

MEDWAY MASTER PLAN

DRAFT
DECEMBER 22, 2021

PHASE II DRAFT VISION & GOALS

REPORT

This report was prepared for the Master Plan Committee (MPC) and details the draft vision and goals per Phase II 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. The draft community vision, presented here, is part of Phase II of this project. The vision is supported by goals and will set the stage to identify appropriate, effective, and feasible strategies, which will be the focus of Phase III of the Master Plan project.

The vision and goals presented as part of this report should be viewed as a working draft that may be revised in later phases of the project, as informed by additional community engagement and input from town officials including town boards, committees, department managers, and other stakeholders. This report presents a draft community vision with associated goals, organized in four core themes:

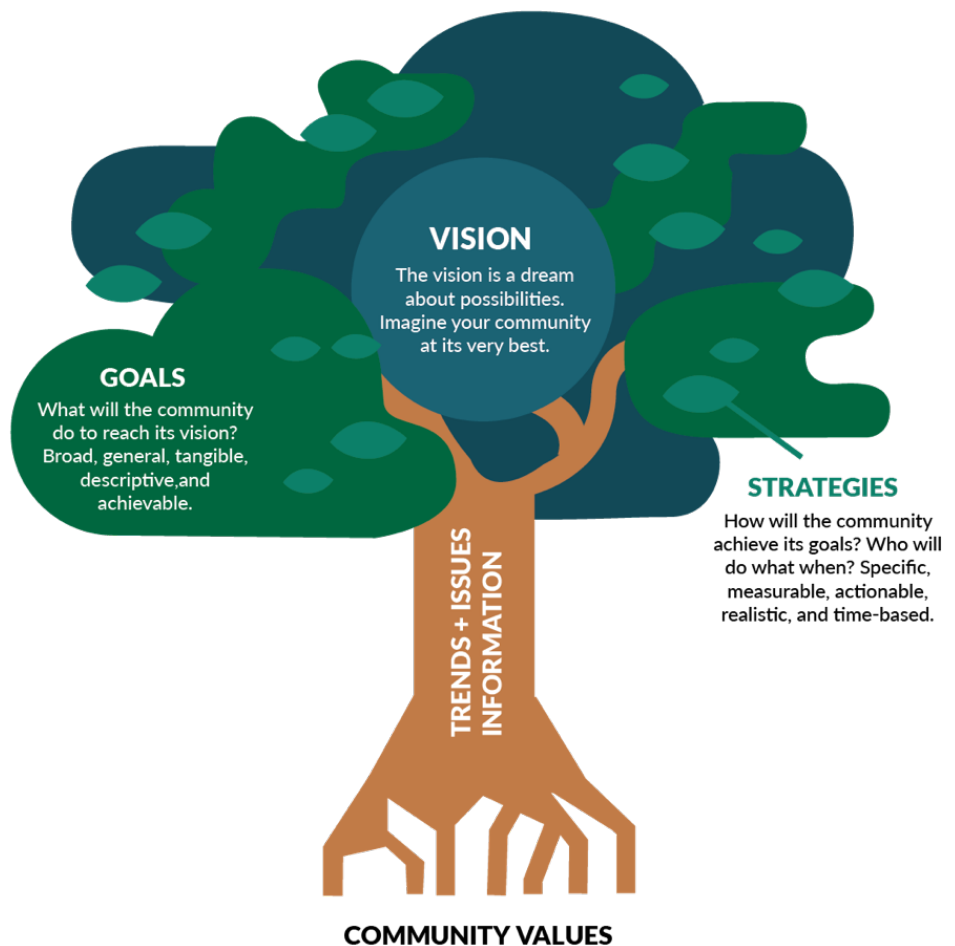
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resiliency, and Stewardship
4. A Supportive Community

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 II of the Medway Master Plan process. The draft community vision and goals are based on both the findings of the existing conditions report, which included nine focus groups with town officials and other local stakeholders, and the Phase II community engagement process, 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.

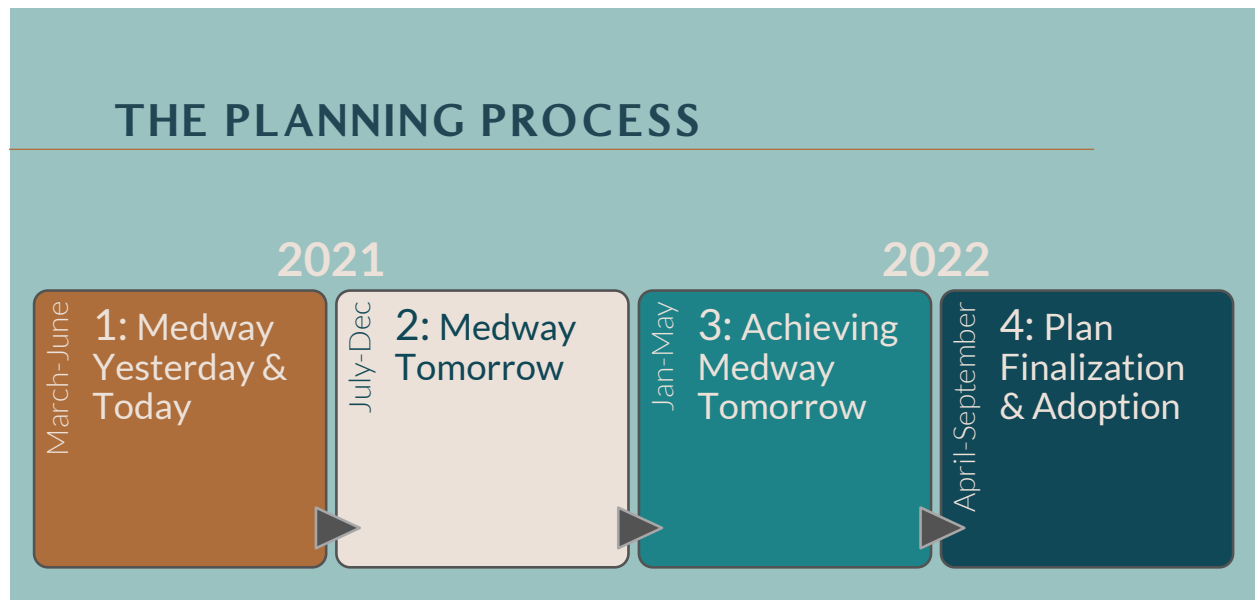
There were over 1,200 points of participation where Medway community members engaged in this plan during Phases I and II to give their input and feedback and set the direction of the vision and goals.

After this in-depth engagement process, the project team revised and refined the vision and goals to more closely match the priorities identified by the community. The updated draft vision and goals 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 AND GOALS

OVERARCHING VISION FOR MEDWAY 2032

In 2032, Medway continues to be a 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...

- : 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
- : Protects natural resources to support clean and plentiful drinking water, local food production, agricultural heritage, scenic beauty, passive recreation, and promote carbon absorption
- : Supports vibrant commercial areas and strategic, responsible residential, business, and industrial growth to promote local jobs and enhance local economic vitality
- : Provides strong, modernized, and high-quality public schools and facilities, including an interconnected trail system, a well-resourced senior center, community center for all ages, and library
- : 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

"I would like to look forward to a future of cautiously managed growth, investment in community center points such as the arts and outdoor space/access, and support for residents who need special support, such as the elderly or otherwise disabled." – Survey Response



VISION FOR RESPONSIBLE AND STRATEGIC GROWTH

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

Oak Grove supports a cluster of established companies and entrepreneurs in addition to new residential development, which has 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, increasing local jobs, non-residential tax base, and residential options.

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.

“Young people are moving out . . . due to high rent, unobtainable housing. Medway could be a leader in smaller, more obtainable homes.”
– Survey Response

GOALS FOR RESPONSIBLE AND STRATEGIC GROWTH

1. Catalyze redevelopment of key properties on 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.
2. Promote new development in the Oak Grove Area to realize the vision of the 2017 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.
3. Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
4. 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.
5. 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, such as shuttle services to support new development at Oak Grove and in the Central Business District.



VISION FOR INFRASTRUCTURE TO SUPPORT GROWTH

In 2032, Medway's decades of investment in safe, walkable, bikeable local street networks have benefited the whole community – young and old alike. Improvements in connected bike facilities, accessible sidewalks and crosswalks, electric vehicle infrastructure, and access to a variety of local and regional mobility options for all ages connect Medway residents to employment and education opportunities as well as parks, grocery stores, restaurants, healthcare facilities, and gathering places that support a healthy, high-quality life.

"If sidewalks were continuous from one popular public point to another, people would be encouraged to walk more to popular destinations"
– Meeting-in-a-Box Participant

Over the preceding decade, the community has made strategic public infrastructure and service investments to support responsible growth that supports municipal tax revenue and maximizes protection and health of the community's living infrastructure including the Charles River and its tributaries, groundwater resources, forested areas, and habitat areas.

Nature-based green infrastructure and design improvements on Medway's major roadways have reduced the stormwater pollution to surface and groundwater sources and beautified streetscapes with vegetation to help capture and treat runoff. These improvements have also reduced the urban heat island effect in summer, reduced water treatment costs, and helped to mitigate flooding while improving air quality.

GOALS FOR INFRASTRUCTURE TO SUPPORT GROWTH

1. Expand wastewater treatment capacity to accommodate projected additional wastewater demand of 150,000 gallons per day.
2. Protect drinking water quality and ensure full capacity of groundwater wells including water conservation and treatment.
3. Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities including town hall, police, fire, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
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.
5. Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use, including charging stations and bicycle storage.
6. Expand and promote local and regional public transportation service, such as Dial-a-Ride and shuttle service, to maximize non-auto travel for residents including commuters and older residents to get to MBTA commuter rail stations, grocery stores, medical appointments, and the like.



VISION FOR 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 fossil fuels, 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 Park, the Community Farm, Idylbrook Fields, the Thayer House, athletic fields, playgrounds, and the town's extensive, interconnected trail system along the Chicken Brook corridor.

"Conservation is a great idea. We should improve our trails, make them wider. Allow better parking. Promote family walks. Loved the bridge festival, need more such family events. Improve the parks." – Community Forum Participant

GOALS FOR CONSERVATION, RESILIENCY, AND STEWARDSHIP

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.
2. Permanently protect tree canopy and at least 30% of open space land prioritized for four purposes:
 - a. carbon sequestration to remove carbon from the atmosphere
 - b. biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats
 - c. prime farmland to enable local food production through regenerative water smart farming practices
 - d. passive recreation and trails
3. Celebrate and honor local heritage by increasing local awareness and protecting historic resources including buildings, cemeteries, landscapes, archeological resources, and other irreplaceable resources.



4. Reduce impacts on essential natural systems caused by human activity through water conservation, local food production, eco-friendly landscaping and waste disposal, nature-based stormwater solutions, electric vehicle infrastructure, and use of renewable energy sources.
5. Integrate nature-based design solutions for public streets and parking areas to reduce stormwater runoff and protect surface and groundwater quality.
6. Support zoning changes to allow for green building initiatives and incentivize businesses to pursue sustainable building.

VISION FOR 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, and abilities, support the community as volunteers, actively participate in local decisions including at Town Meeting, and enjoy 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 FOR A SUPPORTIVE COMMUNITY

1. Nurture and reinforce 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, and are encouraged to participate in town government.
2. 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.
3. 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.
4. Support affordable supportive community and health services, including social and emotional health services, as well as community volunteer opportunities to encourage civic engagement.
5. 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.
6. Invest in traffic calming and safety improvements to high crash areas to improve overall road safety.



SUMMARY OF COMMUNITY ENGAGEMENT

The draft vision and goals are based on a robust community engagement process in Phase I and II that spanned from Spring 2021 to Fall 2021. This effort included nine town official and stakeholder focus groups, individual interviews, two community forums, 10 summer pop-up events, a survey, and nine meetings-in-a-box and reached over 1,200 people in total.

Full summaries of the focus groups, First Community Forum, Phase II engagement, and the Second Community Forum are included in the appendix.

PHASE I

Phase I included nine stakeholder focus groups on different topics covered in the existing conditions report, 34 interviews with town officials, including town department managers, and other stakeholders, and the first of two community forums. The information found in the Phase I community engagement was used to inform the findings embedded in the existing conditions report.



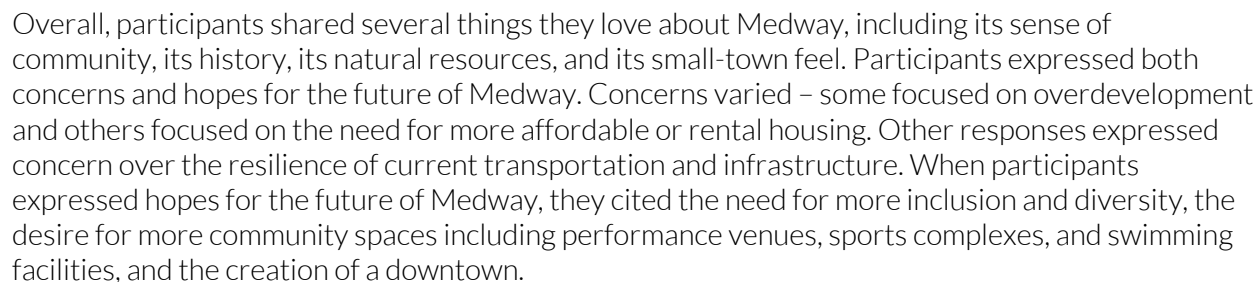
SUMMARY OF KEY FINDINGS: TOWN OFFICIAL & STAKHOLDER FOCUS GROUPS AND INTERVIEWS

From May 12 to May 20, 2021, the consultant team conducted nine focus groups with Medway stakeholders on the following topics: open space and recreation, natural resources, historic resources, human services, economic development, arts and culture, schools, transportation, and housing. Participants discussed each topic and identified strengths and opportunities to leverage as well as challenges or issues to overcome. In addition, between April and August the consultant team conducted 34 interviews with members of the MPC, Planning and Economic Development Board, Select Board, Department Managers, and the Town Manager.

Some key challenges identified in the focus groups and interviews were transportation and accessibility challenges; multiple capital needs including a new public safety building and town hall and water and wastewater infrastructure investments; the lack of both a central community space and a vibrant downtown; and tensions surrounding increasing development versus the preservation of open space and a small-town feel.

Participants also highlighted some of Medway's strengths: its long history preserved in historic buildings and farms, the professionalism and efficiency of the local government, the commitment to affordable housing, family-oriented nature of the community where many families have stayed for generations, and the trail network were a few. See the appendices for a full summary of focus group results.

The Medway Master Plan Committee hosted the first community forum for the Master Plan on May 24, 2021, to introduce the community to the master planning process and gather initial community feedback. The two-hour webinar had almost 100 attendees, not including the panel of committee members, and provided opportunity for community feedback throughout using poll questions and a Q&A feature.



PHASE II

In October of 2021, the Master Plan Committee held the second community forum in Medway High School, which asked participants for thoughts and feedback on the draft vision and goals. A virtual

version of the forum, made available after the event, asked participants the same questions through an online survey and gathered further feedback.



SUMMARY OF KEY FINDINGS: SUMMER ENGAGEMENT

The events and activities of the summer engagement in Phase II contributed to an understanding of community assets, concerns and challenges, a shared community vision, and the four core themes previously mentioned. Participants identified the things they love about Medway that they hope never to change, including the trail system, the small-town feel, local businesses, the desire to create and sustain a welcoming and diverse community, and an effective and active town government. Many residents highlighted the rural aspects of Medway that contribute to the natural beauty and maintain a small-town environment.

The concerns, issues, and challenges identified by participants were grouped into seven overarching categories:

- Connectivity and Mobility - lack of sidewalks and transportation networks in town
- Preserving Natural Resources - overdevelopment and lack of preservation of natural resources
- Housing Affordability and Community Growth - the need for housing affordability
- Downtown and Economic Opportunities - the lack of an active downtown and the need for updated businesses
- Community Culture - the maintenance of a small, tight-knit community while increasing diversity and welcoming new people
- Arts and Cultural Opportunities - the need for increased arts and cultural opportunities, including for older children
- Supporting Aging/Disabled Residents and Children - the support systems needed for aging or disabled residents

“We need affordable housing that is affordable to the current resident demographic so people that want to stay in Medway can, making the community stronger and less transient as it grows” – Meeting-in-a-Box Participant

Residents were asked to share their ideas for a 2032 vision of Medway. These ideas were grouped into 15 overarching components that then informed the first draft of the vision statement:

1. Create a vibrant town center
2. Increase walkability and connectivity
3. Embrace community growth responsibly
4. Foster a diverse and welcoming community

5. Support senior residents
6. Welcome and support small businesses
7. Protect and preserve open space and natural areas
8. Embrace sustainability initiatives and increase climate resiliency
9. Create and preserve a diverse array of affordable housing
10. Support teens and young adults by creating more activities and opportunities in town
11. Invest in water and sewer infrastructure improvements to ensure clean water
12. Promote water conservation
13. Highlight and protect Medway's historic resources
14. Increase transportation connectivity within the town and region
15. Deepen a sense of community through activities and community spaces

"Keep Medway the great community it is. Our select Board and our Administrators have done a tremendous job. Let's continue." – Survey Response

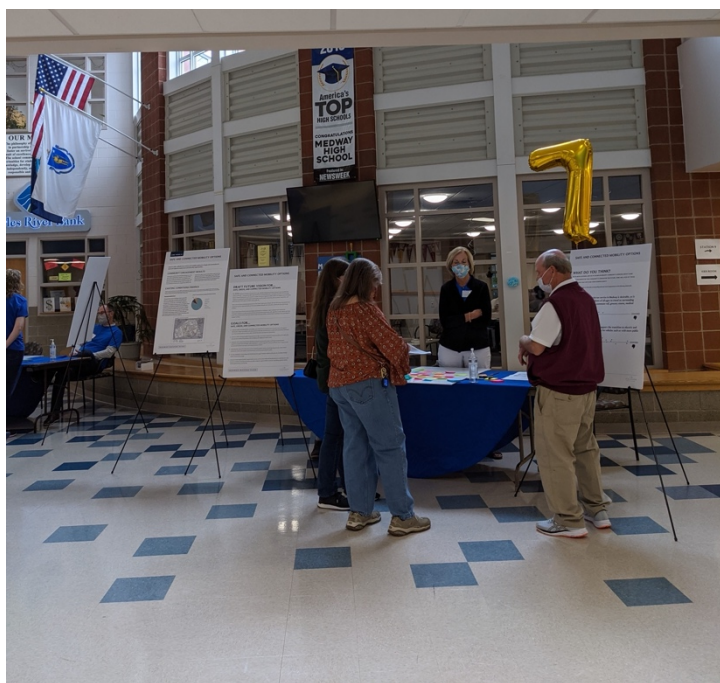
In certain activities, participants gave their feedback on community goals and priorities for different elements of the Master Plan. These goals and priorities fell into four core themes:

- Responsible and Sustainable Growth:
 - Promote responsible, sustainable growth that reinforces the small-town feel, minimizes residential tax burden, welcomes a diverse population, and is supported by strategic infrastructure and service investments and high-quality schools.
- Conservation, Resiliency, and Stewardship:
 - Ensure heritage protection, natural resource conservation and regeneration, and renewable energy for a sustainable and resilient town and region.
- A Caring Close-Knit Community:
 - Foster caring community connections supported by accessible services, vibrant local businesses, and cultural and recreation opportunities for a healthy, close-knit community.
- Safe, Green, and Connected Mobility Options:
 - Invest in safe, walkable, bikeable local street networks to benefit the whole community – young and old alike – and expand local and regional shuttle services.

