

Planning and Economic Development Board JOINT MEETING

With Master Plan Committee and Select Board

**Monday, June 13, 2022 @ 6:30 p.m.
In-Person Meeting with Zoom
Medway Middle School Presentation Room
45 Holliston Street**

Master Plan Committee (MPC) Members present in person: Eric Arbeene; Rebecca Atwood (left at 8:55 PM), Susan Dietrich; Ellen Hillery, Denise Legee, Sarah Raposa, Linda Reynolds, Debi Rossi.

Master Plan Committee (MPC) Members participating remotely: Jess Chabot, Siri Krishna Khalsa (exited 8:30 PM), Cassandra McKenzie, Kristen Salera (exited 8:40 PM) and Jack Wolfe (arrived 6:50 PM).

Master Plan Committee (MPC) Members absent: Carey Bergeron, John Foresto, Tara Kripowicz.

Master Plan Committee Staff: Barbara Saint Andre, Community Development Director; Jeanette Galliardt, Recording Secretary.

NOTE - Susy Affleck-Childs, Planning and Economic Development Coordinator, was absent.

Select Board present in person: Frank Rossi, Clerk; Glenn Trindade.

Select Board members participating remotely: Todd Alessandri.

NOTE – Select Board members Maryjane White and Dennis Crowley were absent.

Planning and Economic Development Board Present in person: Matt Hayes, Chair; Sarah Raposa.

PEDB Members participating remotely: Jess Chabot, Rich Di Iulio, Clerk (left at 8:32 p.m.)

NOTE – PEDB member Bob Tucker was absent with notice.

Others Present: Michael Boynton, Town Manager (arrived 7:39 PM); Consultant Jenn Goldson, Managing Director, JM Goldson, LLC.

Call to Order

At 6:32 PM Ms. Rossi, Vice Chair of the Master Plan Committee called the meeting of the Master Plan Committee to order and conducted a roll call of those present as follows: Eric Arbeene; Rebecca Atwood, Susan Dietrich; Ellen Hillery, Denise Legee, Sarah Raposa, Linda Reynolds, and Debi Rossi were present in the meeting room.

The following Master Plan Committee Members participated in the meeting via Zoom (remote): Jess Chabot, Siri Krishna Khalsa, Cassandra McKenzie, and Kristen Salera.

Members Carey Bergeron, John Foresto, Tara Kripowicz were absent as well as Planning and Community Development Coordinator Susy Affleck-Childs.

At 6:34 PM the Select Board called its meeting to order with Frank Rossi, Clerk, and Glenn Trindade present in the meeting room. Todd Alessandri was present via Zoom.

At 6:35 PM the Planning and Economic Development Board called its meeting to order with Matt Hayes, Chair, and Sarah Raposa present in the meeting room; Rich Di Iulio, Clerk and Jess Chabot participated via Zoom.

As there were members participating remotely, any votes taken will be by roll call in accordance with the Town's Remote Participation policy.

Meeting Protocol

Those participating remotely remained muted unless they wished to speak, and the Chat function was used to submit comments/questions. Chat comments will be attached to these minutes. There were members of the public accessing the meeting via Zoom; there were no members of the public present in the meeting room.

Recap of Phase III Master Plan Community Engagement Activities

The following information was reviewed:

- (1) Memorandum from Jenn Goldson to Committee;*
- (2) Medway Phase III Strategies Full Report;*
- (3) Medway Phase III Strategies Redline version 3;*
- (4) Medway Phase III Strategies Report Appendix;*
- (5) Medway Phase III Strategies Summary version 7;*
- (6) June 13 PowerPoint presentation RE Strategies.*

Documents are attached.

Present: Jenn Goldson, Consultant, JM Goldson, LLC.

Utilizing a PowerPoint presentation (***Attached***), Ms. Goldson briefly explained the planning process involved in this initiative, noting that there are four phases, and the group's work is currently at the end of Phase III. There were over 400 participants in Phase III with 1,684 points of participation by Medway residents thru Phases I, II and III. Reports based on data collected are compiled and included at the end of each phase. The final report will be presented at the June 27th meeting of the Master Plan Committee.

At this time, Ms. Goldson reviewed the Phase III schedule. She explained the focus groups, noting that many of tonight's attendees participated in one, and how that data was incorporated into reports. Continuing, she reviewed the other engagement opportunities held so far, including the meeting with department heads. Numerous efforts have been made to reach all demographic groups, especially those that are underrepresented in participation. Brief discussion followed.

Review and discuss DRAFT Phase 3 Medway Tomorrow Report - Master Plan Implementation Strategies

At this time, Ms. Goldson drew attention to Page 25 of the report which features the summary matrix. She briefly explained what each color represented, pointing out that this is an easy way to learn why a particular idea or strategy may have been removed from consideration. Next, she shared responses to two questions posed to residents on Medway Pride Day along with their respective results.

