

# MEDWAY MASTER PLAN

DRAFT  
June 8, 2022

## PHASE III DRAFT STRATEGIES

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### SUMMARY

This summary was prepared for the Master Plan Committee (MPC) and details the draft strategies per Phase III of the Medway Master Plan process for the Town of Medway, Massachusetts



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## INTRODUCTION

Beginning in Spring 2021, the Town of Medway has undertaken an effort to create a comprehensive master plan that will provide local policymakers with a roadmap to shape future development, prepare for future challenges, and preserve local assets. The Master Plan project includes four phases. Phase I focused on understanding the physical, environmental, cultural, and demographic characteristics of Medway, and concluded with an Existing Conditions Report. The community vision and goals were part of Phase II of this project. The vision is supported by goals and set the stage to identify appropriate, effective, and feasible strategies, which are presented here as the focus of Phase III of the Master Plan project.

The strategies presented as part of this report should be viewed as a working draft that may be revised in Phase IV of the project (Plan Finalization & Adoption), as informed by additional input from Town officials including town boards, committees, department managers, and others. This report presents a draft community vision with associated goals and strategies, organized in four core themes:

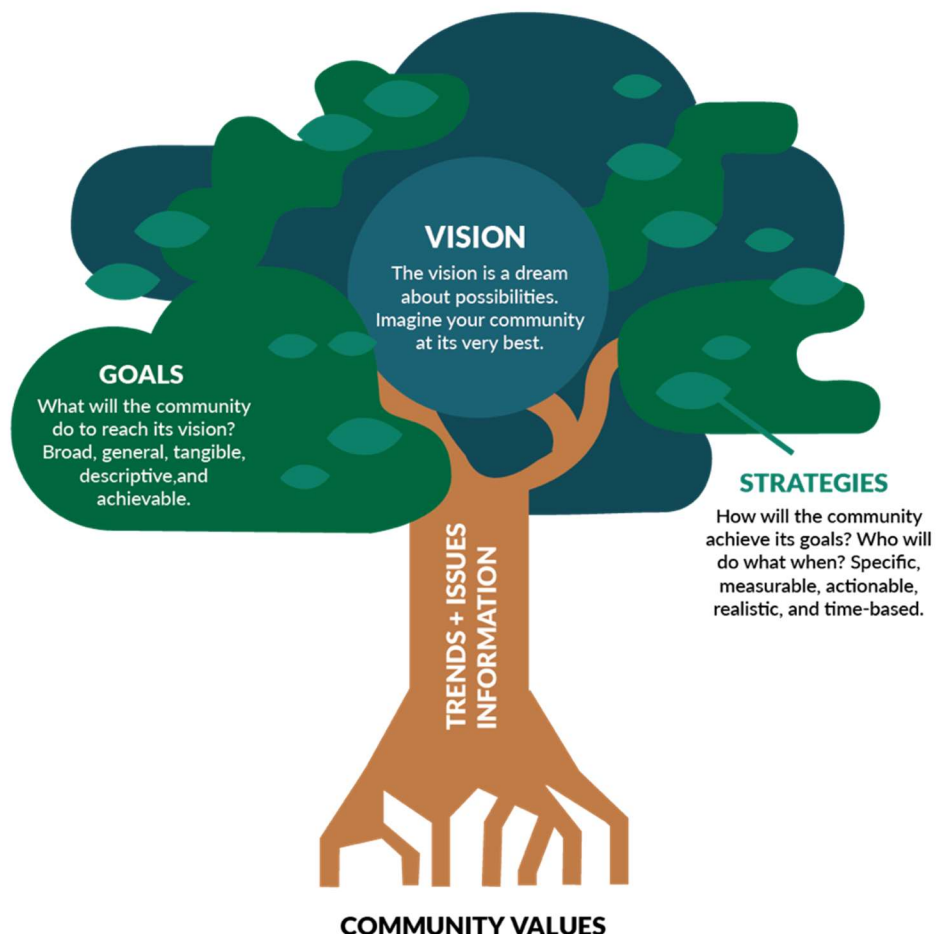
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resiliency, and Stewardship
4. A Supportive Community

A comprehensive master plan is a way to respond to change over time. It is a long-range visionary plan for the community's physical evolution that will help the community imagine—and create—a better future.

