attract higher end businesses, multi-use with housing associated
- Decent public transportation to other local towns
- Cultural activities, restaurants and pubs with entertainment
- Maintain fiscal stabilities and maintenance plans as they are today
- More trails that interconnect for biking and not just walking
- Evolution in economic development
- Cultural planning, green space and arts, public arts

6. What thoughts do you have on how to best engage the community to secure input and ideas?

- Publicize. Speak at churches and public forums, community groups to find residents to attend and participate.
- Informational kiosks at Medway Pride Day and Medway Day
- iPad kiosk type station at Muffin House where residents must sign in or use their address to only submit one set of information on a survey
- Produce short questionnaires that don't take a long time for residents to answer, do multi versions spread out over time
- Advertise the previous successes of the Master Plan Committee and their surveys, what's been accomplished over time (Thayer and Open Space) so residents can see the value and what are the next achievements going to be

7. What thoughts do you have on how to best organize ourselves for the master planning process?

- Having a core committee who can draft subcommittees or enlist from other committees to talk about specifics as contributions
- Have smaller working groups on each of the topics with specific task lists to work from
- Hire a consultant via an RFP process
- Members of a group should be able to have an open dialog and be diverse, fair and not looking out for themselves
- How questions are asked in surveys is very critical
- Members of the community with specific skill sets should be brought in for certain tasks

Susy Affleck-Childs thanked all those that were in attendance for their valued input.

Andy Rodenhiser said he is excited for this adventure and to see what the product will be as the Planning Board draws a lot from it.

ADJOURN:

On a motion made by Andy Rodenhiser and seconded by Bob Tucker, the Board voted unanimously to adjourn the meeting.

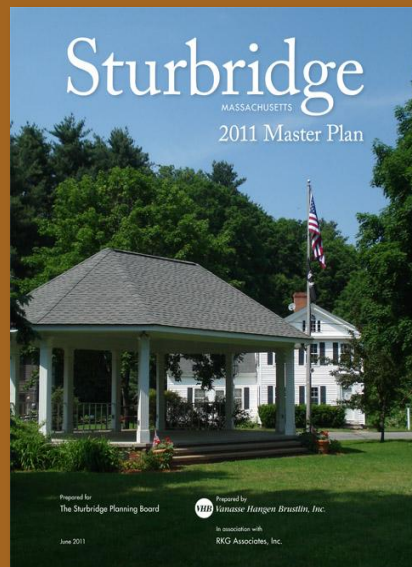
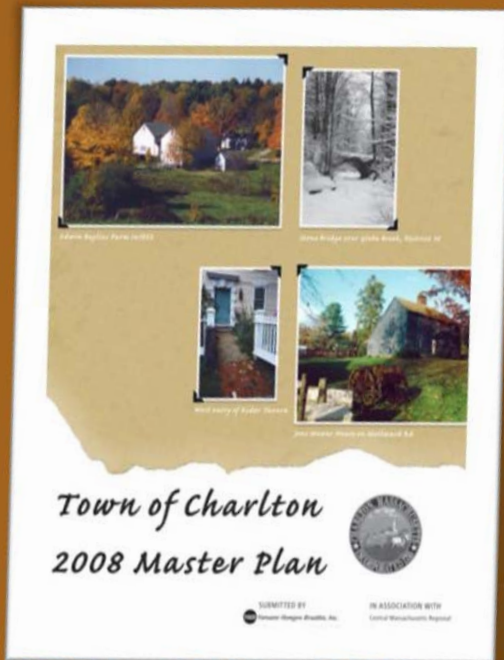
The meeting was adjourned at 8:29 pm.