Referring to the Goals and Strategies Organizational Chart, she encouraged Committee members to review these now that the process is further along. It is possible that the Goals and Vision may need to be modified based on data collected.

Ms. Goldson now opened the floor for Open Q&A as she continued, noting that attendees should ask their questions along the way rather than wait until the end.

- What proposed strategies do you especially like?
- What proposed strategies would you like reworded?
- What strategies are missing that you'd like to see considered?

- Are there any deal-breakers for you?

She theorized that, in the final report, there should be no “deal-breakers” as those should have been removed prior to the final report.

Utilizing the PowerPoint presentation again, Ms. Goldson quickly reviewed some of the major categories of strategies with occasional discussion by attendees with suggestions to reword, delete, or add statements, and so on. The strategies that were reviewed were:

❖ **Responsible and Strategic Growth**

- *Catalyze Redevelopment on Route 109* – Ms. Goldson explained the placemaking strategy which was widely supported. She stated that the idea of tax increment financing was a strategy with “middling” support. Also consider designating an Urban Renewal Area if eligible; a study is required to determine if the area is eligible.
- *Promote Oak Grove Development* – Ms. Goldson explained these strategies to implement the existing Urban Renewal Plan.
- *Commercial and Industrial Expansion*- This includes EDIP tax increment financing as incentives as a consideration for industrial zones. Mr. Wolfe mentioned that the state has a lot of venture capital available for development. He believes there are many larger businesses that would want to locate in Medway. Also rezoning portions of Main Street and modernizing industrial zoning should be considered.
- *Maintain AAA Bond Rating* – Ms. Goldson mentioned that the Town is already doing a lot of these strategies.
- *Continued Local Business Success* – This is about supporting local businesses and farms, such as looking at zoning changes. Farm to Table, expand the Farmer’s market, home based businesses, and Town support. There was a question regarding collaboration with the Medway Business Council.
- *Accessible and Affordable Housing* – Took recommendations from the recently approved Housing Production Plan, including rezoning, modernizing Housing Authority properties, and affordable starter homes. Mr. Trindade asked about the starter homes. Ms. Goldson clarified that this could include infill lots in partnership with Habitat for Humanity. Mr. Trindade stated that one concern with cottage style development is that the cottages will be higher density but will not be affordable. He stated that a better use of money is to use funds for developments such as Glen Brook, where more than one family is assisted with affordable housing. Mr. Arbeene concurred with Mr. Trindade’s comments. It was agreed by consensus to change the strategy regarding starter homes.
- *Future Transportation Improvements* – Ms. Goldson mentioned there was mixed feelings on adopting a complete streets policy, so this strategy has been revised so that it would be tailored to Medway. Also, a strategy for more shuttle busses. A concern was mentioned that regional busses for seniors could lead to longer waiting times.

❖ **Infrastructure to Support Growth (with subsections)**

- *Drinking Water, Wastewater & Stormwater* – Ms. Goldson noted the Town is already working on most of these. Mr. Trindade noted that the Town water system already has back-up energy.
- *Stewardship & Accessibility for Public Assets* – Ms. Goldson reviewed the strategy for facility updates at regular intervals, which the Town recently completed. The consensus was to leave the strategy in the Master Plan. Mr. Trindade discussed the Select Board’s approach to determining whether to add new positions, including the use of grant funds if available. Mr. Hayes asked if the Town is fully staffed now. Mr. Boynton stated the Town is doing well with staffing and reviewed potential areas where more staffing may be needed

in the next few years. The consensus was to evaluate Town staffing across the board, without mentioning specific departments.

- *New or Updated Municipal Facilities* – This includes a new Town Hall, fire and police facilities, and other facilities.
- *Walking & Biking Safety, Access, Connections* – This includes a second mention of Complete Streets to consider a prioritization plan. Mr. Trindade doubted that the Town will receive state grants if the Town adopts a Complete Streets policy that does not match the state policy. The members discussed the Complete Streets program, and the need for walkability, sidewalks, and bicycle lanes. This needs to be balanced against cost, potential loss of trees and land takings.
- *EPX and Electric Vehicle and Bicycle Use* - No comments
- *Traffic Calming* – Ms. Goldson showed a graphic that higher speeds are more dangerous. They have mapped the high crash areas in town. Grants are available. The Town can try out some calming methods as pilot programs before making any permanent changes. Ms. Rossi and Mr. Boynton noted that the police department and Town officials are already looking into this; Village Street was mentioned as one street.