The community vision and goals are important components of a master plan. The vision is an aspirational dream about possibilities for a community and the goals are conditions to aim for that support achievement of the vision.

## PROCESS

This report culminates Phase III of the Medway Master Plan process. The community vision, goals and strategies are based on the findings of the Phase I Existing Conditions report, which included nine focus groups with Town officials and other local stakeholders, and the Phase II Vision and Goals report, which included a community survey, pop-up tables at community events, a variety of small meetings using the team's Meeting in a Box meeting kit, an in-person community forum and an online community forum. As the





master plan process entered Phase III, which took place January through May 2022, the project team took a deeper look into areas that require significant choices and substantive collaboration between and among Medway's leaders and organizations. Community engagement efforts included focus groups, independently organized strategy discussion sessions, a public community forum, comments on the online strategy engagement platform, and a Town Department Manager's meeting to review strategy options.

*There were over 1682 points of participation where Medway community members engaged in this plan during Phases I, II, and III to give their input and feedback and set the direction of the vision, goals, and strategies.*

Through these efforts, the project team sought to understand the community's preferred strategies for how they want to achieve the community's goals over the next ten years. The updated vision, goals, and strategies are included in this report, along with a detailed account of the engagement results that informed the process.

## PROJECT SCHEDULE

The project team's approach to the Medway Master Plan planning process is based on the belief that facilitating a meaningful, accessible, and inclusive process is as—or arguably more—important than the final plan report itself. Facilitating collaborative and highly interactive community engagement that utilizes a wide variety of engagement tools has proven critical to this planning effort.

The schedule for completing the Master Plan is roughly 19 months—beginning in March 2021 and wrapping up in October 2022. The planning process consists of four phases: 1. Medway Yesterday and Today; 2. Medway Tomorrow; 3. Achieving Medway Tomorrow; and 4. Plan Finalization and Adoption.



## VISION FOR MEDWAY 2032

In 2032, Medway continues to be a financially stable and family-oriented small town with active locally owned small farms and a thriving town center, that provides a welcoming atmosphere for all, protects the natural environment through town initiatives, and provides outstanding public facilities for the benefit of all residents.

Medway...

- Supports vibrant commercial areas and strategic, responsible residential, business, and industrial growth to promote local jobs and enhance local economic vitality
- Is well-run with professional, transparent, and fiscally responsible leadership that excels at delivering public services as well as maintaining and expanding infrastructure and assets with an eye to the future
- Protects natural resources to support clean and plentiful drinking water, local food production, agricultural heritage, scenic beauty, passive recreation, and promote carbon absorption
- Provides strong, modernized, and high-quality public schools and municipal facilities, including an interconnected trail system, a well-resourced senior center, community center for all ages, and library
- Is a peaceful, friendly, inclusive community whose residents take care of each other and welcome and embrace new residents of all ages, identities, and backgrounds



## RESPONSIBLE AND STRATEGIC GROWTH

In 2032, Medway has attractive, walkable commercial centers; thriving local businesses, strong commercial and industrial tax base, and employment opportunities; multigenerational, affordable, accessible, and smaller housing options; attractive placemaking; and well-preserved historic buildings.

Oak Grove supports a cluster of established companies and entrepreneurs in addition to new residential development, which has increased the commercial tax base and created new jobs as well as a prominent western gateway for Medway. Additional redevelopment plans are pending or underway as the Town realizes its vision for this important area.