"Encourage new businesses that enhance the community & meet needs but do not have too much negative impact on the town's infrastructure" – Survey Response

"If we want to strengthen Medway as a community, we need to focus on items that will draw the community together" – Survey Response

"Love the natural elements of the town – all the trees and trail areas" – Medway Resident at Pop-Up Event



SUMMARY OF KEY FINDINGS: SECOND COMMUNITY FORUM

The Medway Master Plan Committee (MPC) hosted the second community forum on Sunday, October 3, 2021, at the Medway High School, to provide community members an opportunity to review and provide feedback on the Draft Vision and Goals statements. The community forum consisted of informational and interactive stations as well as a presentation.

The forum was an opportunity for the project team to share what they have learned through the summer engagement efforts and the Existing Conditions analysis and to solicit community members' thoughts and opinions on the priorities outlined in the Draft Vision and

Goals statements. After the forum, the team released an online version to continue to gather feedback from those who could not attend the in-person forum.

"I like that the current vision for 2032 is a walkable town center. With the effects of climate change becoming more severe, the decrease in use of fossil fuels by decreasing the amount of cars on the road is ideal." – Online Forum Participant

Key findings from the second community forum include the following:

- A divide is evident between those who would like Medway to promote a greater diversity of housing options and expanded business types and those who wish to minimize such change, although most responses in the forum were still in favor of creating more diverse housing types.
- Most participants viewed conservation and preservation of natural areas as a priority for the community.
- Participants see the promotion of arts and culture in the town through the creation of a community center and more support for the arts as beneficial to the community. However, those who participated in the online forum had more mixed feelings about the necessity of a community center in Medway.
- Expanding electric vehicle infrastructure and other clean fuel options was another point of minor contention among participants, some of whom were skeptical that this would be beneficial step in the next decade. Although there was more dissent on this issue than others, most responses on the online and in-person forum were still in favor of electric vehicles.

"We need sidewalks, especially along the older, scenic streets and byways" – Community Forum Participant

"Conservation is a great idea. We should improve our trails, make them wider. Allow better parking. Promote family walks. Loved the bridge festival, need more such family events." – Community Forum Participant

These findings were used to further determine the areas of tension within the vision and goals and to revise accordingly. Master Plan Committee members reviewed the full forum summary (included in the appendix) and worked with the consultant team to reshape the vision and goals based on these results.

APPENDICES

1. Focus Groups Summary
2. Community Forum #1 Summary
3. Phase II Engagement Summary
4. Community Forum #2 Summary

APPENDIX I: FOCUS GROUP SUMMARIES

Prepared by JM Goldson LLC 5/21/2021

SUMMARY

From May 12 through May 20, 2021, JM Goldson conducted nine focus groups with Medway stakeholders on the following topics:

1. Open Space and Recreation
2. Natural Resources
3. Historic Resources
4. Human Services
5. Economic Development
6. Arts and Culture
7. Schools
8. Transportation
9. Housing

Seven community members were invited to each focus group, each one with a particular involvement or investment in the issue at hand. Focus group participants included members of town boards and committees, community groups, representatives from the private and non-profit sectors, and other residents knowledgeable in each topic area. One member of our team facilitated each meeting, with a second member adding notes to a board viewable by all participants. Each focus group had at least one map to reference as well.

Prior to the focus groups, which took place over Zoom, each participant was given a worksheet. They were asked to identify strengths and opportunities to leverage as well as challenges or issues to recognize/overcome regarding the topic of discussion. Participants began the discussions by going over some of their ideas in response to these questions. The notes from each focus group are displayed in the subsequent pages with a transcription of each “sticky note” below.

KEY FINDINGS

- Participants in different focus groups identified several transportation-related challenges, including a lack of sidewalks, several dangerous intersections, and a need for increased transportation options for the elderly.
- The trail network, historic buildings, support of local businesses, and commitment to affordable housing were all identified by participants as Medway’s strengths.
- Participants identified the need for strengthened arts programs and businesses tailored to elementary-aged children in town.
- There are tensions between the preservation of open space and a small-town quality and the desire to increase the housing stock in the town. The design review process for new development was an element of this discussion.
- Arts organizations, recreation programs, and schools in Medway often face the challenge of a lack of funding, staffing, or support.
- Medway’s response to the Covid-19 pandemic was appropriate and appreciated – multiple focus groups remarked on the availability of services and the efficiency of the town during the crisis.

- Climate resilience through planning for the future of energy and water use is one sustainability priority discussed by participants.
- Participants also noted their commitment to making Medway a more welcoming and inclusive community to all.

OPEN SPACE AND RECREATION

The Open Space and Recreation focus group took place at 5:30 pm on Wednesday, May 12. Participants in the focus group identified both strengths of the town and challenges the town faces when it comes to using open space. The walking trails were highlighted as a strength of the community, and participants noted an opportunity to continue to connect contiguous open space through walking trails or paths. Several comments focused on the accessibility of the trails and encouraged increased accessibility features. Some challenges that participants noted included financial and staffing challenges for recreation – the town's recreation programs would benefit from increased staff and funding for better programs. Another challenge was the creation of a rail trail to create more biking opportunities. Residents have the desire for a rail trail, but there are significant logistical barriers associated with land title issues. Lastly, the VFW property was cited several times as a town-owned property with a lot of potential for recreation use. The softball field is not in great condition but is in an ideal location and would benefit the community if improvements are made.



The following table is a transcription of the feedback recorded on the board above during the focus group.

<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
VFW property (off Holliston St) - has building and big parking lot and field out back (lit). Field not in good condition. Town owned 3 years. Needs a plan - a good design plan. Should incorporate the building. A parks and recs facility - all different programs. Inside the building as well as field in nice condition and laid out to sponsor multiple activities (not just softball).	Community Farm: Have a house and it's in need of painting; also in need of a barn; b/c we are non-profit we don't qualify for some of the funding; b/c of residence we don't qualify for some of the farm funding; Funding for some of the property maintenance pieces
Medway - seems to have a lot of open space even though we are low comparatively; Community farm offers things	People looking for additional rec amenities like a cricket field; existing fields well used; don't know where to put

that aren't sports-oriented; trails added on top of this; see volunteers who want to build things like greenhouses; strength that farm offers; school kids use farm a lot - had 190 kids on Harvest day; "sleeper cell" - need to let people know we are out there	these new requests (pickle ball is all set! Will be at High School)
Wilson property - not designated as agricultural spot - still under Select Board - should be formalized with an APR; This was intent. It is open space (don't want active rec); proximity to the community farm - centralized	\$ is a challenge. Great to have ideas and that town is willing to purchase properties; All C.61 if unlimited \$ would want to buy them all
Perhaps VFW could help fulfill these needs? Is there property behind? Pretty wet and may not be useful. But could tie in to the McGovern School - there are some trails that go through that area; Already one access trail from Holliston St to School; loop trail runs behind.	So much put on staff's plates to maintain; staffing is challenge; just got approval to add one more staff to Steve's crew but split time; don't have enough staff to put eyes on what needs work on the trails
Outreach/information about trails with historical info - a guide to all open spaces; there is a pamphlet that is being updated	Skate park and town pool - where would we put these?
VFW - great location; large parking lot; close to Middle school and McGovern (if were ever to make it a community center). Indoor gym - basketball and games after school; could also use for elections and senior center events. Community resource. Lacking lit fields in the fall when gets dark early. Losing \$ - just on electricity	VFW - really not in great condition - field not really even playable. Grading issues and overall condition of field. Ideal for the men's leagues (proximity to VFW) but not ideal for youth groups. Could be great facility for parks and rec director
North Street (near Idylbrook)? Update playground; renamed Buzz and Lilian Park; Design for memorial working on; Steve proposed updating it; utilized a bit; need to be updated; really nice compared to Winthrop Street playground	Wayfinding signs - issue? Maybe not - seems already done a lot with this. On trails is good - could always use more; do people understand how to get to a beginning of a trails
New playground opportunities?	Equipment access for trails to maintain; limited access; rely on OS committee to help maintain trails - make Steve aware of issues
Winthrop Street - Playground equipment outdated; used to be school here; equipment may be as old as the 1950s! It's town property (since 1800s)	Challenge is the timing of how fast the town needs to move to buy these properties and they weren't able to negotiate for 3rd part to hold the CRs
Community Farm - ID areas to link trails; especially school kid access - diversify audience opportunities	Rail Trail - title issues; looked into very carefully and title issues seem to be significant barrier; assessor's database looks like town owns but not fully accurate; map exists; but not real deep dive - title analyst needed; great interest in community; consulted with MAPC on possible joint venture with Millis but hasn't risen to top
Trail system: many people using - even more due to pandemic; getting more volunteers; want to work together with parks/rec; want other events to do rec activities like snowshoeing or biking;	CPA funded acquisitions have not been deed restricted as required; not currently enforced but needs to be addressed; there are no third party trust who will hold this yet - Paul is on a land trust board and discussing; no baseline plans done prior to the town acquiring them; the CRs not in place at the time; doing after is the wrong way
There is funding to produce baseline conditions data on the properties; that needs to be in place first; Capital budgeting process put forward request and \$12K allocated this week to play catch up and get those done	Most of the open land in this area of town is pretty wet; maybe along power easements; looked behind the fire station, but that gets wet; along 109 toward Milford it's pretty wet
Small short trail at Amphitheater (abuts Charles River)	West Medway a desert when comes to parks and rec; Oak Grove plans could help with this when implemented and this would help
Accessibility for trails - are working to put a loop trail around the Adams St Meadow - flattest area we have; will be ADA compliant; Farm also has relatively flat area and could build more accessible trail	As go forward will require developers to prepare the baseline documentations and this should take care of this issue
Maybe something on West Street - private property and it's identified in the OSRP for a park	

Opportunities to connect contiguous open space areas - connect trails; ID linkages	
Blue Trail along Charles (Willows supposed to have access - this is already established); also the amphitheater is a spot; mapped those areas out - 2 other properties that we have interest in; possibility for easements to enhance connectivity (rather than acquisition) but Willows has full public access; "The Boot" mentioned in the OSRP near Franklin/Bellingham; town approached property owner but sellers wanted more \$	
Friendly neighbor allowing access for canoeing and kayaking	
Open Space Committee - working on documenting conservation areas; but still need more formal work including surveying	
Ecological plan for Adams St Meadow property - that area has seen a lot of use - need to button up the whole process; studied by the Conway school.	

NATURAL RESOURCES

The Natural Resources focus group took place at 7:00 pm on Wednesday, May 12. Participants of the focus group also identified the trail system as an important asset, indicating that it is a well-appreciated feature of the town. Another strength in the town is that residents follow water guidelines well, including during seasonal water bans. Water use and availability is a challenge that the town will continue to deal with and will need to think outside the box about moving forward. Other sustainability issues that participants discussed were regarding electric vehicles and solar panels, citing opportunities for charging stations throughout town and solar panels topping buildings or solar canopies in parking lots. The major challenges identified in the focus group were the town's response to a changing climate and the mitigation of invasive species.

What are the greatest opportunities and challenges related to this topic area in your community?



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<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
Trail system - expanded over last decade	Invasive species - half dozen dominant (oriental bittersweet, glossy buckthorn, Japanese knotweed, autumn olive, garlic mustard, multiflora rose)
Wildlife areas	Climate change - increasing invasive species
Mass Saves, Solarized Medway	A lot of land is gas/electric right of way; increasing number of invasive plants and degrading natural environment
Recycling - education, focusing on reducing and reusing too	Pests - lost trees due to Asian longhorned beetle
Funding, education among challenges to address these topics	Droughts - annual water ban
Residents abide by water bans during droughts	Think outside the box when it comes to water
Long term preservation of the Charles River and natural valley	Timbercrest - challenges regarding adding solar panels to development
Town acquired undeveloped land - could be considered a natural resource, real areas of biodiversity	Parts of Medway have flooded in past - Village Street below Sanford Dam, opposite Shaw's Plaza, Lee Lane, Lower Village Street, Clark Street near wetlands
Composting - curbside composting? Composting in cafeterias?	Need community buy in for solar/energy efforts
How can we get new developments in town to be climate neutral?	Need EV charging stations to keep up w MA EV regulations
Putting in satellite wells at two locations to create backup	EV charging - new or redevelopments can be required to put in the conduit
Sewer capacity - continue	
Flexibility with current wells in town	
Tree bylaw - restricting removal of trees in zoning setbacks	
High school and middle school - rooftop solar	
Wildlife corridors - can we change zoning to further protect? How to preserve, enhance, connect wildlife together through different development standards	
Open Space Residential development bylaw	
Tree canopy. - preserve habitat, mitigate climate change impacts...also opportunities to preserve tree canopy through changes to zoning	
DPS station - solar roof, fire station	
Town owned access points to Charles River	
Charles River as major asset	
Regional planning along the Charles - Charles River Meadowlands	
Town should work with businesses to add solar canopies	

HISTORIC RESOURCES

The Historic Resources focus group took place at 6:00 pm on Thursday, May 13. Participants discussed the large number of historic resources that Medway is home to. Several comments centered around the Historical Society – while there is interest in joining in the efforts of the society and in helping to preserve Medway’s historic buildings, the Historical Society is having a difficult time building the momentum into meaningful membership and action. One challenge that the town is facing with regard to historic resources is the relative lack of protection for historic buildings. Participants identified homes on Fisher Street and other areas of town that were built in the 1700s and lack protection aside from the demolition delay bylaw. Lastly, participants discussed opportunities for the different uses of historic buildings, including the Jacob Ide House.

What are the greatest opportunities and challenges related to this topic area in your community?



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<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
Historical Commission - identifying historic spots and putting up signage. Bring in high school students?	Need more people to get involved, dig deep in Historical Society
Lots of interest in Historical Society, momentum - social media presence	No immediate danger to historic districts, so no reason for anyone to fight for local historic district (see 181 Main St)
Like Walking tour, eagle scout project focused on Evergreen Cemetery - good opportunity and good for the town	Allowing development in historic districts via zoning
Another historic area to survey - Woody's area	Demolition bylaw delays 12 months (see 22 Evergreen St)
Evergreen Cemetery - town owns one section, in the process of purchasing the rest, although may be bought by private entity. Currently owned by an association	Historic Districts - difficult to get local historic districts
Walk around Medway district project - on historical society website, brochure about Rabbit Hill - how can we publicize these resources?	Fire hose tower - deed restricted property, lack of preservation
More gravestones preserved in Oakland and Evergreen	Comparison between Medway and Medfield in terms of town support
Work with historic New England	Demolition delay - challenging to deal with, contentious
Look at demolition delay bylaw, how can we strengthen?	
Using CPA funds to purchase land (Briggs), buy a deed restriction	
More areas around Rabbit Hill that can be added to historic resource list	
Thayer House/Barn - good opportunity to have close to Ide House	
Other use potential? Modify area for functions?	
Plentiful resources, especially Ide House	
Barn as the center of community, when open people are interested in seeing history	
Historical analysis of Ide House has been done (2020)	
Old firehouse hose hosted in Barn currently - good artifact	
Shows that people in Medway are interested in historical resources	

Charles Torrey House - next door to Ide House, maybe town can purchase. Torrey has abolitionist history. Potential to add to Medway narrative	
Unique historical elements of the house draw people to it	
Ide house - two employees, work in the house	
Ide house - interest from NPS	
Weather-tolerant exhibits in barn	

HUMAN SERVICES

The Human Services focus group took place at 4:00 pm on Monday, May 17. Participants in the focus group often cited the food pantries as a strength of the town, though one that could always be built upon and grow. Food waste was cited as a problem in town that the food pantries help to address. The Senior Center is another strength of the town, and the meal service to seniors appears to be a necessary and welcome service. Participants pointed out the increase in number of non-English speakers in town, and the opportunity for adapting services to meet that need. The group cited one challenge: the potential for duplication of services by the town and churches and the need to synergize the work of service providers for greater efficiency.