❖ **Conservation, Resilience and Stewardship**

- *Achieve 40% Emissions Reductions Below FY2009* – Ms. Goldson explained using a phased approach to achieve net zero, noting the specific strategies. No comments.
- *Protect Tree Canopy & 30% Open Space* – Ms. Goldson noted that this is a very aggressive goal. The town is at 7.3% permanently protected land now. If the Town fully implements the Open Space Plan, it will reach 30% permanently protected open land. The members discussed the potential for the Town to buy chapter 61A land when the Town's option is triggered. The consensus was to leave it at 30% as a goal, but to remove any reference to a specific parcel of land and clarify the language to acquire and protect. Conservation Commission is working on a tree preservation bylaw, but it has not been brought forward yet. Mr. Boynton pointed out that there are some conflicting strategies, such as tree canopies versus energy resilience and solar. There was discussion on the potential tree preservation bylaw, tree canopies, and solar. Restricting landowners from being able to cut trees may be difficult to obtain Town meeting approval. The consensus was to limit the idea of a tree preservation bylaw to Town owned properties only.
- *Protect Historic Resources* – Ms. Goldson noted that creation of a local historic district, which can regulate exterior features visible from the public way, is more controversial. Another option is a floating district for buildings that are pre-1800. She stated that there may be some grant funds available for homeowners that are willing to put a preservation restriction on the building. A new historic district commission would be established to make decisions on exterior changes to the structures, including any demolition. It was discussed that these bylaws would require staff support and the Town does not have a large staff. Ms. Chabot felt that the strategy regarding floating historic district should be removed.

❖ **A Supportive Community**

- *Nurture & Build a Sense of Belonging for All* – Ms. Goldson explained the strategies.
- *Ways to Expand Public Feedback* – Ms. Goldson explained and showed an example.
- *Maintain and Modernize School Facilities* – Ms. Dietrich suggested adding a strategy on meeting the needs of increasingly diversified students.
- *Community Connections & Social Participation* – Ms. Goldson explained this is a way to encourage people to participate in the community and in public spaces. A public art commission might be part of the Cultural Council. The members discussed the subject of public art.

- *Supportive Community & Health Services* – Ms. Goldson reviewed the strategies. The members discussed the need for more health and human services.
- *Inclusive Outdoor & Indoor Recreation* – Ms. Goldson reviewed the strategies. The consensus was not to mention specific Town parks.
- *Housing, Services & Opportunities for Seniors* – Ms. Goldson reviewed the strategies; looking at best practices, expanding senior transportation.

At this time, Ms. Goldson encouraged members to review the materials from tonight and submit any suggestions within the next day or two so they can be considered for incorporation into the final report. The updated report will be presented a week prior to the June 27th Master Plan Committee meeting so that members have adequate time to review it. Concern was expressed that this information should be shared with the public. Ms. Goldson responded that the Plan is designed to involve department heads, municipal staff and other stakeholders; the Plan will be voted on by the public at a later date. Continuing, she noted that the next thing for the Committee to work on is the development of an Action Plan over the summer. She displayed a slide depicting an example of an Action Plan.

Presentation and discussion concluded at 9:06 PM.

On a motion made by Sarah Raposa and seconded by Jess Chabot, the Planning and Economic Development Board voted to adjourn its meeting. The motion passed with a vote of 3 in favor (Chabot, Hayes and Raposa).

The PEDB meeting was adjourned at 9:07 p.m.

*Respectfully submitted,
Jeanette Galliardt
Master Plan Committee Recording Secretary*

*Reviewed and edited by,
Barbara Saint Andre
Director of Community and Economic Development*