*“Keep Medway small. Preserve it. Be fiscally responsible for the taxpayers that we already have.” – Survey Response*

Medway prioritizes and values not only small business development throughout the town, but also the growth and formation of medium-sized businesses. New commercial and residential development in nodal centers throughout the town benefit from expanded local and regional shuttle services, safe walkable sidewalks and crosswalks, and bicycle lanes and bike racks.

### GOALS AND STRATEGIES

1. **Catalyze redevelopment of key properties on Main Street (Route 109)** to create a traditional, walkable town center with public facility investments, public/private partnerships, creation of cohesive visual district branding, coordinated marketing and promotion, and a net increase to the local tax base.
  - a. Build on Medway’s recent streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center.
  - b. Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future town center area.
  - c. Consider designating a portion of the Route 109 corridor as an Urban Renewal Area, if eligible, which would include all or a portion of the existing CBD zoning district to promote private development consistent with the community’s vision for a traditional town center as the CBD zoning allows.
2. **Promote new development in the Oak Grove Area** to realize the vision of the 2017 Oak Grove Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.
  - a. Leverage funding and execute Phase I and Phase 2 activities of the Oak Grove Urban Renewal Plan including acquiring and assembling parcels, transportation safety improvements, coordinating with developers, and ensuring water and wastewater capacity as described in the Oak Grove Urban Renewal Plan.
  - b. Create marketing materials highlighting opportunities in the Oak Grove area for future development. Include Medway’s favorable tax rates, access to transportation corridors, streamlined development and permitting process, and more.

3. **Promote significant commercial and industrial development expansion** including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities
  - a. Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as BI, EI, WI industrial districts.
  - b. Rezone the area on Main St/Route 109 from Medway Mill west toward Slocumb Place as a Village Commercial (VC) district.
  - c. Encourage Smaller-Scale Redevelopment at "Village" Centers around Medway (e.g. Village Commercial Zoning Districts).
  - d. Analyze parcels of land in and around the two industrially zoned areas in Medway (East Industrial Park and Oak Grove Area) to determine if additional land could be rezoned for industrial use and if there are opportunities to modernize industrial zoning to attract more industrial users.
4. **Continue to keep Town finances on solid footing and maintain town's favorable AAA bond rating.**
  - a. Municipal leadership will continue to formally monitor financial and economic conditions impacting the Town, through annual joint meetings of the Select Board, Finance Committee, and School Committee.
  - b. Municipal leadership reviews monthly or quarterly year-to-date financial reports from the Finance Department.
  - c. The Finance Department prepares financial forecasts early in the budget process. This need not be as detailed as the annual budget.
  - d. Municipal leadership maintains a long-range financial forecast regarding debt affordability, liabilities such as pensions, OPEB (Other Post-Employment Benefits), economic development strategies, reserve policies, and asset management strategies. However, accuracy declines rapidly as you move beyond five years.
  - e. Municipal leadership maintains a Capital Improvement Plan (CIP) to maintain community assets with optimal service, preserve and improve existing infrastructure, and invest in future needs.
  - f. Medway successfully meets spending parameters and target balances, for example a debt percentage of 5% to 8% and an Unassigned Fund Balance percentage of 10% - 16%.
5. **Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.**
  - a. Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.
  - b. Expand the Farmer's Market, which is an avenue for local businesses to educate the public and sell their products and promote its utilization.
  - c. Create a place in downtown Medway for shared community gathering place and incubator for pop up businesses. This could be a large shed as a "storefront" on town-owned land, or in a private-public partnership with a vacant storefront or lot, where businesses can test-drive their market and residents can come together, like Ashland's "Corner Spot".
  - d. Allow for and encourage shared co-working spaces and home-based businesses through programmatic or zoning methods.