What are the greatest opportunities and challenges related to this topic area in your community?



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<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
Food pantry - basic awareness for donors, good social media presence, partnership with public schools	Language barrier, growth in non-English speakers over past 5 years. Large Spanish speaking population, growing Portuguese population. About 1/3 of clients from Medway, 2/3 from other Towns
Regionalization will be key; joining forces with Franklin PD for mental health - shared staff	Awareness of food pantries for clients; only 1 in 3 who are food insecure are using food pantries (GBFP survey); stigma associated with receiving assistance
Schools: supporting student health and wellness; support from School Committee and town leadership	Transportation barriers - need for something like ride share to access existing services
Schools know "customers" well, data on students and families and their needs and how to support them.	Old vehicles leaving oil on the ground when picking up at food pantry
Food pantry - Flexible scalable system in place to serve clients. Never shut down during pandemic.	Challenge of growth, influx of residents; Winthrop St., Timber Crest, Main St. apartments. Increasing demand for all resources.

Benefits of regular coordination with other service organizations in Town	Food waste - 75-80% of food going into dumpster. Help seniors go through pantries to prevent waste.
Focus on health and nutrition, fresh produce, from farm in summer	Challenge to find shelters on an emergency basis, placing families on short notice. One house in town, usually nothing on short notice
Episcopal church and school gardens supplying food to pantry	Space for food pantries - both share other facilities. Nursery school run out of same space, senior housing authority.
Community as a whole has shown adaptability through pandemic; switched to curbside pickup for meals. Neediest seniors have started coming 2 days/wk.	Need to continue improving communication
Senior Center: trusted and safe resource; people feel comfortable asking for help	Students most in need have parents who did not have a great experience with schools; reluctant to request help. Making connections to other service providers
Lions Club helps raise money for multiple causes, provides recreational activities	Other than street crime and drugs, Medway sees a lot of the same issues as other communities; saw issues during peak of opioid epidemic
Loving Spoonfuls - 1500 lbs of food per month; Tangerini's farm in Millis (June-Dec); Cumberland Farms in Bellingham (sandwiches); Shaws (pastries/bread); Stop and Shop (meats). Greater Boston Food Bank. About 1000 lbs. donations per month from residents.	Seeing some homelessness, providing ready-to-eat foods. Seeing it more in recent years, camps in woods (maybe linked to trail system).
Volunteers who volunteer for more than one program - helps with communication and identifying needs	More senior housing, more demand on Council on Aging, food pantries, public safety
Meal program: successful and needed by seniors	Increasing demand for free/reduced lunch programs; challenges with transportation and communication.
St. Vincent de Paul can help with homelessness, bill payments	Not systematically leveraging churches as a resource for communication
Relationship with Dept. of Transitional Assistance. South Middlesex Opportunity Council (fuel assistance, food stamps)	Service orgs. tend to be siloed by town; duplication of services
Food pantries provide gift certificates around the holidays	
Discussion of potential to combine forces of food pantries - maybe in the future; both tied to respective churches	
Created more outdoor space, need for more to allow outdoor gatherings	
Food pantries involved with regional networks; Foundation for MetroWest	

Factors changing how/what services are being provided:



- Availability by phone, delivery of food, open privately for individuals
- PD shut down lobby for a couple months, doing more over phone and internet
- Adopting new technology, more efficient access to services
- Housing Authority maintenance dept. delivers food; request form; need for shuttle
- West Street (92 units) affordable housing, not near pantry locations, expecting an increase in demand
- USDA school lunches funded through next year (2 meals/day, 5 days a week); coordinating with Dr. Sherman to help families fill the gap for that 3rd meal
- Reducing stigma of food pantries, providing private access
- Lacking support for dementia, Alzheimer's at Senior Center

ECONOMIC DEVELOPMENT

The Economic Development focus group took place at 5:30 pm on Monday, May 17. The participants in this focus group highlighted the fact that Medway has a wide variety of businesses but noted that there could be many more. More restaurants and places for children and families were among the suggestions for businesses that the town needs. One comment noted that the tax structure creates prohibitively high taxes for businesses. Another challenge that participants pointed out was the lack of walkability around business centers. Some strengths cited by participants included the high levels of support that many local businesses see from residents and the high levels of professionalism from the town staff when it comes to economic development.

What are the greatest opportunities and challenges related to this topic area in your community?



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Opportunities or Strengths to Leverage

Boards are excellent to work with in Medway. Great leadership. Promote business. Very reasonable and easy to work with. Medway should be proud of that.

Love walkable neighborhoods; Berkshire Hathaway place of employment and don't feel safe to walk to Shaw's - want better walkability in that area; if more walkable can provide better access to businesses that are there; Want kids to be able to walk places with their friends; Used to have place for kids to hang out at McDonalds but that's gone now; Can't sit at Starbucks - want kids to have independence and business would also thrive from this - McDonalds site been vacant for a few years

You can build or you can really thoughtfully and properly plan - planning is important and makes or breaks town; growth is inevitable and its very important to have a master plan and really stick to it; want town to be thoughtful about commercial development and stick to plan

People in Medway are very supportive of the businesses in the area (Medway and surrounding area) as relates to shopping but also trying to make sure they spend their money wisely; Even though sometimes more expensive, people still support the local stores

Vast amount of businesses; just not enough; we have a little bit of everything (gym, Starbucks, Muffin House, Ocean State Job Lot); want more of each to expand on it

Challenges or Issues to Recognize/Overcome

We have done it wrong - Medway Plaza could be more attractive; too much hardscape and not enough landscape; not most attractive building - know there are plans for this; want a street that is comfortable to walk down; they've come a long way - it's about aesthetics and traffic; want to live in livable community; mixed-used development is very trendy (commercial/residential/open space)

Business Council - want to promote businesses; but feels like pulling teeth to participate in the promotions (they did videos last year and business owners didn't seem to get how it could benefit them). Just created a directory. Needs to be more team effort. Businesses still seem to feel like they are on their own. Want to help make businesses aware of different services available to them including free services

Walkability options could be better in different areas of town such as where restaurants are; for other businesses this is more challenging b/c more reliant on automobile transportation; depends on what kind of business trying to bring into each location

Hard to get commercial tenants - don't get to pick from sea of tenants; half of businesses gone due to technological advances; Even restaurants struggling now due to Covid and many shut down; even with incentives like lower rent; business owners want parking and don't want walkable areas or build condos - mixed-use is difficult b/c takes up parking and for business owners its not the best. Huge challenge to satisfy what town wants with walkability but this is not what the businesses want

Taxes seem reasonable for residential properties - business owner perspective, the taxes are less than reasonable and seem to go up for no reason; when rents

	are up town says based on income; when rents are down say taxes based on property value; this is an impediment to businesses - commercial taxes are too high
Relevant during COVID - all students able to have computer or laptop if needed; our community stood out this year b/c we had the resources needed to support the children - for everyone (not just those in financial need)	Employees - hard to quantify what employee situation is; hard to hire people, no employee pool today but perhaps just due to Covid - before it was pretty easy to find employees; Medway in no different position than any other community; Cultivation facility could hire another 100 employees;
Bank of America has been gone (near Job Lot) - would be helpful to have a bank there	Positions at MassDevelopment - getting people who are over qualified; market; maybe people who lost job during covid; hard to put people in position where 30% of skills not being utilized
Cultivation facility - could continue building the second floor. Many communities shut building down completely and Medway seems to do what makes sense. Always choose the reasonable path. Incredible and allowed to continue and open in timely manner	Infrastructure/Transportation: Biking community (incl. casual bikers) - access to bike trails is difficult; To get to bike path from Holliston Street is very dangerous; Medway's access is not as good as other towns and trails are maybe not as well known - "secret" trails; expanding sidewalks could help too; want train
Medway went out of way to ensure kids were in school and they did it in a safe way. This helped parents stay in the work force and allowed kids to be set up for success.	Need more doctors/dentists; hard to find local doctors; very limited.
Camps were open last year - that is a business and really stood out. A lot of towns didn't have camps last year. Valuable to parents and kids. Helpful to allow parents to stay in work force during the pandemic.	
Compare Medway to other towns regarding schools, housing costs, etc. homes are still reasonably priced; voted #31 for schools; So much to offer plus taxes are reasonable due to great businesses; want to increase businesses and revenue for the community	
In order to build in Medway; access to 495; bought commercial land to build so was investment and being inside 495 beltway was important	
Residents will get behind businesses and support them and keep the income going into the local businesses instead of outside of town	
Town required a bike rack at Meghan's and Ellen's properties - would be nicer if bike path; can go pretty far on trails; would be nice to have bike-friendly trails	



Want better sidewalks so more people can walk; expand sidewalks on Holliston St would be smart investment (a few people chime in to agree with this)

Tie some of these areas together - See 109 as having opportunity to create more vibrancy; also like intimacy of Village St for being small boutiques with small restaurants/artsy culture; tie Village St to Route 109

Want more restaurants; whether feasible, not sure; especially if sidewalk access

Could see mixed-use near or at Medway Plaza - could be really beneficial for town and businesses

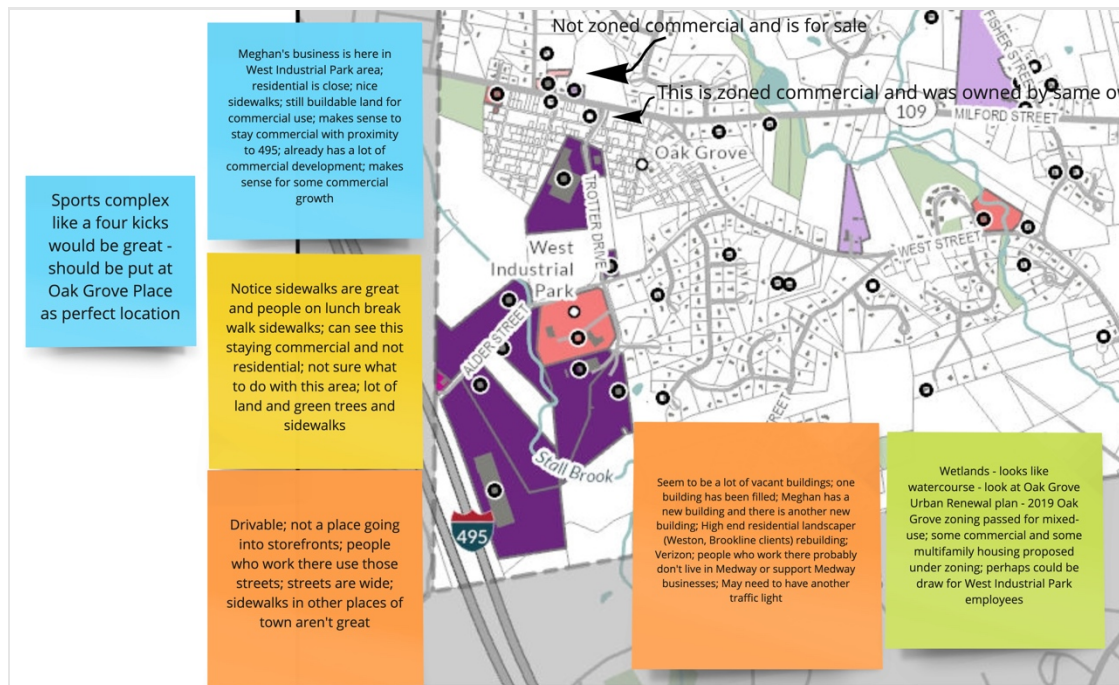
Want more kids activities and businesses like dance schools, arts and crafts, drama, ceramics; we have Little Gym already but other towns have more things like that for families

Restaurant 45 is flourishing and could do more on the other side of town so they are not competing

Gaps - Choate Park, Tattoo place, - now it's walk drive - fill gaps

Want more places for people to rent apartments; perhaps next to autozone if built apartments there and perhaps mixed use; rental multifamily could also help with commercial tax burden

Want more activities for middle-age kids - this is really lacking



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- Not zoned commercial and is for sale
- Meghan's business is here in West Industrial Park area; residential is close; nice sidewalks; still buildable land for commercial use; makes sense to stay commercial with proximity to 495; already has a lot of commercial development; makes sense for some commercial growth
- This is zoned commercial and was owned by same owner as north site
- Sports complex like a Fore Kicks would be great - should be put at Oak Grove Place as perfect location
- Notice sidewalks are great and people on lunch break walk sidewalks; can see this staying commercial and not residential; not sure what to do with this area; lot of land and green trees and sidewalks
- Seem to be a lot of vacant buildings; one building has been filled; Meghan has a new building and there is another new building; High end residential landscaper (Weston, Brookline clients) rebuilding; Verizon; people who work there probably don't live in Medway or support Medway businesses; May need to have another traffic light
- Wetlands - looks like watercourse - look at Oak Grove Urban Renewal plan - 2019 Oak Grove zoning passed for mixed-use; some commercial and some multifamily housing proposed under zoning; perhaps could be draw for West Industrial Park employees
- Drivable; not a place going into storefronts; people who work there use those streets; streets are wide; sidewalks in other places of town aren't great

ARTS AND CULTURE

The Arts and Culture focus group took place at 6:00 pm on Monday, May 17. Participants in this focus group highlighted the fact that many artists reside in Medway. However, the group noted the lack of financial support for the arts and the lack of event space for arts and performances as two major challenges faced by these artists and people interested in promoting the arts in Medway. One participant discussed the idea of reusing the existing town hall as event space in the case that town hall relocates to a new building. The group cited another challenge: the lack of available arts opportunities for elementary age children, in contrast with the proliferation of sports options. A great strength of the town is the Medway Library and its makerspace, according to participants. When asked what feature gives Medway a sense of place, the participants agreed on the town library.

What are the greatest opportunities and challenges related to this topic area in your community?



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Opportunities or Strengths to Leverage

Challenges or Issues to Recognize/Overcome

Need for studio space, performance space for artists. Sanford Hall used to host artists/movies, Town-owned property. Balance support for arts with sports.

Art Week (2019) - statewide event over 10 days; series of events with local artists, classes/workshops, food demos, free to the public. Hoping to see increased turnout at next event.

MFPA members, cultural council can be spread thin, hard to get things done.

Lot of talented people in community, only scratching the surface. Free community concerts with Cultural Council grant - prominent musicians, more feasible for families.

Rotating street banners with different local art. Town not ready to change banners yet due to time/cost already invested.

Potential for an artist on the Design Review Committee. There was previously an artist involved, but she became frustrated with the process.

Strong core of volunteers, but a lot of the same people involved.

Volunteer-led programs in Makerspace

Cultural Council gets \$5000 from Town, but it doesn't go that far.

Cultural Council programs - bridges festival, intergenerational activities. Parades, concerts that are inclusive of different socioeconomic groups. Generate revenue for Town, bring business to local restaurants.

Other arts, including culinary, fabric art, other non-visual arts

Kids would benefit from more options to be involved in arts.

Need for growth in Medway, open up to more diverse experiences. Bring in performers from different cultures.

Public art important to residents of all ages. Lack of process to keep this effort going.

Ide House would be expensive to renovate, make ADA compliant.

Meetings at library, but space is limited. Local business offered room, need more meeting space.

Medway is a "sport town" - strong support at Town Meeting. Arts suffer as a result. Other towns have dedicated mill buildings for arts. High school is only large venue (~500 people), no other community buildings with that capacity.

Open space is overcommitted, hard to organize events due to lack of space.

Complex signage rules. Design Review Board has a lot of input, more business focused, not art focused.

Arts events tend to be sidelined in favor of sporting events

Large venues have lack of parking, areas with parking don't have much indoor space.

Need to show economic benefits of arts

Thayer House would need acoustic tiling for music performances

Lack of arts opportunities for kids, but plenty of sports options.

Mural at community farm. Wanted to paint electric boxes on 109, but SB didn't go for the idea.	Bad sound system at high school, raised funds for portable sound system. Auditorium fixed when Town received outside funds. Challenging to get funding for arts-related needs.
Open to idea of street art/murals, but comes down to funding.	Street banners not really original to Medway. Cows related to "right to farm" bylaw.
More diverse than it comes across, opportunity for arts to show this.	Lack of coordination between committees working to design banners. Nobody from cultural council was involved.
Cultural Council grants for performances at Senior Center	Better branding and promotion of local artists, space to showcase their work.
Council on Aging invited to school concerts, but could be more involved.	
Explore partnerships between Cultural Council and MFPA to put on events.	
Photo and art shows	
Movie screenings on side of buildings	
Live painting at the muffin house	
VFW has potential, upstairs could be an art center; ample parking	
Medway March - donation to library for books; well-organized and peaceful event	
Not enough time to publicize Art Week, now there is a Wordpress page, FB.	
If Town Hall relocates, could restore Sanford Hall to previous use for arts.	
Thayer House can be donated for use by arts organizations	

SCHOOLS

The schools focus group took place at 7:00 pm on Monday, May 17. A strength of Medway's school system is that the school department and the town have a strong working relationship, according to participants. Another strength is the amount of communication that comes from the schools, although some comments noted that parent engagement and communication can be a challenge. The focus group discussed the decline in enrollment over the last decade, and how schools will be affected by the several hundred housing units in development in the town. A final challenge discussed in this group was safety related to transportation – walkability around the schools is limited, creating potentially unsafe situations for children who walk to school.



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Opportunities or Strengths to Leverage

Best practices for engagement of parents and students to help engage in Master Plan; Medway done good job of engaging with the community farm and been involved in collaborating with the schools in the past Community Farm - plots put on school property where students could plan, harvest, and sell.