*Susan Affleck-Childs
Planning and Economic Development Coordinator*

J M GOLDSON

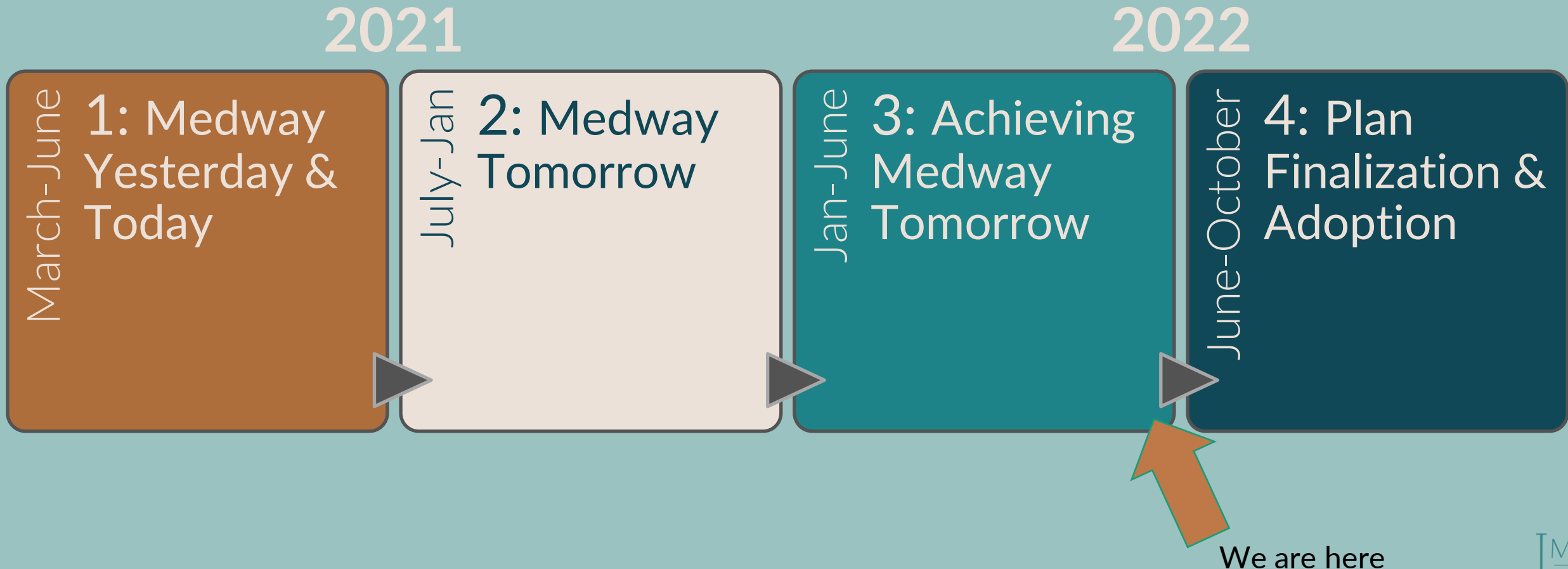
—
EMPOWERING PEOPLE.
CREATING COMMUNITY.

MEDWAY MASTER PLAN PHASE III STRATEGIES

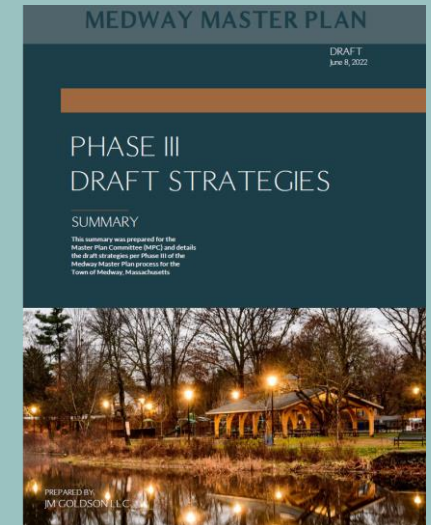
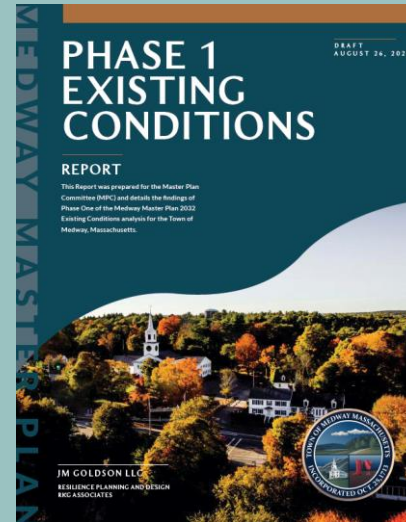
6/13/2022

PRESENTATION BY
JENN GOLDSON, AICP

THE PLANNING PROCESS



- Phase I: Existing Conditions
- Phase II: Vision and Goals
- Phase III: Strategies
- Phase IV: Plan finalization



DELIVERABLES FOR EACH PHASE



OVERVIEW OF WHERE WE'VE COME FROM

p: 617-221-4003

w: JMGOLDSON.COM



PHASE III SCHEDULE

Consultant team brainstorm session to identify best practices and strategy options to support the draft vision and goals

1/24: MPC meeting to review plan for focus groups and discuss stakeholders and town officials to participate

Prepare for focus groups: Coordinate invitations; assemble info on best practices and strategy options; design discussion activities

JAN-FEB

2/15: Focus group on #1: Responsible & Strategic Growth (See pg. 2)

2/28: MPC meeting to provide status report of focus groups and plan for April community engagement