Prepared by,
Wendy Harrington
Recording Secretary

Master Plan Ideas – Medway Vision 2030

- Gather a group to discuss overall strategy & ideas – Barbara Saint Andre, Sarah Raposa (Medfield Town Planner & Medway resident), Jim Wieler, Andy Rodenhiser, Larry Ellsworth, Eric Arbene (SRPED Planner & Medway resident), Kasia Hart (MAPC), Glenn Trindade, Allison Potter, Julie Dennehy (Medway Business Council), Jess Strunkin (495 Partnership), Frank Rossi, and Gino Carlucci. Meet in early January to discuss items below.
- Institute a broad public participation/community engagement process - Visioning sessions; open houses; community forums; opinion surveys; topical focus groups, neighborhood meetings, sessions with civic groups, sports groups, PTOs, senior, youth/students; use of community engagement software; separate web page for the project and for people to submit ideas. How to get kids and parents involved?? Series of single topic community surveys promoted through TOM Facebook page.
- Sections of a Master Plan
 - ❖ Review of progress since 2009 Master Plan
 - ❖ Explanation of community engagement and planning process and results
 - ❖ Needs assessment – background research and trends analysis
 - ❖ Land use
 - ❖ Population/socio-economic characteristics. Demographic profile.
 - ❖ Transportation, Circulation, Traffic Management and Transit
 - ❖ Housing
 - ❖ Economic Development
 - ❖ Open Space/Parks/Recreation (draw from OSRP update)
 - ❖ Arts/Culture/Historic Preservation
 - ❖ Public Health, Human and Senior Services
 - ❖ Education – How to incorporate MPS master planning efforts?
 - ❖ Natural Resources (water, waterways, wetlands, farmland, etc.)
 - ❖ Energy/Sustainability
 - ❖ Community Services, Facilities and Infrastructure (Capital Improvements)
 - ❖ Climate
 - ❖ Technology
 - ❖ Special Sections – CBD, Oak Grove??
 - ❖ VISION/Goals/Policies/Action Plan
 - ❖ Implementation Strategy and Regular Follow-up Process to Monitor Progress
- Funding
- Timetable
- RFP for consultant(s)
- How to organize the process?? Overall Steering Committee and/or a small Task Force for each section comprised of stakeholders in that particular topic area?
- Staff and clerical support
- Open Meeting Requirements
- Leadership

Creating a Master Plan for Your Community



Prepared for:
Citizen Planner Training Collaborative

Ralph Willmer, FAICP
Principal Planner
Metropolitan Area Planning Council

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What is a Master Plan?

- A future vision and policy guide for the Town
- Plan for a community's physical evolution
- Comprehensive analysis of all aspects of community development
- Long-range (typically varies from five to 15 years)
- NOT a zoning bylaw or regulation
- Public policy document

Why Plan?

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“We usually do our long-range planning at the last minute”

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A Master Plan helps communities:

- Manage growth and change
- Provide for orderly and predictable development
- Protect environmental resources
- Set priorities for developing and maintaining infrastructure and public facilities
- Strengthen local identity
- Create a framework for future policy decisions
- Promote open, democratic planning
- Provide guidance to land owners, developers, and permitting authorities

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State Requirements:

– Under M.G.L. c. 41, §81D, Planning Boards are required to prepare a master plan with the following elements:

- Statement of Goals and Policies
- Land Use
- Housing
- Economic Development
- Natural & Cultural Resources
- Open Space & Recreation
- Services & Facilities
- Circulation
- Implementation



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Local Additions:

– Communities often supplement the requirements of M.G.L. c. 41, §81D by adding elements that focus on specific local needs or policy interests, such as:

- Villages
- Neighborhoods
- Smart Growth
- Energy
- Climate Action
- Sustainability
- Education
- Governance
- Public Health and Social Services



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What's in a Master Plan?

- Community Vision Statement
- Data Analysis
- Existing Conditions
- Trends, Estimates, and Future Projections
- Goals, Policies, and Actions
- Maps

Strategy	Responsible Party	Priority	Funding Source
Incorporate existing reports and plans on fields into the new Open Space and Recreation Plan and prioritize recommendations	OSC	Short term	
Continue to identify, prioritize and preserve open space and recreation resources based upon pre-determined criteria for prioritizing acquisitions	OSC, Rec. Comm., CPC	Ongoing	CPA, MA Land and Conservation Fund, MA Local Acquisitions for Natural Diversity Program
Research and monitor funding opportunities for the creation or preservation of open spaces	OSC	Short term (ongoing)	
Consider making additional tax or financing incentives available to existing businesses or as tools for attracting future development	Con. Comm., OSC, TC	Medium term	
Expand public access to open spaces, particularly around the lakes and along the Quinebaug River	Recreation, DPW, Capital, BOS	Medium term (ongoing)	CPA
Maintain and enhance existing open spaces and recreational facilities <ul style="list-style-type: none">• Develop a maintenance plan for Town-owned properties and incorporate major improvements into the Town's larger Capital Improvement Plan• Examine whether additional staff or staff hours are needed to oversee open spaces, parks and recreational facilities	Rec. Comm., Recreation, BOS	Ongoing (long term development)	CPA, MA Parkland Acquisitions and Renovations for Communities Program
Provide recreational opportunities for all ages, and consider developing a community center, football field and multi-use sports field	TC, Con. Comm.	Ongoing	CPA, MA Local Acquisitions for Natural Diversity Program
Continue developing trails	OSC, Con. Comm., CPC	Long term	CPA, MA Land and Conservation Fund
Capitalize on small vacant properties to create pocket parks and other open spaces	Recreation, Rec. Comm., OSC	Ongoing	