Covid opportunity to think outside the box - so much can be gained - really excited to take on innovative challenges; now post-covid forced to embrace creativity

School dept and town has a strong working relationship - mutually beneficial eps. rec spaces on school property; continue to dev. programs that support student learning outside of school day; town rec depart/rec director pretty new and some opportunity for greater collaboration to expand offerings and not duplicate; Duplications? better understanding of niche for two groups; some duplications in education space and rec space.

Quantify of communication is good - hard to interact and access parents - hard for parents to keep up with all the communications; want to find a simpler way for parents to engage in bigger picture discussions (electronically); unveil soon for parents to tell us what worked well during covid (like zoom meetings); how to more effectively communicate so parents track projects - want people to know what's going on when - want people to see beginning to end of projects

Also collaboration already happening with food pantry and students; working with Ryan Sherman - USDA expanded approval for school lunches - breakfast and lunches will be covered for next year - previously Food pantry had done a backpack program to provide meals for the weekends; can take orders using check list and can deliver; food insecurity

Challenges or Issues to Recognize/Overcome

10 years declining enrollment in public schools; breaking ground on new housing development (400+ units in construction); in between space trying to maintain as enrollment declines when possible enrollment will increase; important to note where we are now as a point in time and think about where going

Will not see additional revenue until added about 375 students (ch. 70 funding); hold harmless safety value; would have to hire fair number of teachers and would require additional funding to town or cuts to programming;

Summer camp programs - example of duplication - both school and town rec have summer camps both lovely but example of potential duplication - maybe try to help find their niche so everyone not spread as thin; could be challenging with budgets/revenue stream

Getting parent response - there is enough communication but see need to get parents to be more actively engaged - parent engagement overall is a challenge - want more parents engaged

Concerned about increased enrollment and in limbo of not knowing how will impact schools in terms of class sizes and student/teacher ratios - impact regular and special education; concern and worry for parents

- missing third meal a day and want to come up with system to bridge that gap	
Traditional view of what schools do and serve students - challenging to help non-school age population including parents; seek funding for mental health and internships for students - these are not traditional and somehow challenging to communicate approach - opportunity to expand - experiences for students	Explosion of role of technology during Covid - schools went to 1:1 device down to 2nd grade - good we did that but concerned about how expansion of tech affects children and what does this mean for students - disconnect between what parents think kids can access and what kids are actually doing - how do we set good examples and set expectations and get education to the parents; gets back to level of engagement of parents
Communication overall is a strength in Medway schools - many places don't have enough transparency; schools doing a great job communicating	Concerned about expansion of technology - parents got more lax about technology; doctor says don't worry about limiting online access b/c only way for kids to socially engage during covid; lot of parents have done away with rules; trying to reel parents in after covid will be harder
Relationship with both businesses and town is strong; opportunity to engage with town officials to learn how a town operates; perhaps student interns with town clerk etc.	Social/emotional health - Medway done a good job - has director of wellness; as good as this is, there is a long way to go; still a gap in helping students; with Covid this is more true; opportunity to use peer counselors more and more guidance counselors
Business friendly town (large to small businesses) - opportunity for schools to leverage entrepreneurial spirit; possible internships during school day being thought of; great to foster relationship more	Safe routes to schools - DOT - initiate program - logistical challenge - our schools are not in neighborhoods and adjacent to busy streets; received a grant north of \$1M - next year - infrastructure work on Holliston Street that will benefit Burke Memorial and Middle School - will include sidewalks and crossings; don't charge for bus service; when roads not safe to walk we still provide bus; seeing a lot of use of buses; also fair amount of parents drop off which creates traffic challenges
Related to Covid - good job keeping parents up to date - lot of communications; good transparency; get testing on board for teachers and students; helped build trust with parents - strengthened trust.	Concerned about student drivers - very busy road and students need to take a left; have had accidents here; find difficult even as adult to get out of high school parking - officer only there until 2:45; Infrastructure opportunity there - but it is a state road - stop light discussed but different requirements; also walkers and bikers safety an issue there; concerning situation; scariest traffic pattern than any other schools
Growing up in Medway - student active in sports - there are a lot of sport opportunities - loved middle school and high school; Flex block - could sign up to talk with teachers and really helpful so didn't have to go after school	When town received pilot payment from Exelon - sizable amount to repave roads, more of a repavement plan than improvement plan and not sure if opportunity for community to weigh in on this; hard to see infrastructure improvements needed - town will sometimes make decisions without community input - gave break on property taxes but could have used this to create more sidewalks.
Strategic Plan process (2019 - second iteration adopted); The initial strategic plan didn't communicate core values and wanted to change this; yes, the strategic plan probably helped; general understanding about our core values - rooted in respect and collaboration; Medway was envy of so many for reopening during Covid; Safety was never a question in their mind - trust administrators	Super dangerous street in front of high school but if live too close to high school then can't get bus, so would need to be driven; Highland Street off 126 are no sidewalks and that is how kids in this neighborhood would need to walk on
Vision of superintendent and school committee to do whatever it took to get students back during Covid; leadership and commitment; embraced by teachers and community	
Educating parents; how to educate them; opp to discuss with other groups in the Master Plan process - one way to capture parents is through other groups like sports, trail	

club, open space, boy scouts - perhaps capitalize on other interests of parents to get them engaged more in schools.	
Transportation - lot of students drive; for bus - lot of people use and was pretty good	
Transparency - worked hard to be more transparent with Medway community - share more and share often; communicate little things to big things; don't know how things will be when all students return fully in the fall	
Before Covid - kids can go biking and maybe beach or day trips	
Flexblock could be an opportunity to interview students for the Master Plan process - Dr. Murray at High School or Dr. Prires; Also could blast link to our survey over the summer (their last day is 6/17 - can do this blast even after school ends)	
Town communications - snow storm and storm alerts seems really good; great communications through Facebook but not sure how the town communicates otherwise; don't get as much info if you are not on FB; Could do text to check email	
Formal structure of MFT - teacher's union - read about how challenging in other communities - that was not experience here - met early over summer and discussed how can work together and collaborate; individual teachers - students and teachers wanted to come back - level of collaboration is strongly representatives of what we try to foster including teachers and parents, etc. - also a Core Value - came alive in time when needed to have trust in each other	

TRANSPORTATION

The Transportation focus group took place at 6:00 pm on Wednesday, May 19. Participants identified several challenges related to transportation, including pointing out several unsafe or difficult driving intersections in town. The group also noted a need for increased transportation for elderly residents. In general, the lack of public transportation into other towns and lack of bicycle infrastructure were issues recognized by the group. The group discussed Complete Streets, and several participants thought that this could be something the town could take advantage of in the future. The lack of sidewalks and walkability in some areas were a concern in the discussion, but on the other hand the lack of funding that would support increased sidewalks was a concern as well. Lastly, participants noted that the walking trails and easy access to regional highways systems were strengths of Medway's transportation structure.

What are the greatest opportunities and challenges related to this topic area in your community?



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<i>Opportunities or Strengths to Leverage</i>	<i>Challenges or Issues to Recognize/Overcome</i>
Explore linkage of GATRA and Metrowest Transit to provide network	Elderly - with new development there is a great need for transportation
Winthrop St sidewalks? To 109, connect to Choate Park	Elderly and disabled need public transportation - not running full time
Becoming a walking community, sidewalks to Choate Park	Bridges and culverts a problem for DPW
Options for people taking transportation are limited, limited hours, limited locations to access	Traffic on Coffee Street, no sidewalks, people ignore stop signs
Glenbrook Way to 109 sidewalks	Not a lot of bike lanes
Explore the establishment of regional park and ride lot	Increased cost with adding sidewalks - requires staff increase, more work for snow plow staff
Logan express facility	Holliston/ Village intersection needs to be safer - options for mitigation
Survey the town - see what transportation options are needed. Join Micro transit system?	People all around town, all ages stuck without public transportation, no service into towns further away
Strength - walking trails. Make a street crossing on Adams St in trail network?	Winthrop St to Choate park - no sidewalks
Potential for bike path	Getting involvement for senior center rides is difficult
Change in what commuting looks like in next few years - shuttle to commuter rail	Collaboration with other communities - hasn't come to fruition in past
Strength - location. 495 access, 109 development to 495	Challenges for families that seek out food pantries - need transportation
Bus shelter at Medway Middle School w lighting and seating	Medway plaza - parking lot free for all
Lack of bike paths, is there possibility of using old rail bed?	Holliston and Framingham belong to different regional transit authorities
Opportunities to connect with other towns and transit authorities	
Install flashing stop sign on Fisher St for traffic heading south on intersection w Milford St	
Neighbor Brigade	
Nonprofit groups band together because of shared transportation issues	

Complete Streets program (Medway is not eligible for funding). Town should take advantage of. No consensus several years ago when considered

Consider covered bike racks at commercial centers

Complete Streets - possibility on Coffee St?

HOUSING

The Housing focus group took place at 6:00 pm on Thursday, May 20. Participants highlighted Medway's strengths when it comes to housing – the fact that the town has already met the Chapter 40B requirement of 10 percent subsidized housing and the opportunities that allows, the creativity that zoning overlays show, and the new developments that are being built to increase the housing stock. One major challenge that participants discussed was the design review process and the fact that housing developments are being built in historic areas without much design guidance. The group identified inclusionary zoning as an opportunity to increase the affordable housing stock, as well as the infill bylaw. However, one participant noted that there have been no applicants for the infill bylaw at this point.

What are the greatest opportunities and challenges related to this topic area in your community?



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Opportunities or Strengths to Leverage

Have already met requirements for 40Bs, we can be selective moving forward when it comes to affordable housing

Applications for ADUs on zoning board

West Street - good example of what we should look for moving forward

New rental units in town - 300 units

Town-developed bylaws related to size

Scatter site the affordable homes

How to best leverage CPA funds

Challenges or Issues to Recognize/Overcome

Issues with resales

Affordable housing formula for Sales - backwards with what's going on today

AFDUs - rarely 800 sq ft or smaller, can we make rules on this more stringent?

Difficult to implement design review outside of subdivision covenants

Building in historic areas, not uniform designs

Funds tied up in Glen Brook Way currently, not a lot of extra money

Dedicated design review committee - but doesn't extend to SF homes or duplex, just multi-family

Historical houses - rehabilitation, adding units. Is there a way to have a grant program to help with renovations?	Infill Bylaw - never have had applicants, AH got in the way
Design - includes size of structure on the lot (lot coverage).	Mansionization - large new houses
Lots of interest in Timber Crest	Town should run design guidelines around new construction - questions about how town would respond
Rezoning to add mixed-use properties along 109	Family/senior housing - lack of transportation
Strength - willingness of town entities to be creative regarding housing. Overlay districts, multifamily, etc	Misunderstanding about what affordable housing is - lots of people probably fall under 80% AMI in town
One goal is diversity and inclusion - consideration for design guidelines	Hard to find inlaw apartments, regular sized housing that is new construction
Voucher program - subsidizes scattered site rental properties	Communicating about affordable housing - needs to be improved
Aging in place - how do we consider this for the future of the town	
Could town make infill bylaw work by subsidizing the land for developers? - Jenn Idea	
Drafted cottage cluster zoning bylaw	
Balance design guidelines through discussions with citizens in town	
CPA participation is a strength	
Inclusionary zoning will disperse units throughout town - any new 6+ development will have requirement	
in-lieu payments go to AH Trust	
IZ bylaw allows for remote building of the unit	
IZ is better to spread affordable units throughout town	

APPENDIX II: COMMUNITY FORUM #1 SUMMARY

Prepared by JM Goldson LLC 6/14/2021

SUMMARY

The Medway Master Plan Committee hosted the first community forum on May 24, 2021, to introduce the community to the master planning process and gather initial community feedback. The community forum was presented by consultants from JM Goldson LLC and a panel consisting of Master Plan Committee members and staff from the Department of Community and Economic Development. The presentation began at 7:00 pm and lasted approximately two hours, including a question-and-answer portion at the end.

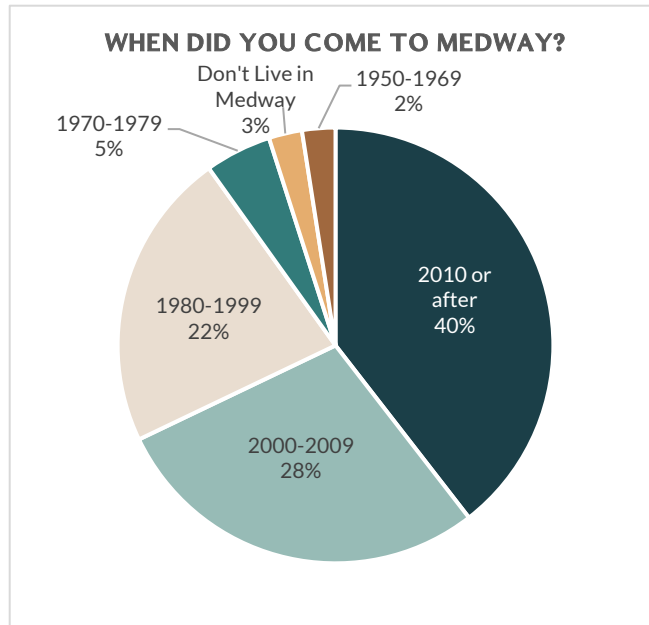
The forum was an opportunity both for the planning team to detail the process around creating a master plan and for gathering community input on several general topics. Jenn Goldson led the presentation, beginning with a brief overview of the history of Medway. She then introduced attendees to the fundamentals of master planning – the elements of a master plan, the commitment to interweaving sustainability, and the timeline of the planning process.

Participants were invited to interact with the presentation through a series of polling questions, via the chat, and through the Q&A feature. The polling questions, which showed responses across the screen as they were submitted, asked participants about the qualities they love about Medway, their concerns about the future of Medway, the things they hope will never change, and more. These responses are summarized in the following pages and listed in full in the appendix.

After the polling questions, attendees were informed about other ways to be involved in the process over the next year. These engagement opportunities include “Meeting in a Box”, the community survey and project website, and the fall community forum. Lastly, participants were invited to raise their hands and ask questions to Jenn before the meeting was called to a close.

PARTICIPANTS

Not including the panelists, 93 participants were in attendance. When asked when they came to Medway (including if they were born in the town), 40 percent of participants marked that they came to Medway in 2010 or after. About 28 percent said between 2000 and 2009, and 22 percent said between 1980 and 1999. About 3 percent of participants marked that they did not live in Medway.



POLL RESULTS

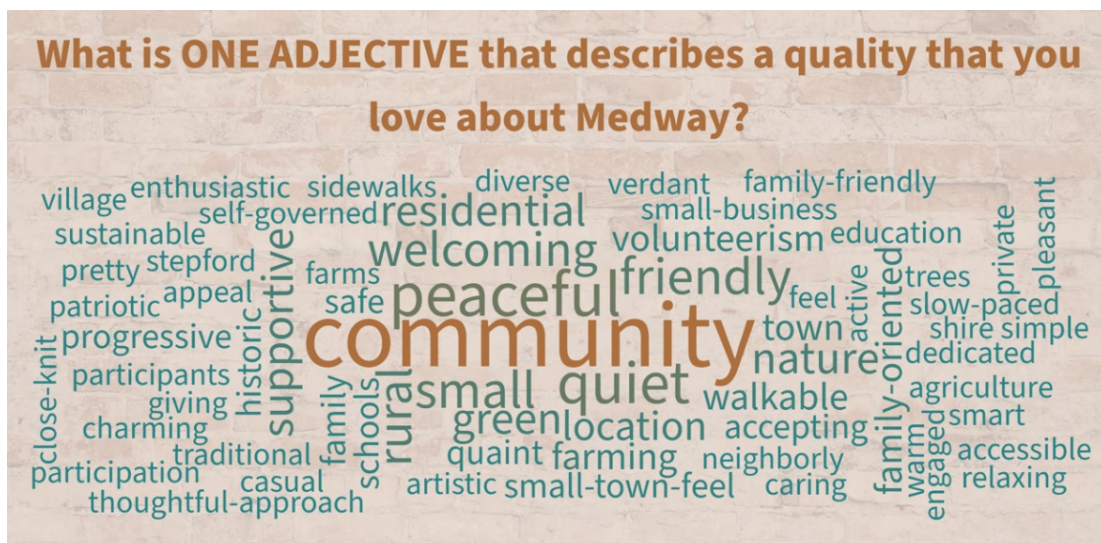
Using an interactive engagement platform called PollEverywhere, participants answered a series of questions about their experience in Medway. The questions and a summary of the responses are listed below, and the full response text can be found in the appendix.

When a visitor comes to Medway, where do you take them?

Popular responses to this question included Choate Park, Restaurant 45, Thayer House, Medway Muffin House, the trail system, and the Medway Community Farm. A couple of responses indicated a visit to the library or a drive around town as well.

What is one adjective that describes a quality that you love about Medway?

A few popular responses to this question were “historic”, “small”, “community”, “friendly”, and “peaceful”. Participants seemed to want to highlight Medway’s small-town, residential feel and used words such as “quaint”, “family-oriented”, and “rural”.