3/1: Focus group on #2: Infrastructure to Support Growth

3/9: Focus group #3: A Supportive Community

FEB-MAR

3/15: Focus group #4: Conservation, Resiliency, & Stewardship

Prepare aggregated summary of focus groups and outline of draft strategy

3/28: MPC meeting to review outline of draft strategy options (RKG to attend)

April: Implement community engagement to solicit feedback on strategy options (see pg. 3)

MAR-APR

4/27 Dept. Manager's meeting to review strategy options and discuss feasibility and capacity

Draft shortlist of priority strategies based on engagement results and Dept. feedback

5/12: MPC meeting to review shortlist of priority strategies

Refine shortlist of strategies

6/13: Present shortlist to MPC, SB, and PEDC at joint meeting

APR-JUNE

PHASE III ENGAGEMENT

- (4) Focus Groups
- (9) April Roadshow submissions
- (1) Community public forum
- Storymap online engagement platform
- Department Manager's meeting
- Individual and Small Group engagement
- Medway Pride Day

406 participation points in Phase III

Over 1,682 points of participation where Medway community members engaged in this plan during Phases I, II, and III.

PHASE III ENGAGEMENT: PARTICIPANT CHARACTERISTICS AND REPRESENTATION

WELL REPRESENTED

Racial/ethnic identity

Homeowners

Age

- Most over 45 years old

UNDERREPRESENTED

Youth and Younger Residents

Renters

PHASE III ENGAGEMENT: SUMMARY MATRIX

Page 25 of report

Low priority	
Medium/mixed priority	
High priority	
Not Reviewed	

SUMMARY TABLE OF STRATEGY ENGAGEMENT

Event Type/Platform	Focus Groups	April Roadshow	Online Engagement Platform	Department Managers Meeting	Master Plan Steering Committee
Number of participants (some approximate)	75	73	110	16	10
Strategies					
Placemaking					
Oak Grove Redevelopment Plan					
Tax Incentives for Redevelopment					
Special Designation (Route 109)					
Change Zoning to Catalyze Redevelopment					
Smaller village-style commercial areas					
Tax incentives for industrial growth					
Expand industrial development					
Preserve modestly sized homes					
Promote a variety of housing types					
Modernization and rebuilding of Housing Authority Properties					
Complete Streets					
Pursue grant programs (bike/ped infrastructure)					
Expand Public Shuttle Options					
Regionalize Senior Transportation Options					
Construct Water Treatment Plant					
Purchase Additional Wastewater Capacity					
Water neutral growth policy					
Review Drinking Water Infrastructure					
Update Facility Assessments					
Consider construction of a new town hall					
Creating a joint fire and police station					
Creating a joint dispatch center					
Modernize IT infrastructure					
Create free outdoor public wifi					
Centralized food pantry					
Invest in school buildings					
Expand opportunities for recreation, education, and arts					
Evaluate parks and recreation staffing					
Create an intergenerational community					