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Emerging Issues

- Demographic changes
- Social media
- Aging infrastructure
- More urban lifestyle
- Development near transit
- Climate change
- Antiquated zoning
- Shrinking tax base for local governments
- Public health
- Energy
- Building codes and materials

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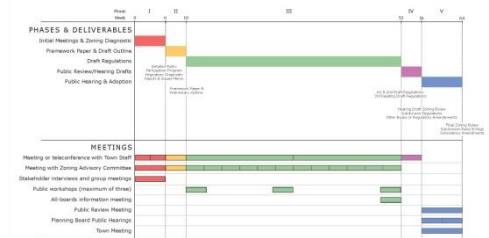
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How long does it take?

– Nine months to two years, depending on...

- Local capacity
- Who's in charge?
- Public process
- Community characteristics: size, make-up, complexity of land use pattern
- Age and relevance of existing master plan
- Degree of agreement or disagreement about major community issues
- Catalysts for master plan process
- Planning and zoning track record
- Perceptions of local government
- Form of government
- Budget



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How does the process work?

- Where do we want to go?
 - Visioning and goal-setting
 - Interviews with stakeholders and “topic experts”
 - Public meetings
 - Focus groups
 - Surveys
 - Internet tools



SurveyMonkey

twitter™

facebook



mindmixer

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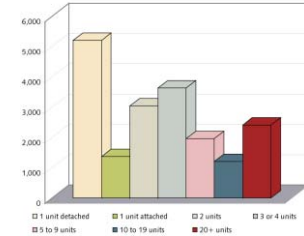
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Where are we today?

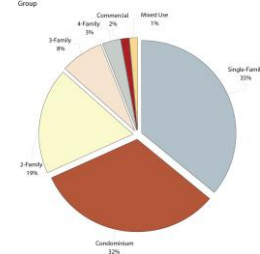
– Review and synthesis of past plans, studies, reports

– Data Collection

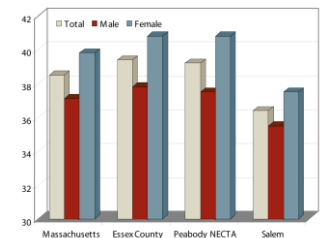
- Bureau of the Census
- Regional planning agency
- State agencies
- Watershed associations
- Assessor's office
- Other local sources, e.g., library needs analysis, Council on Aging annual reports, school department statistics
- Town clerk
- Community organizations



Mortgage Foreclosures by Property Type (2006-2009)
Source: Salem Department of Planning and Community Development, The Warren Group



Median Age of Population (2006-2008)
Source: American Community Survey



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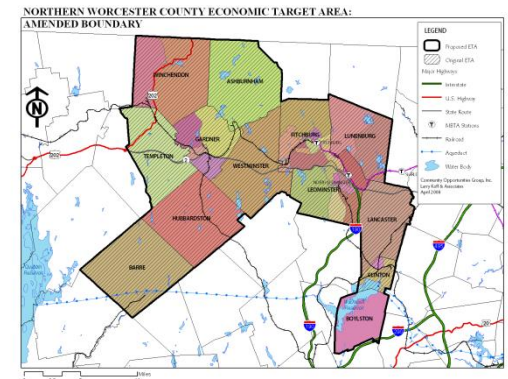
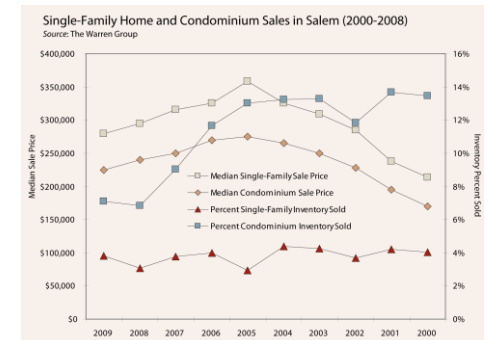
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- Data analysis
 - Trends, estimates
- Where are we going, given existing policies and trends?
 - Trends, estimates, predictions
- What do we need to change?
 - Opportunities and challenges
 - Analysis of options
 - Strategy consensus
- How do we get there?
 - Implementation plan
 - Implementation committee
 - “Early success” actions