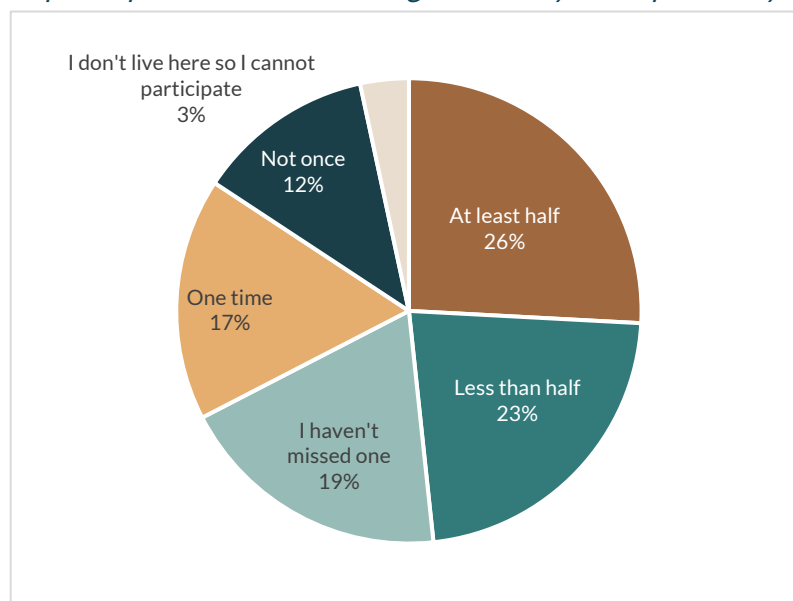
What are your biggest concerns about the future of Medway?

The concerns that participants mentioned in response to this question were varied. Some expressed concern over increased density, traffic, and a loss of the small-town feel. Others expressed concerns over the lack of affordable or rental housing. Diversity and inclusion were often commented on, with participants lamenting Medway's lack of racial diversity. Other issues that came up in this polling question included high taxes, the state of the Medway Plaza, schools, water quality, and lack of sidewalks.

What mark do you hope your generation will leave on the town?

Several popular responses to this question included retaining a professional and fiscally responsible local government, a more diverse housing stock, a commitment to and celebration of arts and culture, and historic preservation. Several responses were given to this question regarding the support of law enforcement, diversity in Medway, and the presence of critical race theory in Medway schools, showing some tension among community members around these topics. A number of responses were positive and indicated that residents thought that there were elements of Medway that they hoped extended into the future, such as open space, community feel, and schools. Others hoped for a future in Medway that was more welcoming, diverse, and vibrant than the Medway today.

How often have you participated in Town Meeting in Medway in the past five years?



About a quarter of attendees indicated that they have participated in at least half of Town Meetings in the past five years, and 19 percent said that they haven't missed one. About 12 percent have not been to Town Meeting once. When asked what is keeping people from attending town meeting, some participants replied in the chat. Most said that Town Meeting falls around bedtime for their children, or that they cannot find childcare. Others expressed that the meeting seems daunting in its length and requirement of certain knowledge.

If you had \$10 million to improve Medway, what are one to three things you would do with the funds?

Attendees had a number of different ideas in response to this question. A couple standouts that were reiterated by multiple participants were the creation of a community center, infrastructure improvements, the building of a downtown area, investing in the arts, and committing to better

education by funding schools. The improvement of the Medway Plaza and the creation of some sort of swimming facility in town were also frequently mentioned. Some specific ideas included an investment in STEM education in K-12 schools, investing in adult education about town government to increase engagement, building a baseball complex, and retrofitting parking lots with green infrastructure.

APPENDIX III: SUMMARY OF PHASE II SUMMER ENGAGEMENT

INTRODUCTION

The purpose of this report is to summarize the key findings of the summer engagement during July, August, and the beginning of September 2021 for Phase II of the Medway Master Plan. Community engagement efforts included 10 pop-up events, 9 independently organized meeting-in-a-box submissions, comments on the Esri Crowdmap, a community survey and a survey for high school students. Through these efforts, the project team sought to understand the community's key assets, concerns, and challenges in addition to how residents envision the future and what they want to achieve as a community over the next ten years.

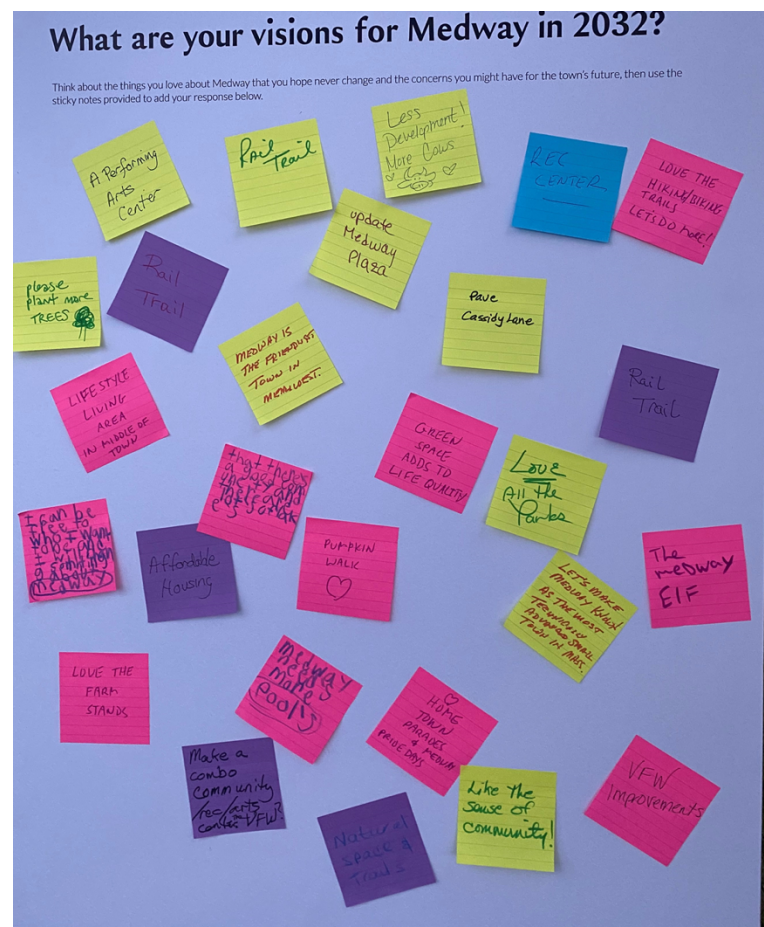
The summer engagement process built off the project team's work during Phase I of the project, which included a public forum on May 24, 2021, and 9 focus groups that informed the findings of Phase I Existing Conditions report and influenced the design and content of the summer engagement activities.

POP-UP EVENTS

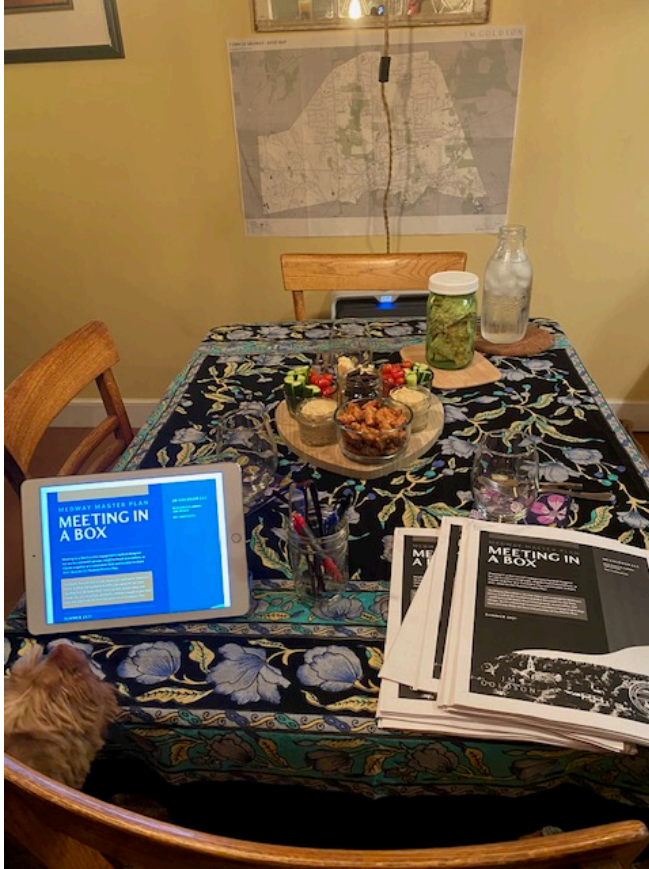
The project team and the MPC hosted a series of Pop-up Events where the Master Plan was promoted and feedback solicited at well-known outdoor community events, including the Farmer's Market, Movie in Choate Park, and Concert at Oakland Park. This event comprised approximately 25 participants in the activities, although more were encouraged to take the survey throughout the events.

MEETING-IN-A-BOX

The project team invited community members to organize their own informal meetings to give feedback on elements of the Master Plan using a designed meeting-in-a-box kit – made available in hard copy at several events as well as digitally through the project website. These kits provide materials and instructions for a series of simple activities designed to foster discussion and feedback around the Master Plan. The project team received 9 response packages from small groups in Medway, including a group of realtors, a group of members of the business community, and a group from the schools committee. The meetings engaged a total of 32 residents.



Vision Activity at Pop-Up Event



Meeting in a Box

Committee and town officials. The project team conducted interviews and small group conversations, including a conversation with three Clergy members, to gather feedback and ideas from additional members of the community.

CROWDMAP

The Medway Community Crowdmapp, hosted on the project website via Esri, allowed residents to utilize an online map of the town to leave comments and recommendations in specific locations. Project consultants monitored the 150 comments as they came in. A map summarizing the Crowdmapp findings is on the next page.

COMMUNITY SURVEY

The Master Plan Community Survey, which was created by the project consultants and marketed via social media, the project website, and the Pop-up Events, was designed to gather community feedback on the elements of the master plan. The survey was widely distributed and gathered 818 responses from community members.

HIGH SCHOOL SURVEY

Eighteen high school students aged 16 to 18 answered a shortened survey about their views of what makes Medway a good place to live, and what could be improved. The students were asked what factors would need to be present in Medway to make them inclined to live there in the future. Eighteen students participated.

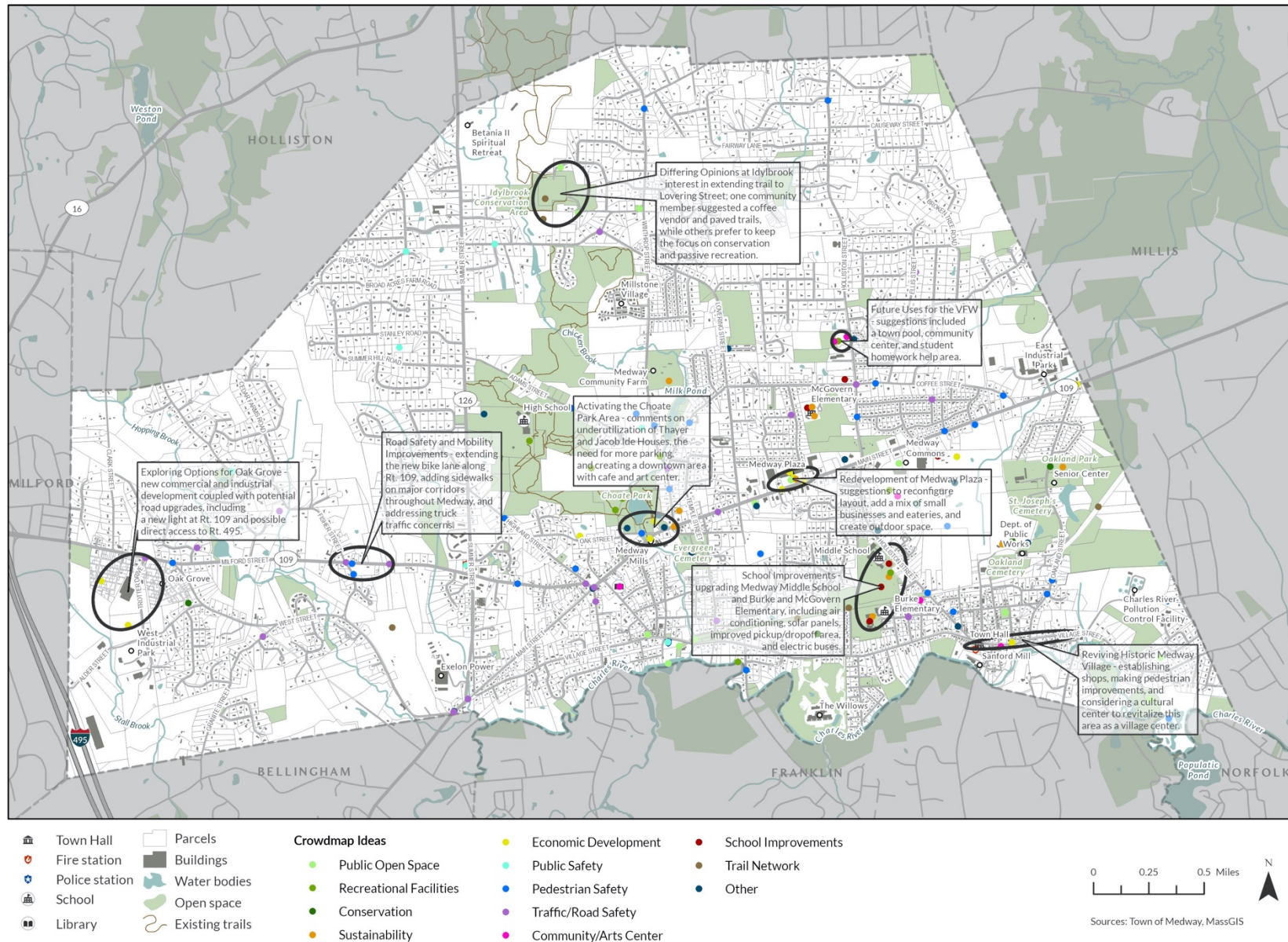
INDIVIDUAL AND SMALL GROUP ENGAGEMENT

Throughout the engagement process, including in Phase I, members of the project team were in dialogue with local stakeholders, including members of the Master Plan

TOWN OF MEDWAY - CROWDMAP SUMMARY

Prepared by JM Goldson LLC

J M GOLDSON



SUMMARY OF KEY FINDINGS

Community growth and change is a source of tension for community members. Many people want to preserve rural and environmental characteristics and the small town, quaint feel of Medway and many people also want to create a more vibrant, sustainable, and welcoming community. Medway's challenge will be to find the right-sized approach to balance these community values.

Phase II outreach comprised approximately 1,045 participants across several in-person and online events and platforms. Please note that some participants counted may have participated in multiple engagement events, meaning this number may be an overestimation due to double counting. The project team used interactive activities, polling questions, and other engagement tools to solicit feedback on what the community wants for its ten-year future.

These activities and tools produced data across four main categories, which shape the structure of this report – 1) Community Assets; 2) Concerns, Issues, and Challenges; 3) 2032 Community Vision Elements; 4) Core Themes. The following includes a brief description of key findings in each of these categories with more detail on the following pages.

COMMUNITY ASSETS

Participants identified community assets, which are characteristics, circumstances, and resources that benefit the community. These assets generally fall within two categories:

- 1) *Character and Circumstances*, which focuses on human and community capital, mindsets, and other non-tangibles that make Medway special
- 2) *Resources*, which focuses on structural, financial, natural, and human resources leveraged by the community.

CONCERNS, ISSUES, AND CHALLENGES

Concerns, issues, and challenges identified by participants are also grouped into seven overarching categories.

- Connectivity and Mobility - lack of sidewalks and transportation networks in town
- Preserving Natural Resources - overdevelopment and lack of preservation of natural resources
- Housing Affordability and Community Growth - the need for housing affordability
- Downtown and Economic Opportunities - the lack of an active downtown and the need for updated businesses
- Community Culture - the maintenance of a small, tight-knit community while increasing diversity and welcoming new people
- Arts and Cultural Opportunities - the need for increased arts and cultural opportunities, including for older children
- Supporting Aging/Disabled Residents and Children - the support systems needed for aging or disabled residents

2032 COMMUNITY VISION ELEMENTS

Participants emphasized 13 overarching components about their vision for Medway in 2032:

16. Create a vibrant town center

17. Increase walkability and connectivity
18. Embrace community growth responsibly
19. Foster a diverse and welcoming community
20. Support senior residents
21. Welcome and support small businesses
22. Protect and preserve open space and natural areas
23. Embrace sustainability initiatives and increase climate resiliency
24. Create and preserve a diverse array of affordable housing
25. Support teens and young adults by creating more activities and opportunities in town
26. Invest in water and sewer infrastructure improvements to ensure clean water
27. Promote water conservation
28. Highlight and protect Medway's historic resources
29. Increase transportation connectivity within the town and region
30. Deepen a sense of community through activities and community spaces

CORE THEMES

In certain activities, participants gave their feedback on community goals and priorities for different elements of the Master Plan. These goals and priorities fell into four core themes:

- **Responsible and Sustainable Growth:**
 - Promote responsible, sustainable growth that reinforces the small-town feel, minimizes residential tax burden, welcomes a diverse population, and is supported by strategic infrastructure and service investments and high-quality schools.
- **Conservation, Resiliency, and Stewardship:**
 - Ensure heritage protection, natural resource conservation and regeneration, and renewable energy for a sustainable and resilient town and region.
- **A Caring Close-Knit Community:**
 - Foster caring community connections supported by accessible services, vibrant local businesses, and cultural and recreation opportunities for a healthy, close-knit community.
- **Safe, Green, and Connected Mobility Options:**
 - Invest in safe, walkable, bikeable local street networks have benefited the whole community – young and old alike – and expand local and regional shuttle services.