PHASE III ENGAGEMENT: SURVEY PER MAY MPC MEETING FOR PRIDE DAY

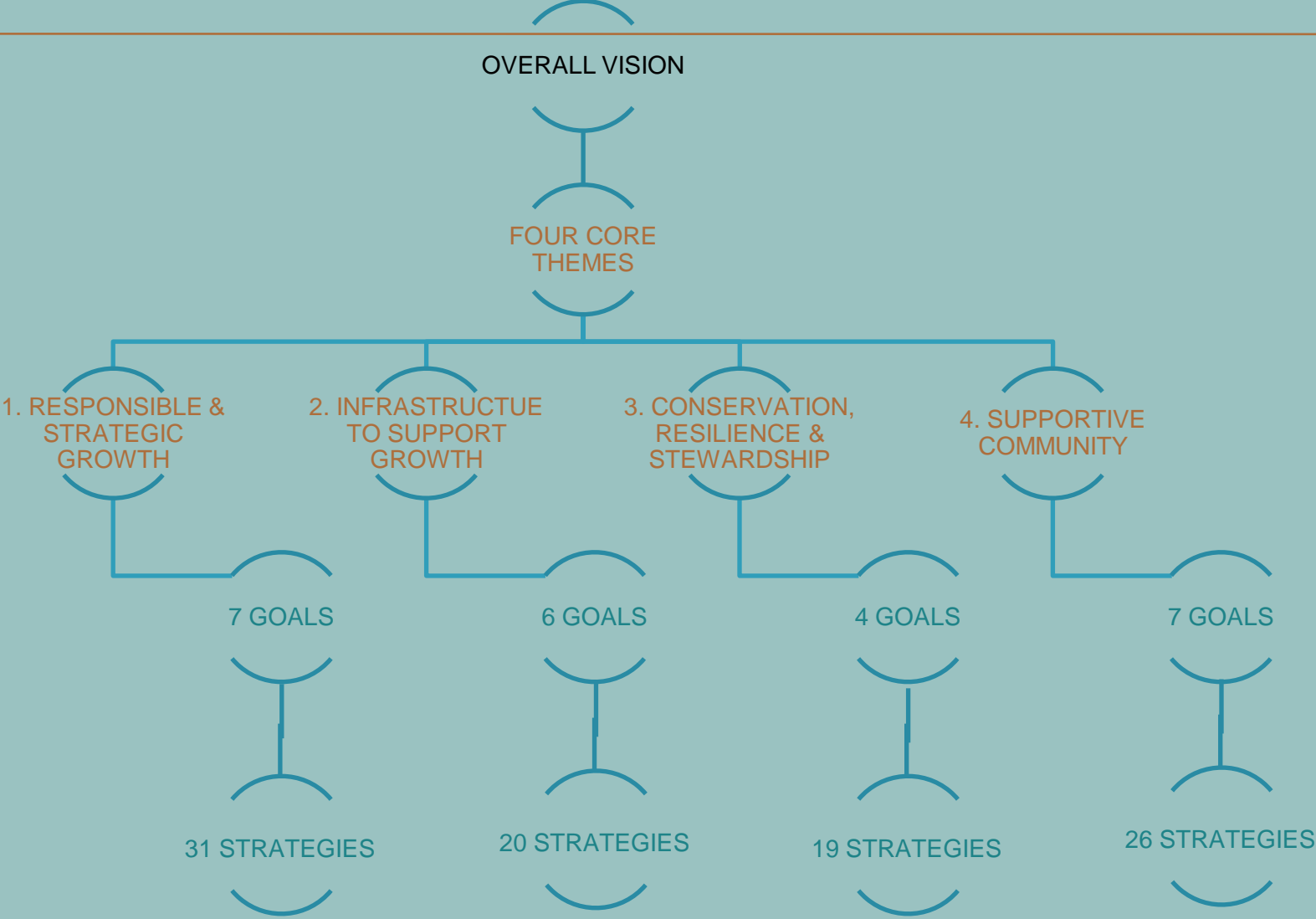
Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high 46%
- About right 44%
- Too low 0%
- No opinion 10%

Would you rather have the Town provide more robust local government services if that meant more property taxes, less government services in order to reduce taxes, or keep services and taxes about as Medway has now?

- More services, more taxes 24%
- Less services, less taxes 10%
- Current approach 56%
- No opinion 10%

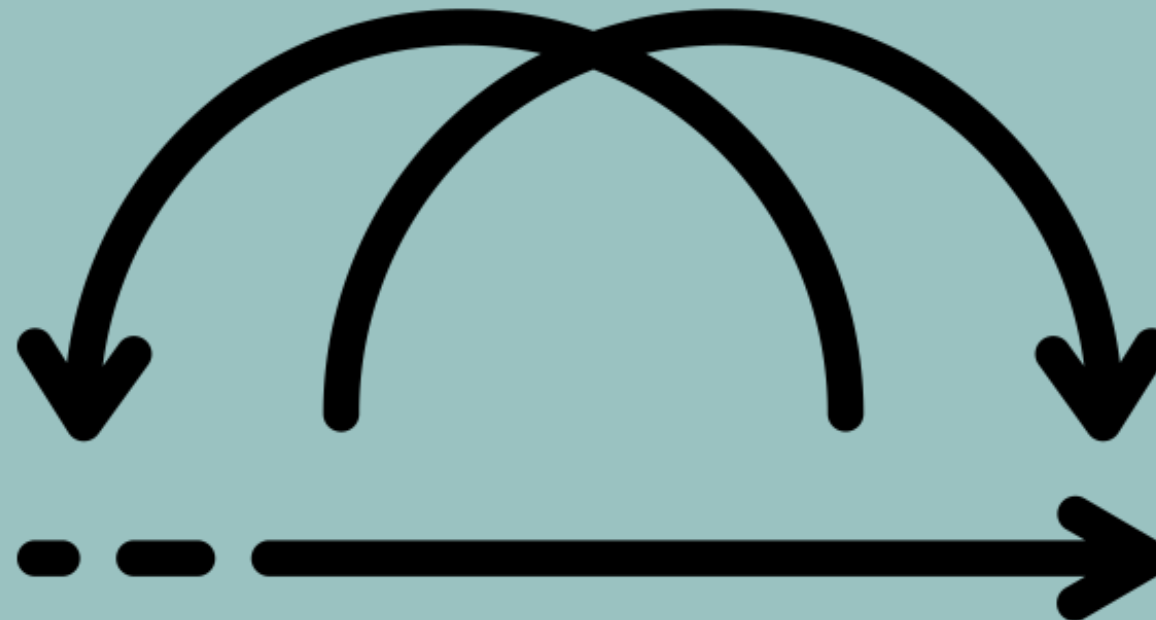
GOALS, AND STRATEGIES ORANIZATION



ITERATIVE PROCESS

Remember – this process is iterative.