- e. Consolidate information on business resources, technical assistance, and networking/engagement events in one location on the Town's website.
  - f. Work with the Medway Business Council to host and promote more peer-to-peer collaboration, mentoring, and networking events for the Medway business community.
  - g. Clearly communicate to the business community who the point of contact is in Medway for helping new and existing businesses with any town-related processes.
  - h. Post the business resource list provided in the Doing Business in Medway report on Medway's website for existing and prospective businesses to access.
  - i. Consider working with the Medway Business Council or the Neponset River Regional Chamber of Commerce to create or support a job posting board for local businesses.
6. **Foster accessible and affordable housing options**, including starter homes and options for middle-income households, in strategic locations that enable residents to thrive in the community and support the needs of an aging population, young families, young adults, special needs, and a socioeconomically diverse population.
- a. Rezone residential neighborhoods to more closely match the prevailing existing development patterns, such as the Brentwood neighborhood and other neighborhoods with modestly-sized housing stock on smaller lots to help preserve these types of smaller housing options.
  - b. Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions; consider other zoning revisions such as cottage cluster provisions to promote greater variety of housing types including senior, accessible, and affordable options in accordance with the most current Housing Production Plan.
  - c. Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenny Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds.
  - d. Promote the creation of affordable starter homes, congregate housing for individuals with special needs including older adults, and other supportive housing options through collaborations between the Medway Municipal Affordable Housing Trust, Housing Authority, mission-based developers, and other entities to acquire undersized lots for infill development.
7. **Consider the needs of all residents when planning future transportation improvements** with land use planning and regulatory changes that encourage focused residential or commercial growth.
- a. Adopt a Complete Street Policy to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities, which allows design solutions to be context sensitive and complement the community.
  - b. Consider a more connected shuttle system that connects village centers and emerging economic development areas on Route 109 and Oak Grove.
  - c. Explore regional shuttle options for Medway commuters who use the MBTA commuter rail facilities and the general public who would benefit from expanded transit options. For example, through the Greater Attleboro and Taunton Regional Transit Authority (GATRA).



## INFRASTRUCTURE TO SUPPORT GROWTH

In 2032, Medway's decades of strategic investment in public infrastructure have benefited the whole community. A new water treatment facility, along with measures to protect the Town's aquifer from contaminants and replenish it by limiting impervious surfaces and emphasizing infiltration of stormwater, have helped ensure that Town residents have safe and reliable drinking water. The expansion of the Town's sewer capacity supports thoughtful, responsible commercial growth and appropriately sized residential development.

New or upgraded public safety facilities, a new Town Hall, and the Town's on-going program of capital improvements and maintenance for other Town and school facilities provide for efficient delivery of local services. These investments by the Town support responsible growth that provide municipal tax revenue and maximizes protection and health of Town residents, as well as natural habitats.

The Town's commitment to improving and maintaining its streets has resulted in accessible sidewalks and crosswalks, bicycle facilities, electric vehicle infrastructure, and access to a variety of local and regional mobility options for all ages that connect residents to employment and education opportunities, as well as parks, grocery stores, restaurants, healthcare facilities, and gathering places. Aging residents feel supported by accessible mobility infrastructure. Improvements on major roadways have reduced stormwater pollution to surface and groundwater sources and provided more attractive streetscapes with vegetation to help capture and treat run-off. These also reduce heat island effects in summer and help to mitigate flooding.

### GOALS AND STRATEGIES

1. **Protect drinking water quality, expand wastewater treatment capacity, and implement MS4 stormwater permit recommendations.**
  - a. Construct the Populatic Street Water Treatment Plan to help ensure safe and adequate drinking water.
  - b. Purchase additional wastewater capacity of about 150,000 GPD as a first phase and more as needed to accommodate both permitted development projects and to account for projected future growth resulting from the Master Plan. Implement wastewater system recommendations per the Integrated Water Resources Management Program.
  - c. Implement the recommendations included in the Code Review for Medway's Municipal Separate Storm Sewer System (MS4) permit to update codes, bylaws, rules, and regulations pertaining to stormwater.
  - d. Review drinking water infrastructure to ensure that the system has adequate energy resources that enable pump and treatment systems to operate if the grid were down to ensure safe and clean drinking water for Medway residents in case of an emergency.
2. **Ensure ongoing stewardship and improve accessibility for public assets** including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
  - a. Update municipal facility assessments at regular intervals to prioritize maintenance and repairs on public facilities to ensure their useful life and longevity.