Children participating in Pop-up activities



Pop-up at the Farmer's Market

Event Type/Platform	Pop-up Events	Meetings-in-a-Box	Crowd Map	Community Survey	High School Survey	Clergy Meeting	Individual Dialogue
Number of participants (some approximate)	25	32	150	818	18	3	26
Medway's Assets							
When a visitor comes, where do you take them?							
Adjectives describing qualities you love about Medway							
Things that you love that you hope will never change							
"Med-Libs" - fill in the blank exercise							
Identify strengths, opportunities, or synergies							
What are Medway's special places?							
What are your visions for Medway in 2032?							
What mark do you hope your generation will leave on the town?							
Place-based projects that will improve Medway							
Concerns, Issues, and Challenges							
Biggest concerns about the future of Medway							
What are things you would improve about Medway?							
Identify concerns, challenges, or tensions							
Community Goals							
Housing and Economic Development Goals							
Historic and Cultural Resources Goals							
Natural Resources, Open Space, and Recreation Goals							
Transportation and Public Facilities and Services Goals							
Activities that provided data across multiple topics							
Share three observations about Medway							
Participant Characteristics							
Length of Association with Medway							
Age							

DATA COLLECTION

The project team curated engagement methods to best suit the event, organization, or platform. Some activities were more appropriate logistically for certain events or through certain platforms. For example, group discussion-based activities were more appropriate for public workshops and quick individual activities were better suited for events.

This diverse community engagement enabled a variety of voices and perspectives to be heard and for people to participate at their level of preference (for example, short pop-up event exercises, more in-depth Meeting in a Box participation, or 10-30 minutes taking the online community-wide survey). Multiple methods and events targeted certain populations (such as youth at the Medway High School and other targeted interest groups) which helped to broaden the pool of participants and feedback representation.

The project team compiled data from each event into an individual in-depth report of results with a summary of findings from the specific event or platform. The project team collectively analyzed these summaries to produce this comprehensive aggregated Phase II summary engagement report highlighting both qualitative and quantitative data.

PARTICIPANT CHARACTERISTICS AND REPRESENTATION

Formal demographic data collection was limited at most of the outreach events. The findings below reflect formal polling of participants at the community forum, in the community survey and high school survey, and informal observations and reports from the rest of the engagement methods.

WELL-REPRESENTED OR OVER-REPRESENTED

Racial Identity

Participants' racial and ethnic identities generally reflect the overall demographics of Medway, with 92 percent of survey participants identifying as White. Furthermore, 2.13 percent of respondents identified as Asian, while respondents who identified as Black constituted 1.31 percent of all participants. Most Medway residents identify as White (approximately 91 percent).

Families with Kids

Interestingly, most participants in the survey were people with families or children. Approximately 60 percent of respondents had at least one member of their household under the age of 18, whereas, only about 37 percent of households have children under the age of 18 living in Medway. This demonstrated that people with families were overrepresented in Phase II feedback.

Long-Term Residents

Approximately 63 percent of respondents to the engagement activities were long-time residents of Medway (lived in or otherwise been associated for eleven years or more). This reflects the proportion of total Medway households who have lived in Medway for 10 or more years, which is about 64 percent. (Note this is based on available data, which is categorized starting at 10 years, rather than 11 years).

UNDER-REPRESENTED

This analysis, shown below, indicates that the following groups were likely underrepresented in Phase II summer engagement feedback: youth and younger residents and renters.

Youth and Younger Residents

Youth and younger residents were underrepresented in the survey and Meeting in a Box activities. Approximately 74 percent of participants in the survey were between the ages of 35 and 64, yet this age cohort makes up only about 44 percent of Medway's total population. Children under 18 makes up about 25 percent of Medway's total population.

The project team saw the greatest engagement among youth with the pop-up event activities, especially the Medway Vision Activity. Approximately six children stopped by the table and completed a vision activity with their favorite things about Medway. Additionally, eighteen youth participated in the high school survey.

Renters

Only about 2 percent of respondents were renters, whereas about 10 percent of Medway's total households rent their home.

COMMUNITY ASSETS

The following list represents the general categories of assets that Medway residents identified, divided into *Community Character and Circumstances* and *Community Resources*.

Community Character and Circumstances

- Historic homes and buildings
- The trail system
- The small-town community feel
- Agricultural history and currently active farms
- Safety
- Support of local businesses
- Commitment to affordable housing
- Desire to create and sustain a welcoming and increasingly diverse community
- Family and education-oriented community

Community Resources

- The Medway Public Library



Choate Park

- Open space and passive recreation areas such as Choate Park and Deerfield Pond
- Active recreation areas such as the tennis courts, basketball courts, and the trail system
- Groups and organizations such as the Medway Historical Society, the Medway Community Farm, and the Cultural Council
- Local artists, including photographers, visual artists, writers, and more.
- Food pantry
- Effective and active town government
- Local businesses and restaurants



Medway Public Library

Participants often highlighted the value of Medway's small-town appeal, emphasizing the close-knit, rural nature of a community they described as friendly, welcoming, and caring.

This factor is one that Medway residents feel strongly about maintaining, leading to tensions regarding new development and the loss of open space or agricultural land. Participants also noted that the trail systems, local library, historic homes and buildings, and local businesses were among the highlights of the town, while emphasizing that all these factors have the potential to be even better. Some opportunities that participants identified were the desire for more small businesses and restaurants, the expansion of the trail system and the library, and the protection and further acknowledgement of Medway's history.

The desire to increase diversity and Medway's welcoming spirit led many participants to advocate for more affordable housing options, more resources for seniors and young families, and more community events to bring people together. Increasing a sense of community, promoting connectivity, and providing options for Medway's low-income, disabled, or elder residents were all goals of participants.

CONCERNS, ISSUES, AND CHALLENGES

Many of the activities and survey questions used for outreach events in Phase I and Phase II sought to understand what concerns, issues, and challenges are most pressing for Medway residents.

What obstacles will challenge the community's development? Where are there current gaps and needs? What worries do residents have as they think to the future? How will needs change in the community?

Responses were grouped into seven categories.

Connectivity and Mobility

- Need more sidewalks to safely walk to local businesses (survey)

- Public transport is necessary. (MVA)
- Very little bike access in town currently (survey)
- Establishing connections with other towns in the region can provide more opportunities for Medway residents (survey)

Preserving Natural Resources

- Over-development risks the loss of Medway's rural areas (survey)
- Water infrastructure in need of improvement and better management (survey)
- Climate change poses a high risk to the community that needs to be addressed (survey)
- Need to preserve existing open space, natural areas, and parks (MiB)

Housing Affordability and Community Growth

- Housing stock is somewhat limited to those who can afford to purchase a single-family home or condo (survey)
- Need for more affordable single-family homes (survey)
- Need for the town to be more affordable and accessible for first-time homebuyers and young families (survey)
- More rental units needed (survey)
- Growth needs to be managed in a way that doesn't overwhelm schools or destroy open space – two major concerns of participants.

Downtown and Economic Opportunities

- Vast improvement of the 109 plaza is necessary (survey, crowdmap)
- Medway needs a vibrant town center that residents can use and enjoy (survey)
- Need for support for small businesses and less large commercial development (survey, crowdmap)
- Expansion of the limited variety of restaurants and stores for residents to patronize (survey)

Community Culture

- Medway can grow into a more welcoming and diverse community (survey)
- The small-town community feel is important to many residents and development is a perceived threat to this asset (survey)
- Minimal public participation in town government (MiB)
- Difficult for new residents to integrate into the community (MVA)

Arts and Cultural Opportunities

- Need for more recreational space and activities for teenagers (survey)
- Need for more community events and celebrations to bring the community together (survey)
- Library can be expanded (MiB)
- The arts are often underfunded, and the town lacks a performance venue (survey/focus groups)

Supporting Aging/Disabled Residents and Children

- Aging in place is very difficult; need for affordable senior housing (MiB/MVA)
- Need to increase accessibility options in town, including in public buildings and parks (survey)
- Increase support for elderly residents through transportation and improving the senior center (survey)
- Update and modernize the schools in town (survey/crowdmap)

Participants reported feeling most concerned about the increasing development in Medway and the effects that may have on the small-town feel, the natural resources, and the schools. This contrasted with other participants' desires to become a more welcoming, diverse, and connected town through increased housing options and more business development.

2032 COMMUNITY VISION COMPONENTS

Various individual and group activities, including polling and brainstorming activities helped participants describe components of their vision for the future of Medway. This vision largely reflects the issues, concerns, and challenges identified by participants. The following responses are categorized into thirteen themes that all contribute to the community's vision for 2032.

- 1. Create a vibrant, accessible town center**
 - More mixed use all along main street (MiB)
 - Expand street art (MiB)
 - More developed central downtown (MVA)
 - Create opportunities for small businesses to thrive (survey)
 - Promote a traditional, historic "Main Street" in Medway like in other communities (crowdmap)
- 2. Increase walkability, traffic safety, and connectivity**
 - Continuous sidewalks would encourage residents to walk to more popular destinations (MiB)
 - Intertown shuttle bus to support new development (MiB)
 - Expanding sidewalks and crosswalks would increase safety for residents of all ages (survey/crowdmap)
- 3. Embrace community growth responsibly**
 - Increase communication around large business development in Medway (MVA)
 - Embrace growth without sacrificing the preservation of natural resources (survey)
 - Ensure that schools are adequately funded and prepared for an increase of students (survey)
- 4. Foster a diverse and welcoming community**
 - Increase diversity in economic base, including cultural food options and support of music and arts (MiB)
 - Become more welcoming to people of color and low-income people (MiB)
- 5. Support of senior residents, including expanding resources for seniors and disabled**
 - Make multigenerational housing a possibility (MiB)
 - Expand over 55 hiring (MiB)
 - Create affordable housing options for seniors (survey)
 - Expand transportation options for seniors to increase mobility and access (survey/focus groups)
 - Expand senior center to include a special needs component (survey)
- 6. Welcome and support small businesses**
 - Welcome more industries that can provide a greater tax base (MiB)
 - Increase professional services within Medway with some opportunities for shared workspaces (MiB)
 - Need to welcome creative professionals and artists (MiB)

- Support local restaurants and shops (survey)
- Increase the number of locally owned restaurants (survey)
- 7. Protect and preserve open space and natural areas**
 - Preserve wildlife corridors, natural water bodies, and other natural areas (MiB/survey)
 - Maintain the town-owned open spaces and promote residential and mixed-use open space development (MiB)
 - Maintain and expand trail system (MVA)
 - Combat invasive species (focus groups)
- 8. Create or preserve a diverse array of affordable housing**
 - Need affordable housing that is affordable to current resident demographic to retain residents (MiB)
 - Advocate for ADUs as a matter of right (MiB)
 - Zoning map, bylaws, regulations, policies need to be modified to encourage a diverse housing stock, rental and for purchase (MiB)
 - Increase the amount of affordable single-family homes (survey)
 - Expand senior housing and accessible housing (survey)
- 9. Support teens and young adults by creating more activities and opportunities in town**
 - Explore more rent-a-project/hobby/creative outlet space (MiB)
 - Youth sport and programs, playdates at the parks, MEPTO (MiB)
 - Explore the possibility of an ice skating/hockey facility (MiB)
 - Explore options for swimming facilities (survey/forum)
 - Create opportunities in the arts for teens and young adults (survey/focus group)
- 10. Invest in water infrastructure to ensure clean water**
 - Ensure better management of Medway's water sources (survey)
- 11. Highlight and protect Medway's historic resources**
 - More historic preservation/restoration over new development (MiB)
 - Create more protections for existing historic buildings (focus group)
 - Highlight Medway's long history in more ways (survey)
- 12. Increased transportation connectivity within the town and region**
 - Connect with adjacent towns via public transportation; consider a Logan Express and/or TF Green express bus service (MiB)
 - Expand inter-community connectivity to bring more people into Medway and allow Medway residents further opportunities (survey)
- 13. A deepened sense of community through activities and community spaces**
 - Designate a combination recreation/arts/community center (MVA)
 - Consider a community center with facilities to suit a growing population such as public pool, daycare, indoor sports facilities, stage/theater/arts facilities (MiB)
 - Increase town-wide events to deepen community connections (survey)
- 14. Embrace sustainability initiatives and increase climate resiliency**
 - Extend sidewalks to destinations to encourage people to walk or bike. (MiB)
 - Protect Medway's natural resources, including water sources and open space (survey)
 - Promote electric vehicle usage and charging stations (survey)
 - Preserve tree canopy and wildlife corridors (focus group)

CORE THEMES

Community goals and priorities were introduced in the Meeting in the Box exercise and the community survey based on the elements of the master plan. Core themes are grouped into four topic categories: Responsible and Sustainable Growth, Conservation and Resiliency, A Caring, Close-Knit Community, and Safe and Connected Mobility Options. The reactions to the goals and priorities introduced in the engagement activities helped shape these themes

RESPONSIBLE AND SUSTAINABLE GROWTH

Promote responsible, sustainable growth that reinforces the small-town feel, minimizes residential tax burden, welcomes a diverse population, and is supported by strategic infrastructure and service investments and high-quality schools. An analysis of the responses to the Housing and Economic Development goals provides more detail:

Housing Comments

The community survey asked participants to choose which housing options appealed to them most. The options that participants displayed the most interest in were single-family homes, smaller cottage style homes, and lower-priced options. The least popular options were multi-family homes and apartments/condos near shops and services.

Meeting in the Box participants indicated a strong need for affordable housing, especially for seniors. Residents indicated that Medway is becoming increasingly unaffordable for its longtime residents, and it is becoming harder to age in place for retired residents. Some responses indicated a need for multigenerational housing and ADUs (Accessory Dwelling Units) alongside existing single-family housing. Overall, residents want to see more multifamily housing, especially condos and apartments, in order to attract younger people to the town, as well as to provide affordable and safe housing options for seniors who want to stay in town.

Economic Development Comments

The options for economic development in the survey that were of most interest to participants included more restaurants, more small-scale employers, and more retail. Least popular were hotel and hospitality businesses and more large-scale employers.

When asked about economic development goals, Meeting in a Box participants noted that the town needs more small businesses, especially in the creative/arts sector, and less chain or big box stores. One group mentioned specifically that they would like to see more tattoo artists, boutiques, and potentially cannabis retailers in Medway. Nearly all respondents agreed that the process of locating a business in Medway should be more straightforward, allowing for small and local business growth to be achievable.

Public Facilities and Services Comments

In the survey, participants were asked what types of capital improvement projects they would like to see in Medway. Participants were mostly interested in repairs on school buildings and improvements to water systems. The least popular options were a new town hall and a combined public safety building.

In the Meetings in a Box, residents offered numerous suggestions for the town to improve the state of existing buildings such as the schools and Town Hall, while highlighting concerns with water treatment programs and water shortages in the summertime. The emphasis on creating a new town hall was much more present in the meetings than in the survey.

CONSERVATION, STEWARDSHIP, AND RESILIENCY

Ensure heritage protection, natural resource conservation and regeneration, and renewable energy for a sustainable and resilient town and region. An analysis of the responses to the Natural Resources, Open Space, and Recreation Goals informs this theme:

Natural Resources Comments

Survey respondents on average were more interested in this topic than previous topics. A higher proportion of respondents marked that they were very interested in these topics. Participants were most interested in protecting aquifers to ensure a clean and abundant drinking water supply and improving water quality in Medway's water bodies and waterways.

Open Space and Recreation Comments

Survey participants were most interested in establishing bike paths and expanding the trail network, improving accessibility of existing parks and trails, exploring options for swimming, or ice-skating and increasing access to the Charles River.

The overwhelming majority of Meeting in a Box participants referenced their appreciation for the existing trail system in Medway and emphasized their appreciation for the town's existing natural resources. Many groups indicated a desire to complete trail connections, as well as utilize the space near the Charles River for a trail as well. Some groups felt that there is limited access to the Charles River, and further highlighted that the banks were underutilized for recreation purposes. Others suggested developing more open parks for passive recreation. There is some hesitation among residents to invest more money in parks or active recreation spaces such as soccer fields or playgrounds because only a small portion of the town's residents can use such spaces.

There is wide consensus that the town has valuable natural resources but could do more to preserve additional land as well as protect its existing parks in perpetuity.

A CARING, CLOSE-KNIT COMMUNITY

Foster caring community connections supported by accessible services, vibrant local businesses, and cultural and recreation opportunities for a healthy, close-knit community. The responses to the Historic and Cultural Resources goals help inform this theme:

Historic and Cultural Resources Comments

The community survey asked participants to choose which historic and cultural initiatives or facilities appealed to them most. The options that were most interesting to participants were a community center with creative arts, an expanded or improved library, and greater support for preservation and rehabilitation of historic buildings. No answer was decidedly unpopular.

In the Meeting in the Box activity, residents highlighted the town's existing historical and cultural resources and shared their thoughts on which aspects could benefit from greater funding or repurposing and which should be highlighted and maintained. Some frequent comments highlighted the history of the town and the need for continued preservation and management of historic homes and buildings. One group highlighted a desire for stronger zoning bylaws to protect historic homes or districts from demolition or development which does not match the aesthetic of the surrounding properties. Interestingly, one group called out the town's focus on its colonial history; that is, the town's emphasis on a history of settler colonialism, and instead was interested in learning more about the town's pre-colonial history. Overall, respondents indicated a desire to preserve historic structures and enhance the town's arts and cultural offerings through galleries, cultural centers, and performing arts spaces.

SAFE, GREEN, AND CONNECTED MOBILITY OPTIONS

Invest in safe, walkable local streets and mobility options for all ages and connections to local and regional employment and education opportunities. An analysis of the responses to the Transportation, Public Facilities and Services goals informs this theme:

Transportation Comments

Survey participants were most interested in more sidewalks, improving intersections, and expanding bicycling infrastructure. Participants were least interested in both options regarding increasing public transportation – within Medway and into nearby communities.

Nearly all Meeting in a Box participants agreed that the existing public transportation options were insufficient, the only option being a GATRA bus service across town. The lack of public transportation, combined with insufficient transit alternatives – such as bike lanes or ridesharing services – as well as inconsistent sidewalks, make Medway highly car dependent, and additionally results in unsafe streets for walking. There is a clear need for improved infrastructure to support alternative forms of transportation, and respondents indicate that dedicated bike lane and improved sidewalks would encourage people to walk or bike more around town. Furthermore, residents have expressed a desire for increased transportation and connectivity to Logan Airport and TF Green Airport. Because there is no commuter rail passing through Medway, the town's residents are heavily reliant on cars.