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Outcomes:

- An adopted comprehensive plan with consistency among all elements
- Implementation committee
 - Guides implementation process
 - Sponsors implementation activities
 - Keeps citizens actively engaged in planning and committed to master plan's success
 - Often designated to take the lead in evaluating the master plan (usually once a year, could be more often)
 - Annual review and progress report
 - Sometimes takes the lead in proposing amendments to the plan

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Adoption of Master Plan:

- In Massachusetts, master plan adoption **requires a majority vote of the Planning Board**
- Does not require adoption by the local legislative body: Town Meeting, Town Council, City Council
- Still, many communities do present their master plans to the local legislative body for approval or acceptance
- Plan is blueprint for zoning, capital improvements, etc.

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Hiring a Consultant?

- Not essential
- However, a consultant:
 - Brings experience in community planning, training in technical analysis, and advanced mapping capabilities
 - Brings fresh ideas and awareness of what other communities are doing
 - Provides access to data sources and maps
 - Offers objectivity and political neutrality
 - Provides capacity, efficiency, specialized skills
- Could be a Regional Planning Agency
- Chapter 30B



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What Does it Cost?

- Varies considerably
- Depends on:
 - Duration of planning process
 - Design of citizen participation process
 - Survey
 - Geographic area and complexity
 - Form and content of plan
 - Scope of services, e.g., whether planning contract includes zoning implementation
- Communities spend anywhere from \$75,000 to \$150,000, and sometimes more



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Getting Started

- Obtain commitment from the Planning Board and the Board of Selectmen/City Council and Finance Committee
- Identify available resources:
 - Funding
 - Staff
 - Volunteers
- Set priorities
- Establish work plan, including citizen outreach
- Establish timeline



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- Who is going to take charge of the process?
 - Planning Board
 - Steering Committee
- If Planning Board:
 - Remember you have other responsibilities
- If establishing a Steering Committee:
 - What size? 11 – 15 is ideal
 - Who is appointed and how are they selected?
 - Set up subcommittees?
- How often do you meet?

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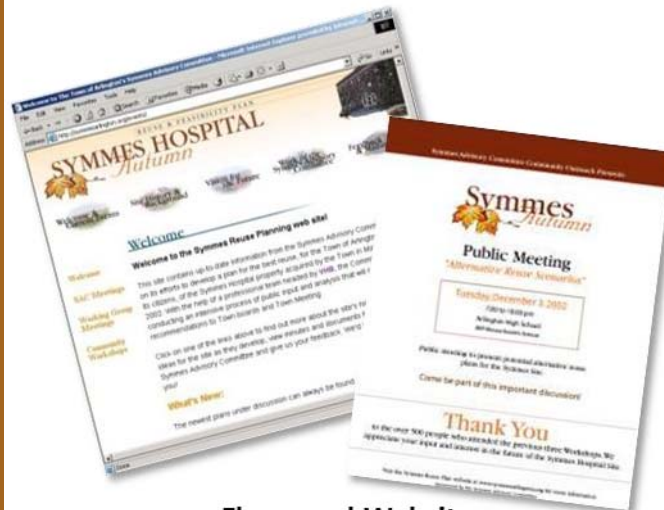
Getting Started

– Decide on public outreach strategy

- Public forums
- Surveys
- Social media
- Project website



Questionnaires



Flyers and Websites



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**Planning &
Zoning in
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Reform Efforts

- Act Promoting the Planning and Development of Sustainable Communities
 - Updated plan contents outlined in statute
 - Master plan approval by local legislative body
 - Certification by regional planning agency
 - Incentives to plan in accordance with state's Sustainable Development Principles
 - “Opt-in” provisions for communities with plans that address state goals
- Uncertain future

Tips and Lessons Learned

- Master plan committees need people with different opinions, backgrounds, and interests – and a commitment to work together as a team.
- Planning Board needs to remain “present” throughout the process while giving the master plan committee enough space to work things out.
- Implementation planning starts at the beginning, not at the end, of a master plan process.
- Test feasibility of implementation program with department heads and boards/committees.
- Recommendations need to be realistic, but long-term. Visionary ideas should not be dismissed simply because they are difficult to achieve.
- An implementation plan needs some small but important steps that have broad support and can be accomplished right away.

Questions?

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