- b. Create VFW building and Jacob Ide House feasibility studies to determine future uses.
  - c. Evaluate staffing for Parks & Recreation, Council on Aging, and other Town Departments to ensure the current programming and operations are sustainable.
- 3. **Create new or updated municipal facilities** including upgraded public safety facilities and Town Hall to promote investment in the Town's essential functions. New facilities should be designed with possible future expansion in mind.
  - a. Consider the creation of a new Town Hall and appropriate re-use of the existing Town Hall site.
  - b. Consider creating a new or updated joint or separate fire and police facilities to further support and coordinate public safety, and appropriate reuse of existing sites.
  - c. Consider implementing recommendations of the feasibility study that will evaluate the establishment of a joint dispatch center for police calls with surrounding towns.
- 4. **Improve walking and biking safety, accessibility, and connections** on arterial and connector streets throughout Medway for all ages and abilities by creating a connected network of sidewalks and bike lanes where suitable, as well as off-road trails or pathways providing people with safe and efficient access to schools, parks, commercial areas, and other key destinations.
  - a. Continue funding support and implementation of the Town's master sidewalk plan.
  - b. If a Complete Streets Policy is adopted, create a Complete Streets Prioritization Plan targeting commercial areas and other priority development areas, to unlock Complete Streets construction grant dollars.
  - c. Pursue other federal and state grant programs to leverage local funds to expand pedestrian and bicycle facilities in town, such as Safe Routes to Schools or the Shared Streets and Spaces grant programs.
- 5. **Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use**, including charging stations and bicycle storage.
  - a. Supplemented by available grant programs, invest in installations of additional electric vehicle charging stations on public land in or near commercial areas to capture anticipated economic benefits to support Medway's small businesses.
  - b. Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways local regulations can encourage EV charging infrastructure on private and public properties.
  - c. Expand bike racks on municipal property near major activity centers, at municipal facilities, and parks/playgrounds.
- 6. **Invest in traffic calming with physical improvements** to streets to slow automobile travel speeds and improvements to high crash areas to increase overall road safety.
  - a. Review speed limits on town controlled roadways to determine if speeds could be reduced or if design interventions could help slow vehicle speeds.
  - b. Consider design interventions on roads with faster travel speeds such as sidewalk widening, curb extensions, addition of street trees, or other traffic calming measures.
  - c. Consider applying for grants funds through programs like Complete Streets or Shared Streets and Spaces to evaluate and test traffic calming measures.
  - d. Consider testing traffic calming approaches with quick build, short-term, and low cost pilot projects to evaluate the effectiveness of a solution before pursuing funds for design and construction.

## CONSERVATION, RESILIENCY, AND STEWARDSHIP

In 2032, the community is regarded as a regional conservation leader due to its commitment and initiatives to ensure heritage protection, natural resource conservation, reforestation, and regeneration, and renewable energy for a sustainable and resilient town and region. Medway's natural resource conservation has not only increased protected open space and tree canopy coverage, but also has reduced the impacts on essential natural systems caused by human activity, such as wastewater and solid waste, energy consumption, and changes in land use that reduce natural ground cover and increase impervious surfaces.

Medway's commitment to supporting locally grown food and regenerative, water smart farming practices ensures the availability of healthy local food options, through viable farming businesses and community gardens, as well as pulling excess carbon dioxide out of the atmosphere.

Town assets are well-maintained including Choate and Oakland Parks, the Community Farm, the Thayer House, athletic fields, playgrounds, and the Town's extensive, interconnected trail system along the Chicken Brook corridor.