APPENDIX IV: COMMUNITY FORUM #2 SUMMARY

Prepared by JM Goldson LLC 11/22/2021

SUMMARY

The Medway Master Plan Committee (MPC) hosted the second community forum on Sunday, October 3, 2021, at the Medway High School, to provide community members an opportunity to review and provide feedback on the Draft Vision and Goals statements. The consultant team developed these draft statements based on the summer's community engagement efforts, which generated over 1,000 points of participation, in addition to the findings of the Phase I Existing Conditions analysis.

The community forum consisted of informational and interactive stations as well as a presentation. The forum was open house style, where community members could drop by at any time between 11am and 3pm.

The forum was an opportunity for the project team to share what they have learned through the summer engagement efforts and the Existing Conditions analysis and to solicit community members' thoughts and opinions on the priorities outlined in the Draft Vision and Goals statements. MPC members, town staff, and members of the consultant team from RKG Associates and JM Goldson assisted with the interactive stations, registration, and kid's activities. Jenn Goldson, of JM Goldson, presented three times during the forum to describe the project status, design, and purpose of the interactive stations, and hold question and answer time. Participants were invited to explore a series of stations dedicated to the draft overarching vision statement and statements for each of the four Core Themes that emerged through the summer engagement.

After the forum, the team released an online version to continue to gather feedback from those who could not attend the in-person forum. The results of the online forum are integrated into this summary.

Questions to Clarify Divergent Opinions: Each interactive station included space for participant engagement through a Likert Scale activity and a board asking for participants' overall thoughts. The Likert Scales asked participants targeted questions to clarify divergent opinions provided during the summer engagement.

This aggregated summary documents which statements were mostly agreed on (green dots) and which were under some contention (yellow dots). There were no statements that most participants disagreed with.

Welcome to the 2nd Community Forum for the Medway Master Plan!

We're glad you're here.

STEP 1:

Register with one of the Master Plan Committee members. You'll get a name tag and be entered into the raffle to win one of three grand prizes!

STEP 2:

Take a Forum Passbook. This will be your guide to the event.

STEP 3:

Visit each station in any order! Talk to members of the project team, participate in activities, and see what we've learned so far.

STEP 4:

Check out one of the presentations! The project consultant will present in the auditorium at:
11:15am
12:30pm
1:45pm

STEP 5:

Step 5: Grab some food and hear some live music outside!

Metrics: In total, 119 people participated in the community forum: 58 participants in person and 61 online. Every participant in the in-person forum indicated they are currently a resident of Medway. The majority were aged 35 to 64, followed by about 15 participants over age 65 and four participants aged 18 to 34. The vast majority are homeowners in Medway, with only three renter participants. Slightly more than half of the participants had children under age 18 living with them.



Participants in the online forum were mostly aged 35 to 64 as well. All were Medway residents, and all but two were homeowners rather than renters. About 60 percent of online participants had children under age 18 living with them.

Outreach Efforts: The project team and Master Plan Committee conducted extensive outreach for the in-person forum through various social media channels, physical advertising including flyer distribution, a radio interview, and newspaper coverage. Using social media channels and distribution of flyers at events, the project team distributed the link for the online forum for those who could not attend the in-person forum.

KEY FINDINGS:

- A divide is evident between those who would like Medway to promote a greater diversity of housing options and expanded business types and those who wish to minimize such change, although the majority of responses in the forum were still in favor of creating more diverse housing types.
- Most participants viewed conservation and preservation of natural areas as a priority for the community.
- Participants see the promotion of arts and culture in the town through the creation of a community center and more support for the arts as beneficial to the community. However, those who participated in the online forum had more mixed feelings about the necessity of a community center in Medway.
- Expanding electric vehicle infrastructure and other clean fuel options was another point of minor contention among participants, some of whom were skeptical that this would be beneficial step in the next decade. Although there was more dissent on this issue than others, the majority of responses on the online and in-person forum were still in favor of electric vehicles.

Analyzing the results of the in-person and online forum found that both sets of participants shared many similar viewpoints on the information presented. Aside from the small difference regarding the desire for a community center, online commenters were also slightly more hesitant on the implementation of electric vehicle infrastructure.

DRAFT OVERARCHING VISION

One station at the community forum was focused on the draft overarching vision statement:

OVERARCHING VISION

In 2032, Medway continues to be a family-oriented small town with active locally owned farms, cows grazing along Route 109, a deep and celebrated history from Native American roots through to the 21st century, and many families that are proud to include multiple generations of Medway residents.



WHAT DO YOU THINK?

Write or draw your responses on the butcher paper at this station!

Tell us what you think of this draft overall vision for the future of Medway. Does it align with your vision for the future of the community? What do you like about it? What would you want to change about it?

Overarching Vision for Medway 2032

In 2032, Medway continues to be a family-oriented small town with active locally owned farms, cows grazing along Route 109, a deep and celebrated history from Native American roots through to the 21st century, and many families that are proud to include multiple generations of Medway residents.

Medway ...

- : Is a peaceful, friendly, close-knit community whose residents take care of each other and welcome and embrace new residents of all ages, identities, and backgrounds
- : Protects natural resources to support clean and plentiful drinking water, local food production, agricultural heritage, scenic beauty, passive recreation, and promote carbon absorption
- : Supports a vibrant town center and strategic, sustainable residential, commercial, and industrial growth to promote local jobs and enhance local economic vitality
- : Provides strong, modernized public schools and facilities including high quality athletic fields, interconnected trail system, as well as a well-resourced senior center, community center for all ages, and library and makerspace
- : 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

At the station, participants responded to a series of prompts to provide feedback on the draft vision, shown above: Does it align with their vision for the future of the community? What do they like about it? What would they change about it?

Most participants agreed with the draft overall vision statement and said it aligns with what they want to see in the town. Participants mentioned the following elements in their positive comments:

- Protecting natural resources
- Honoring the agricultural past and present
- Family-oriented small town
- Creating a vibrant town center
- Maintaining rural character

Some had suggestions for improving the vision, including the following:

- Include fostering biodiversity in natural areas
- Fiscal responsibility should be more prominent
- The overall vision should be more aligned with the vitality conveyed in the supporting statements
- More strong language about sustainability
- More discussion of public transportation and connectivity to Boston
- Bring more attention to and highlight the arts in the community
- Include limits on large developments that would urbanize the town
- More emphasis on conservation
- Need more specifics on sidewalks and connectivity



Growth

Promote responsible, sustainable growth that reinforces the small-town feel, minimizes residential tax burden, welcomes a diverse population, and is supported by strategic infrastructure and service investments and high-quality schools.

CORE THEME ACTIVITIES

For each of the four core themes that came out of the summer engagement feedback, the project team created a station staffed by a member of the consultant team or Master Plan Committee. Each station included an information board describing key points from the summer engagement responses and a summary of relevant findings from the Existing Conditions report; a board with the draft visions and goals associated with the theme; and a Likert scale activity for participants to weigh in on several questions related to the theme that had divergent opinions during the summer engagement. There was space provided for participants to leave general comments as well regarding the draft vision and goals statements. A complete inventory of the boards can be found in the Appendix. The online forum reflected this activity by asking the same questions regarding each core theme in a survey form.

Core Theme #1: Responsible and Sustainable

CORE THEME #1:

RESPONSIBLE & SUSTAINABLE GROWTH

Promote responsible, sustainable growth that reinforces the small-town feel, minimizes residential tax burden, welcomes a diverse population, and is supported by strategic infrastructure and service investments and high-quality schools.

COMMUNITY ENGAGEMENT RESULTS

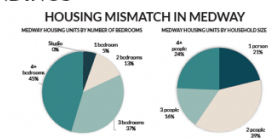
Through the community engagement process, community members made it clear that Medway's rural, small-town appeal is something that makes the town special. Many residents also remarked on Medway's potential to become an even more welcoming, diverse community by embracing responsible growth.

While the need for expansion of infrastructure capacity and natural resources protection came up in the discussion of growth, many saw opportunities for responsible and sustainable growth while maintaining Medway's small-town draw.

EXISTING CONDITIONS FINDINGS

HOUSING

Diversifying the housing stock with an increase in rental units, multi-family dwellings, and smaller units is important to meet the needs of current residents of the community and to make the town more welcoming and inclusive to all. Medway's population is also aging, indicating a need for an increase in smaller and more affordable units.



ECONOMIC DEVELOPMENT

The Town faces daytime population drain resulting from net negative commuter flows – approximately 3,600 more people leave Medway for work than come to town for work. Increasing the number of jobs in Medway would help support commercial uses and amenities that serve residents, as well, while diversifying a tax base that relies overwhelmingly on single-family residences.

PUBLIC INFRASTRUCTURE NEEDS

Limitations of the Town's public water and wastewater systems are becoming a more urgent issue due to population growth and seasonal drought. Medway is approaching the limit of its allocated wastewater capacity at the Charles River Pollution Control District treatment facility. In addition, potable water demand may exceed supply if any Town wells need to be taken offline temporarily.

VISION FOR... Responsible and Sustainable Growth

In 2032, Medway has a thriving, attractive, walkable town center on Route 109; strong local businesses and employment opportunities; multigenerational, affordable, accessible, and smaller housing options; attractive public art; and well-preserved historic buildings.

Over the preceding decade, the community has made strategic public infrastructure and service investments to support responsible, sustainable growth that minimizes the residential tax burden and maximizes protection and health of the community's living infrastructure including the Charles River and its tributaries, the Great Black Swamp, groundwater resources, forested areas, native plants, and habitat areas.

Oak Grove supports a cluster of established companies and entrepreneurs in addition new residential redevelopment, which has 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, increasing local jobs, non-residential tax base, and residential options.

GOALS FOR... Responsible and Sustainable Growth

1. Expand wastewater treatment capacity to accommodate projected additional wastewater demand of 165,000 gallons per day.
2. Protect drinking water quality and ensure full capacity of groundwater wells including water conservation and treatment.
3. Catalyze redevelopment of key properties on 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.
4. Promote new development in the Oak Grove Area to realize the vision of the 2017 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.
5. Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
6. Foster smaller, accessible, and affordable housing options in strategic and sustainable locations that enable residents to thrive in the community including to support the needs of an aging population, young adults, special needs, and a socioeconomically diverse population.

WHAT DO YOU THINK?

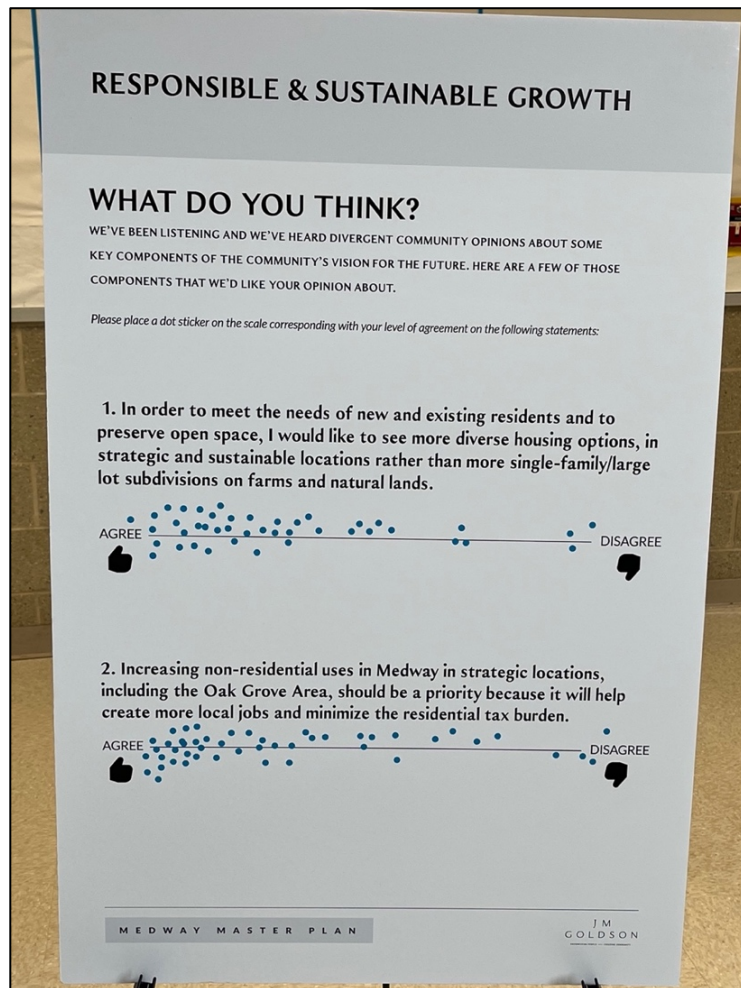
WE'VE BEEN LISTENING AND WE'VE HEARD DIVERGENT COMMUNITY OPINIONS ABOUT SOME KEY COMPONENTS OF THE COMMUNITY'S VISION FOR THE FUTURE. HERE ARE A FEW OF THOSE COMPONENTS THAT WE'D LIKE YOUR OPINION ABOUT.

Please place a dot sticker on the scale corresponding with your level of agreement on the following statements:

- 1. In order to meet the needs of new and existing residents and to preserve open space, I would like to see more diverse housing options, in strategic and sustainable locations rather than more single-family/large lot subdivisions on farms and natural lands.
- 2. Increasing non-residential uses in Medway in strategic locations, including the Oak Grove Area, should be a priority because it will help create more local jobs and minimize the residential tax burden.

Most people at the forum agreed that diverse housing options are necessary in Medway; however, approximately six participants marked that they mostly disagreed with this statement. More respondents disagreed with the second statement regarding increasing non-residential uses in Medway, although the majority were still in agreement.

The online results also showed high numbers of participants agreeing with each statement. About 50 percent of respondents agreed or strongly agreed that diverse housing options are necessary, 20 percent were neutral, and 30 percent disagreed or strongly disagreed. On the second option, the majority (75 percent) of online responses were in favor of increasing non-residential uses in Medway.



Comments on this theme showed varied viewpoints. While some people are in support of multi-family housing development, others are wary of increased development, especially in Oak Grove. Some suggested focusing on creating a downtown by redeveloping the 109 plaza or other already developed areas instead. Several commenters suggested the development of smaller houses for families, or elderly housing. A few commenters who are against increased development noted the importance of open space preservation in the town. Online respondents had similar suggestions and concerns.

Core Theme #2:
Conservation, Resiliency,
and Stewardship
Ensure heritage protection,
natural resource
conservation and
regeneration, and renewable
energy for a sustainable and
resilient town and region.

CORE THEME #2:

CONSERVATION, RESILIENCY, & STEWARDSHIP

Ensure heritage protection, natural resource conservation and regeneration, and renewable energy for a sustainable and resilient town and region.

COMMUNITY ENGAGEMENT RESULTS

Medway residents made it clear in many of the engagement activities this summer that the protection of Medway's heritage and resources is very important. Medway is a community that values the natural world and open space protection and seeks to maintain its beautiful natural resources. Along with an abundance of natural resources, Medway's long history is evident in the multitude of historic

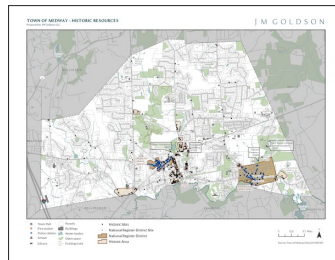
buildings and places in the town, which residents would like to see protected. While protection of existing resources is important to community members, many looked towards the future as well. Participants want to see Medway move in the path of resiliency to prepare for a changing climate and embrace a sustainable future.

EXISTING CONDITIONS FINDINGS

"The historic neighborhood nodes are home to a variety of civic uses such as town hall, the police department, the fire department, parks, and houses of worship. However, a lack of density resulting in part from demolition of older structures and their replacement with parking, and in-town competition from shopping plazas have limited commercial development in these areas."

HISTORIC AND CULTURAL RESOURCES

Medway has the potential to preserve and celebrate its history and culture while also ensuring wise stewardship of the town's resources and reducing negative impacts on the environment. Historic preservation and sustainability are very compatible as the preservation and reuse of historic buildings reduces resource and material consumption, puts less waste in landfills, and consumes less energy than demolishing buildings and constructing new ones. Medway has a wealth of historic resources but there are no Local Historic Districts and minimal other protections, leaving the community's irreplaceable historic resources at risk.



"Planning for agriculture is important because of its value to food systems, local economies, the environment, and quality of life, and also to help communities become more resilient and able to adapt to market forces and climate change."

NATURAL RESOURCES

Medway's landscape offers a wide range of natural resources, including fertile soils that support local food production, the trees and forested areas that help cool and clean the air while capturing carbon, and water resources that supply homes and businesses, as well as providing habitat and scenic views. The Town continues to make coordinated efforts to conserve and sustain these resources; however, pressure from development and population growth, and the uncertainty associated with climate change, will require continued vigilance. Medway has made significant progress in land conservation and trail development in the Chicken Brook corridor. For the health of the community's open spaces, all species in Medway, and the community, further connections and expansion of this network would provide significant benefits.

MEDWAY MASTER PLAN

J M
GOLDSON

VISION FOR... **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 coverage, but also has reduced the impacts on essential natural systems caused by human activity, such as wastewater and solid waste, energy consumption and fossil fuels, 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 and viable farming businesses as well as pulling excess carbon dioxide out of the atmosphere and benefiting local water quality and quantity.