As we settled on strategies in Phase III, we will review the draft vision and goals to make more refinements so that they aligned with the strategies (June 27th MPC Meeting)



PHASE III: STRATEGIES

LET'S DISCUSS PRIORITIES

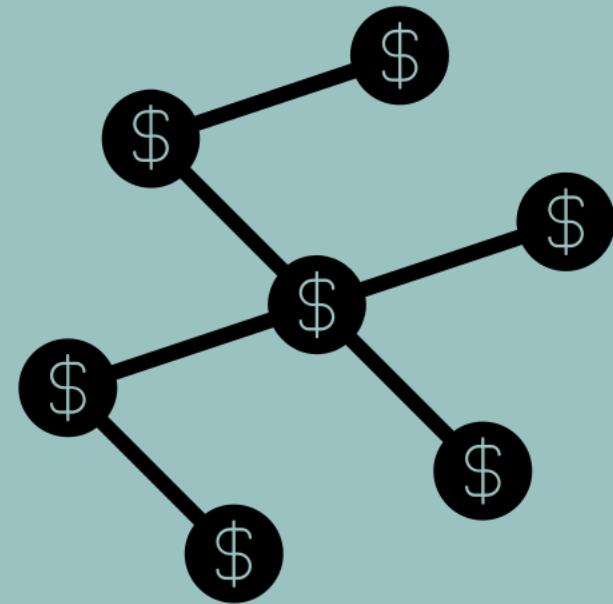


“There is no power for change greater than a community discovering what it cares about.”

- Margaret J. Wheatley, American Writer

RESPONSIBLE AND STRATEGIC GROWTH

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



CATALYZE REDEVELOPMENT ON ROUTE 109

- Placemaking improvements
- Explore adoption of Tax Increment Financing (UCH-TIF) zone to incentivize private investment/redevelopment
- Consider designating as an Urban Renewal Area, if eligible



PROMOTE OAK GROVE DEVELOPMENT

- Leverage funding to execute Phase I & 2 of the Urban Renewal Plan
- Create marketing materials to highlight private development opportunities



COMMERCIAL AND INDUSTRIAL EXPANSION

- Consider offering EDIP Tax Increment Financing to incentivize private development
- Rezone section of Main Street/109 as Village Commercial (VC) district
- Encourage smaller-scale redevelopment in VC districts
- Modernize industrial zoning to attract more industrial users



MAINTAIN AAA BOND RATING

Note: Medway is doing virtually all these things already – they are standard best practices. We will work with the Finance Director and Town Administrator to refine these

- Annual joint meetings
- Review quarterly financial reports
- Financial forecasts early in the budget process
- Long-range financial forecast
- Capital Improvement Plan
- Meet spending parameters and target balances

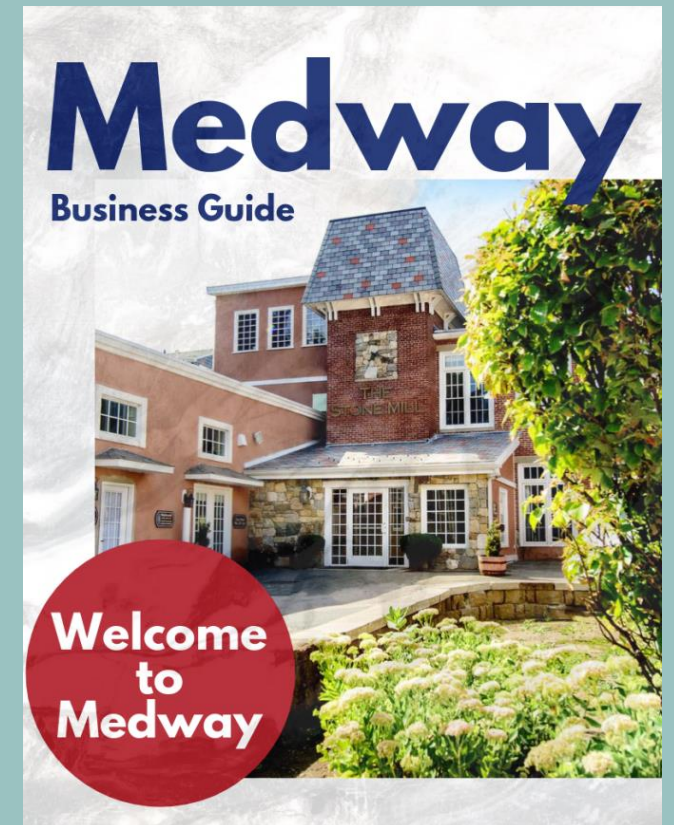


CONTINUED LOCAL BUSINESS SUCCESS

- Promote Agri-entrepreneurs to unlock untapped business potential for farms
- Expand Farmer's Market
- Create incubator for pop-up businesses
- Use zoning and programs to facilitate co-working and home-based businesses
- One-stop business resources location on Town's website & one point of contact