### GOALS AND STRATEGIES

1. **Actively work to achieve 40% emissions reductions below the FY2009 baseline by 2030** in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.
  - a. Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and vehicle fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.
  - b. Promote and utilize Mass Save and the Commonwealth Energy Tool for Savings (energyCENTS) for Medway residents, which address heating, cooling, lighting, appliances, weatherization, air source heat pumps, etc.
  - c. Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building
  - d. Create a community-supported solar project for residents that don't own their homes or can't afford to install solar infrastructure. Prioritize new community solar projects above parking lots or already deforested areas.
  - e. The Energy and Sustainability Committee should take a bigger role in climate change mitigation and active climate resilience/adaptation.
2. **Permanently protect tree canopy and at least 30% of open space land** prioritized for four purposes: carbon sequestration to remove carbon from the atmosphere, biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, prime farmland to enable local food production through regenerative water smart farming practices, and passive recreation and trails
  - a. Acquire the historic Shady Oaks Dairy Farm/Briggs Farm properties for Town ownership.
  - b. Strategically acquire and conserve unprotected open space to protect and expand important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.
  - c. Consider adopting Natural Resource Protection Zoning as an alternative to the existing Open Space Residential Development Zoning. Natural Resource Protection Zoning has a

similar process to OSRD zoning but allows for concentrated development with open space preservation as a right, while OSRD requires a special permit.

- d. Inventory the existing tree canopy in Medway and consider adoption of a tree preservation bylaw to protect Medway's tree canopy.

3. **Celebrate and honor local heritage by increasing local awareness and protecting historic resources** including buildings, cemeteries, landscapes, archeological resources, and other irreplaceable resources.

- a. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, especially historically marginalized populations.
- b. Consider the establishment of local historic districts to further protect Medway's historic resources, including the Rabbit Hill neighborhood.
- c. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.
- d. Consider using CPA dollars to provide preservation grants to fund exterior renovations of historic homes for income qualified homeowners.
- e. Develop zoning to further address protection of character of existing older residential neighborhoods including zoning to address massing and scale of new construction.



4. **Reduce impacts on essential natural systems caused by human activity** through eco-friendly landscaping and waste disposal, and nature-based stormwater solutions.

- a. Facilitate an education campaign to provide information to residents and businesses about the advantages of conservation, resiliency, and stewardship and incentivize actions that promote these values. Demonstrate these site design and management strategies on municipal properties so they can serve as demonstration sites that aid in this public education initiative.
- b. Consider improvements to habitat areas like historic streams and wetland restoration areas, including planting pollinators and new trees.
- c. Involve integrated partners in implementing strategies, including schools, which could plant and sustain a pollinator garden and create more hands-on experiences for children.
- d. Consider creating a town-wide composting program, utilize an existing resource for composting program (e.g. Hidden Acres Compost), and/or bringing compost to local farms.
- e. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.



## A SUPPORTIVE COMMUNITY

In 2032, Medway fosters caring connections supported by accessible services; academically thriving and inclusive schools; and arts, cultural, and recreation opportunities for all ages for a healthy, interconnected community.

Residents of Medway, of all income levels, ages, identities, abilities, ethnicities, and cultures support the community as volunteers, actively participate in local decisions including at Town Meeting, and share in the various community events, festivals, and activities sponsored by the Town, schools, and local organizations.

Medway has varied recreation, creative arts, and cultural options where teens and young adults engage with each other as well as programming and services for older adults and intergenerational participants that fosters a socially connected community with strong support systems.