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

GOALS FOR... **Conservation, Resiliency, and Stewardship**

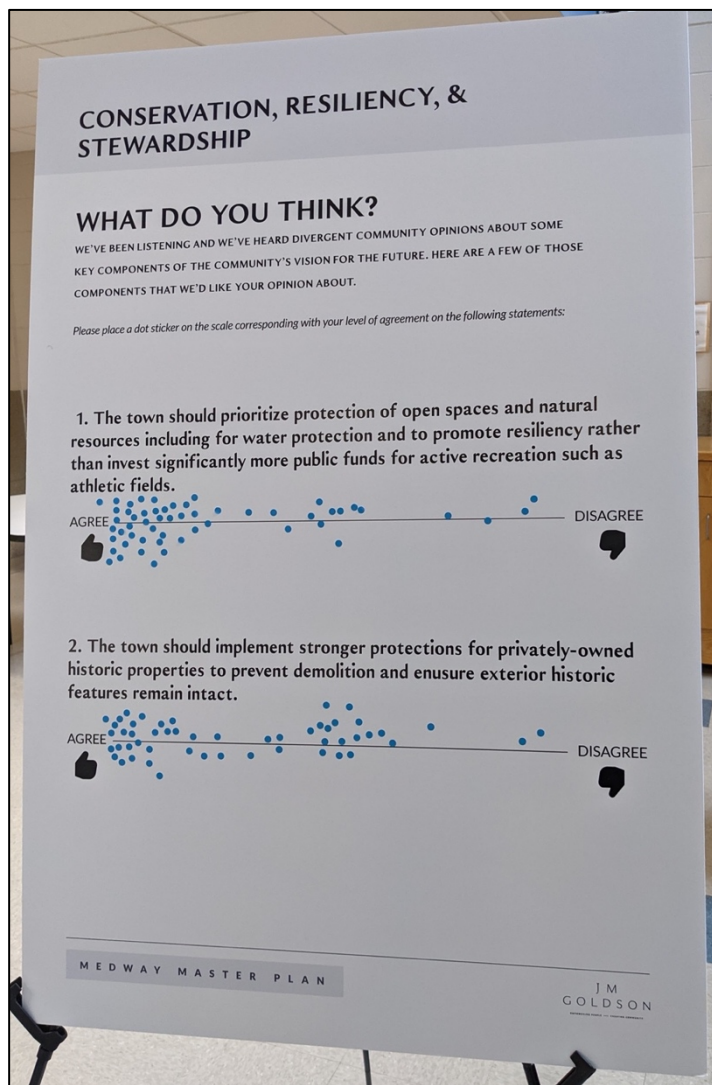
1. Actively work to achieve 40% emissions reductions below the FY2009 baseline by 2030 in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.
2. Permanently protect tree canopy and at least 30% of open space land prioritized for three purposes:
 - a. carbon sequestration to remove carbon from the atmosphere
 - b. biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats
 - c. prime farmland to enable local food production through regenerative water smart farming practices
3. Celebrate and honor local heritage by increasing local awareness and protecting historic resources including buildings, cemeteries, landscapes, archeological resources, and other irreplaceable resources.
4. Reduce impacts on essential natural systems caused by human activity including through water conservation, eco-friendly landscaping and waste disposal, nature-based stormwater solutions, electric vehicle infrastructure, and use of renewable energy sources.
5. Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities including town hall, police, fire, DPW, Thayer House Ide House, and other town-owned assets.

WHAT DO YOU THINK?

WE'VE BEEN LISTENING AND WE'VE HEARD DIVERGENT COMMUNITY OPINIONS ABOUT SOME KEY COMPONENTS OF THE COMMUNITY'S VISION FOR THE FUTURE. HERE ARE A FEW OF THOSE COMPONENTS THAT WE'D LIKE YOUR OPINION ABOUT.

Please place a dot sticker on the scale corresponding with your level of agreement on the following statements:

- 1. The town should prioritize protection of open spaces and natural resources including for water protection and to promote resiliency, rather than invest significantly more public funds for active recreation such as athletic fields.
- 2. The town should implement stronger protections for privately-owned historic properties to prevent demolition and ensure exterior historic features remain intact.



Many participants strongly agreed that the town should prioritize protection of open space and natural resources, although about four participants appeared to disagree and others remained neutral. Responses were slightly more spread out on the second question, which asked whether the town should implement stronger protections for privately owned historic properties. The number of people who agree with this idea and the number that are neutral are about equal. Online participants also strongly agreed that the town should prioritize the protection of open spaces and natural resources and implement stronger protections for historic properties, although there were more "neutral" responses on the latter statement. When asked for thoughts and suggestions, participants supported the preservation of natural areas, including open space and agricultural land, and emphasized their support of the trail system. A couple comments mentioned support for historic preservation, but within moderation. Online commenters emphasized the need for a balance in between protecting open space and keeping athletic fields in use, as well as offered ideas about historic preservation options. There were

conflicting opinions in the comments about protections for private historic buildings, although several comments suggested increasing resources for private homeowners to preserve their homes.

Core Theme #3: A Caring, Close-Knit Community
Foster caring community connections supported by accessible services, vibrant local businesses, and cultural and recreation opportunities for a healthy, close-knit community.

CORE THEME #3:

A CARING, CLOSE-KNIT COMMUNITY

Foster caring community connections supported by accessible services, vibrant local businesses, and cultural and recreation opportunities for a healthy, close-knit community.

COMMUNITY ENGAGEMENT RESULTS

Participants in the community engagement events see Medway as a caring, tight-knit community. The town has several cultural and recreation resources that offer opportunities for community members to connect with one another and

participate in public life, but many saw opportunities for even more resources, such as increasing the number of local businesses, offering activities for people of all ages, and increasing accessible services for those who need them.

EXISTING CONDITIONS FINDINGS



CULTURAL RESOURCES

Medway has several cultural resources, including a well-loved community library with a makerspace, town-wide events, and many people dedicated to the arts. However, with a lack of event space and dedicated centers for arts and culture, access to the arts can be limited. Supporting the arts in a town like Medway is not only beneficial for the artists themselves, but it also allows the town to become more unique and desirable, leading to a thriving community culturally.

SCHOOL FACILITIES

While schools are not currently facing capacity challenges, the Town and School Department did have facility assessments and plans completed for each of the public buildings discussed in this chapter, including the four school buildings. The school facility assessments provided a 20-year capital plan with an estimated \$60 million in capital needs. As this amount is likely too high for the Town to fund, the School Department and Facilities Manager are carefully programming capital investments over time to ensure buildings continue operating safely and efficiently with minimal disruptions to school activities.

COUNCIL ON AGING & SENIOR CENTER

The Senior Center offers many programs and services for Medway's older residents and serves as a meeting place, wellness check, and opportunity for socialization particularly for those seniors who may live alone or have mobility challenges. In general, the Senior Center offers programs in four broader areas which include: health, events, meals, and transportation/trips. As Medway's senior population continues to grow from both aging in place and new age-restricted residential development, additional pressure will be placed on both the Senior Center facility and the programs offered. This is particularly true for exercise space, outdoor space, and multi-purpose spaces where seniors of various ages and abilities can take part in a variety of activities.

MENTAL HEALTH SERVICES

Medway and Franklin are jointly participating in an innovative program whereby both towns share a mental health clinician who can accompany police to calls related to mental health issues. In 2020, the clinician responded to 106 incidents and can evaluate a person or persons on scene to determine if they are a threat to themselves or others. This program has reduced the number of people sent to the hospital for evaluations as the clinician can do those on scene compared to officers who would be more likely to transfer the person to the hospital for an evaluation. The Police Department estimates each evaluation and hospital visit can cost upwards of \$4,000 in insurance and hospital costs. The Town is now discussing an expansion of the clinician program to full-time.

RECREATION

Medway has made significant investments to increase the capacity and diversity of athletic facilities. The numerous sports leagues and other organized outdoor activities require extensive coordination by Town staff and volunteers. Ongoing maintenance and management of these facilities will require dedicated resources. The Town has also identified the need for improvements at secondary ball fields and playground areas, including the VFW softball field and Winthrop Street Playground.

VISION FOR... A Caring Close-Knit Community

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

Residents of Medway, regardless of income, age, identity, and ability, support the community as volunteers, actively participate in local decisions including at Town Meeting, and enjoy 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.

GOALS FOR... A Caring Close-Knit Community

1. Nurture and reinforce 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, and are encouraged to participate in town government.
2. 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.
3. Foster strong community connections and social participation by providing intergenerational gathering spaces and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
4. Support affordable supportive community and health services, including social and emotional health services, as well as community volunteer opportunities to encourage civic engagement.
5. Meet community needs for inclusive indoor and outdoor recreation opportunities, continued learning, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

WHAT DO YOU THINK?

WE'VE BEEN LISTENING AND WE'VE HEARD DIVERGENT COMMUNITY OPINIONS ABOUT SOME KEY COMPONENTS OF THE COMMUNITY'S VISION FOR THE FUTURE. HERE ARE A FEW OF THOSE COMPONENTS THAT WE'D LIKE YOUR OPINION ABOUT.

Please place a dot sticker on the scale corresponding with your level of agreement on the following statements:



1. Medway should prioritize the creation of a community center where residents of all ages and backgrounds can participate in activities and deepen relationships with neighbors.
2. I would like for Medway to have a performance space and increased opportunities for

artists to thrive in this community.

Most participants agreed with both statements related to this core theme: that Medway should create a community center and aim for the establishment of a performance space and more opportunities for artists.

Several participants were neutral, and only a couple disagreed with each statement. On the online forum, participants also mostly agreed on both statements, although about five people disagreed on each.

Commenters on this theme had a few ideas when asked for their thoughts and suggestions. Several participants wrote that they are in support of more space for performing arts and artists. Others emphasized the need for community spaces and activities for teenagers, people without young children, and elderly residents. Online participants echoed this concern.

Several online participants, however, remarked that they do not see the benefits of a new community center, and that current recreation opportunities and spaces are enough.

A CARING, CLOSE-KNIT COMMUNITY

WHAT DO YOU THINK?

WE'VE BEEN LISTENING AND WE'VE HEARD DIVERGENT COMMUNITY OPINIONS ABOUT SOME KEY COMPONENTS OF THE COMMUNITY'S VISION FOR THE FUTURE. HERE ARE A FEW OF THOSE COMPONENTS THAT WE'D LIKE YOUR OPINION ABOUT.

Please place a dot sticker on the scale corresponding with your level of agreement on the following statements:

1. Medway should prioritize the creation of a community center where residents of all ages and backgrounds can participate in activities and deepen relationships with neighbors.

2. I would like for Medway to have a performance space and increased opportunities for artists to thrive in this community.

AGREE DISAGREE

MEDWAY MASTER PLAN

J.M. GOLDSON

Core Theme #4: Safe and Connected Mobility Options

Invest in safe, walkable local streets and mobility options for all ages and connections to local and regional employment and education opportunities.

VISION FOR ... Safe, Green, and Connected Mobility Options

In 2032, Medway's decades of investment in safe, walkable, bikeable local street networks have benefited the whole community – young and old alike. Improvements in connected bike facilities, accessible sidewalks and crosswalks, electric vehicle infrastructure, and access to a variety of local and regional mobility options for all ages connect Medway residents to employment and education opportunities as well as parks, grocery stores, restaurants, healthcare facilities, and gathering places that support a healthy, high-quality life.

New commercial and residential development in the Town Center area on Route 109 and Oak Grove area benefit from expanded local and regional shuttle services, safe walkable sidewalks and crosswalks, and bicycle lanes and storage facilities.

Nature-based green infrastructure and design improvements on Medway's major roadways have reduced the stormwater pollution to surface and groundwater sources and beautified streetscapes with vegetation to help capture and treat runoff. These improvements have also reduced urban heat island effects, reduced water treatment costs, and helped to mitigate flooding.

GOALS FOR ... Safe, Green, and Connected Mobility Options

1. 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, as well as off-road trails or pathways providing people with safe and efficient access to schools, parks, commercial areas, and other key destinations.
2. Invest in traffic calming and safety improvements to high crash areas to improve overall road safety, particularly the intersections on Main Street/Route 109 at Holliston and Highland/Franklin Street.
3. Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage nodal residential or commercial growth, such as shuttle services to support new development at Oak Grove and in the Central Business District.
4. Systematically reduce the impervious surface footprint of public streets and parking areas and use nature-based solutions to reduce stormwater runoff and protect surface and groundwater quality.
5. Increase availability of technology and infrastructure to support electric vehicle and bicycle use, including charging stations and bicycle storage.
6. Expand local and regional public transportation service, such as Dial-a-Ride and shuttle service, to maximize non-auto travel for residents including commuters and older residents to get to MBTA commuter rail stations, grocery stores, medical appointments, and the like.

CORE THEME #4:

SAFE AND CONNECTED MOBILITY OPTIONS

Invest in safe, walkable local streets and mobility options for all ages and connections to local and regional employment and education opportunities.

COMMUNITY ENGAGEMENT RESULTS

Community members often described Medway as a very safe, family-oriented town. However, many did not feel that level of safety for themselves, their children, and other loved ones when it came to walkability in town. The desire for more sidewalks and safer street crossings was one mentioned in almost every engagement activity. The

concern for safety extends to bicyclists as well, who have limited infrastructure to cycle safely in town. Along with this need, many residents identified their wish to be more easily connected to surrounding towns and metropolitan areas through public transportation opportunities.

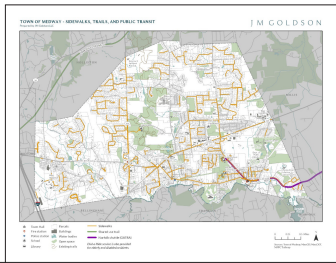
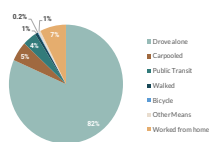
EXISTING CONDITIONS FINDINGS

"Medway, while not directly served by the MBTA, has found ways over the last ten years to invest in public transit by engaging CATRA and the local Senior Center to develop creative ways to help people get around. This has resulted (pre-pandemic) in high ridership on both the Dial-a-Ride service and the Norfolk T Shuttle, showing strong demand for alternatives to driving alone."

TRANSPORTATION

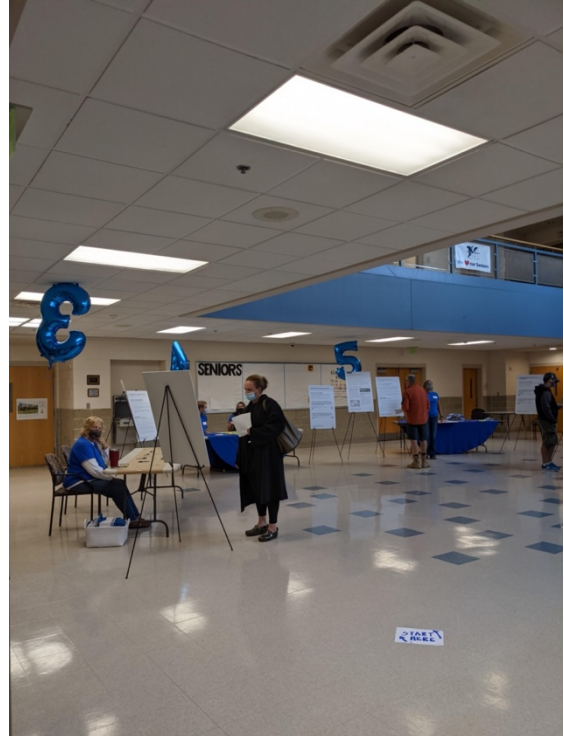
Transportation issues in Medway center around the desires for improving connectivity and safety for all users around Medway, but with particular attention to pedestrians, transit users, and cyclists. Medway is a growing and changing community, and accounting for these demographic and physical changes is key to evolving the existing transportation system to serve all users. Changes to the transportation infrastructure and how it interfaces with land uses also provide opportunities to reduce energy consumption and emissions related to vehicle trips and create greater opportunities for the human interactions that build social capital and community resilience.

MODE OF TRANSPORTATION TO WORK FOR MEDWAY RESIDENTS



MEDWAY MASTER PLAN

J M GOLDSON



WHAT DO YOU THINK?

WE'VE BEEN LISTENING AND WE'VE HEARD DIVERGENT COMMUNITY OPINIONS ABOUT SOME KEY COMPONENTS OF THE COMMUNITY'S VISION FOR THE FUTURE. HERE ARE A FEW OF THOSE COMPONENTS THAT WE'D LIKE YOUR OPINION ABOUT.

Please place a dot sticker on the scale corresponding with your level of agreement on the following statements:



1. Increasing public shuttle/van service in Medway is desirable, as it will make it easier for residents of all ages to travel to surrounding communities such as to the commuter rail, grocery stores, medical appointments, and the like.



2. Medway should encourage and support the transition to electric and other clean, alternative fuel options for vehicles such as with more public access electric vehicle chargers.

Almost every participant agreed that increasing public shuttle/van service in Medway is desirable, with only a few participants remaining neutral. Most participants agreed that Medway should encourage and support the transition to electric and other alternative fuel options, although about nine participants were neutral and three disagreed. In the online forum, most people were neutral or agreed that increasing public transportation would be a good idea. Similar results appeared on the second statement, with only a few people disagreeing with each. When asked to write their thoughts and suggestions, participants emphasized the need for more sidewalks and safe street crossings in town. A couple of responses called for bike safety measures, and others mentioned the need for traffic calming solutions. Lastly, a couple comments mentioned the need for bus transportation. On the online forum, participants echoed the concerns about a lack of sidewalks and bus service for seniors. There were several concerns about electric vehicle chargers from commenters who believe the town doesn't yet need this infrastructure, and others that encouraged bicycle infrastructure that is separate from vehicle infrastructure.