*"I think it's important to commingle all ages and genders. Everyone brings something and everyone needs a diverse group of people to shed light on all perspective and to ensure that all ages put a face to the young, teenagers and adults all the way to seniors. That way people build a respect for each other by forming bonds or friendships. That's a true community that starts caring for each other"*  
– Online Forum Participant

## GOALS AND STRATEGIES

1. **Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community** where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
  - a. Continue to invest in modernizing the Town's IT infrastructure and technology to maximize community access to Town information.
  - b. Support opportunities for collaborative activities, such as the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue within the community.
  - c. Consider creating Welcome to Medway materials online and in a Town building that could help new residents by providing resources about the community.
  - d. Review and strategically implement the recommendations of the Inclusion, Diversity, and Equity Committee, which is tasked with providing feedback and recommendations to the Select Board geared toward policy development that will promote and foster a community that is inclusive and welcoming to people of all backgrounds, beliefs, and cultures.
2. **Consider ways for the public to submit feedback to the Town so that community members can express their views.** This could be a change to Town Meeting or another vehicle for public comment.
  - a. Survey the community to determine strategies to boost attendance at Town Meetings, local elections, and other public meetings, such as providing free childcare.
  - b. Focus more online and email outreach than in person meetings.
  - c. Work toward all board/committee meetings being broadcast and recorded, and/or having online ways to view.
  - d. Provide resources for language translation, hard of hearing, and blind individuals to access Town information and meetings.

3. **Invest to maintain and modernize school facilities and technological resources** to reinforce and sustain Medway's high quality public education services to plan and prepare for changes to school enrollment.
  - a. Strategically invest in Medway School buildings, including in appropriate technology, to ensure the town's students continue to receive an excellent education.
  - b. Evaluate the current and future use of the Burke portion of the Memorial Elementary School.
4. **Foster strong community connections and social participation** by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
  - a. Consider the construction of a new community center that could serve a wide variety of needs, including the Council on Aging, recreation, youth activities, arts and cultural activities and more.
  - b. Consider the desire for more space dedicated to the arts and performance when spending on maintenance or renovation of town buildings, such as the VFW building or the Jacob Ide House.
  - c. Consider establishing a commission for public art with a juried artist collaborative to make decisions and give direction and support for public art, including, fostering diversity multi-dimensional enrichment, to town, and promoting local businesses.
  - d. Invest and partner with the Medway Public Library to expand its dynamic collections, innovative programs, and wide-ranging and sustainable services for all ages and interests. Note, the Library Board of Trustees are currently in the process of updating the Library's strategic plan.
5. **Support affordable supportive community and health services**, including social and emotional health services, as well as community volunteer opportunities to encourage civic engagement.
  - a. Expand the mental health clinician program shared by Medway and Franklin Police Departments to full-time to further meet the mental health needs of Medway residents.
  - b. Council on Aging Department needs additional money, staff, volunteers, and space, with a strategic plan for health and human services.
6. **Meet community needs for inclusive indoor and outdoor recreation opportunities**, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.
  - a. Consider constructing more options for pre-teen/teen recreation such as a skate park, new volleyball or basketball courts, community pool, or temporary outdoor ice-skating rink.
  - b. Consider constructing more options for older adult outdoor recreation, such as outdoor fitness (senior playground) equipment, or building a gazebo on the GAR property across from the Police Station using CPA/Tri-Valley Regional Technical School/Eagle Scouts.
  - c. Consider constructing more recreational options for young children, such as a nature playground or splash pad.
  - d. Consider the expansion of recreational services and options at existing recreational facilities, like Choate and Oakland Park.

- e. Identify any town-owned parcel(s) or private parcels for acquisition in the Oak Grove redevelopment area and West Medway to improve the geographic distribution of open space and recreation facilities throughout the Town.
  - f. Implement the 7-year Open Space and Recreation Plan (OSRP) Action Plan.
7. **With the aging population in mind, prioritize the creation of safe, walkable streets, age-friendly housing, access to community services, and opportunities for older residents to participate in community life.**
- a. Create affordable housing opportunities specifically for older adults that are integrated into neighborhoods in Medway, including small single-family homes, rental units, and condos.
  - b. Advance a program towards healthy aging, such as AARP Livable Communities or another, to support local efforts to help people of all ages and abilities live easily and comfortably in the community.
  - c. Explore zoning for co-housing developments, with shared services.
  - d. Prioritize opportunities to increase senior transportation services to provide added services to those who need it most.