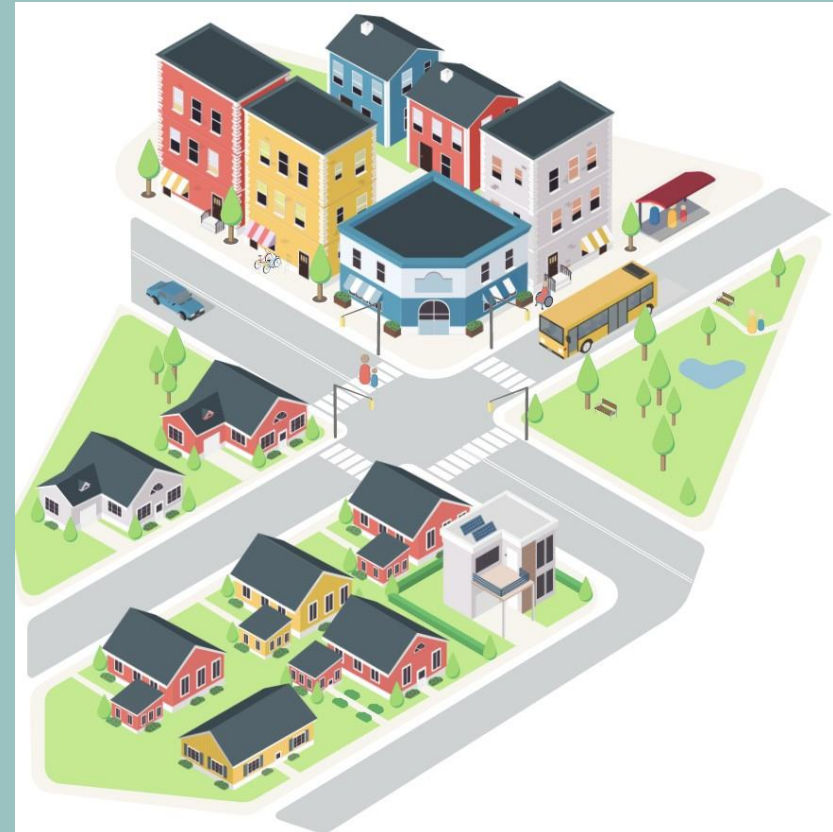


*Pop-up your business in
Ashland!*



ACCESSIBLE AND AFFORDABLE HOUSING

- Rezone residential neighborhoods to match prevailing development patterns
- Revise zoning in accordance with most current Housing Production Plan
- Modernization of Housing Authority properties
- Creation of affordable starter homes



FUTURE TRANSPORTATION IMPROVEMENTS

- Consider a Complete Streets policy which allows flexibility to be context sensitive and complement Medway
- Consider a shuttle system for commuters connected to emerging economic development areas
- Explore regional shuttle options for Medway commuters (GATRA)



INFRASTRUCTURE TO SUPPORT GROWTH

In 2032, Medway's decades of strategic investment in public infrastructure have benefited the whole community.



DRINKING WATER, WASTEWATER, & STORMWATER

- Construct water treatment plant
- Purchase additional wastewater capacity – implement Integrated Water Resources Management program
- Implement recommendation in the Code Review for the Municipal Separate Storm Sewer System (MS4) recommendations
- Review energy resources for drinking water infrastructure (resilience upon grid failure)



STEWARDSHIP & ACCESSIBILITY FOR PUBLIC ASSETS

- Municipal facility assessments update at regular intervals
- VFW & Jacob Ide House use feasibility studies
- Evaluate staffing for town departments including Recreation, Council on Aging/Human Services, and others



NEW OR UPDATED MUNICIPAL FACILITIES

- Town Hall
- Fire and Police facilities
- Joint dispatch center feasibility study



WALKING & BIKING SAFETY, ACCESS, CONNECTIONS

- Continue funding and implementing the Sidewalk Master Plan
- Consider a Complete Streets Prioritization Plan for areas the community would like to prioritize for pedestrian and bicycle safety to unlock construction grant funding
- Pursue other Federal and State grant programs for pedestrian and bicycle facilities



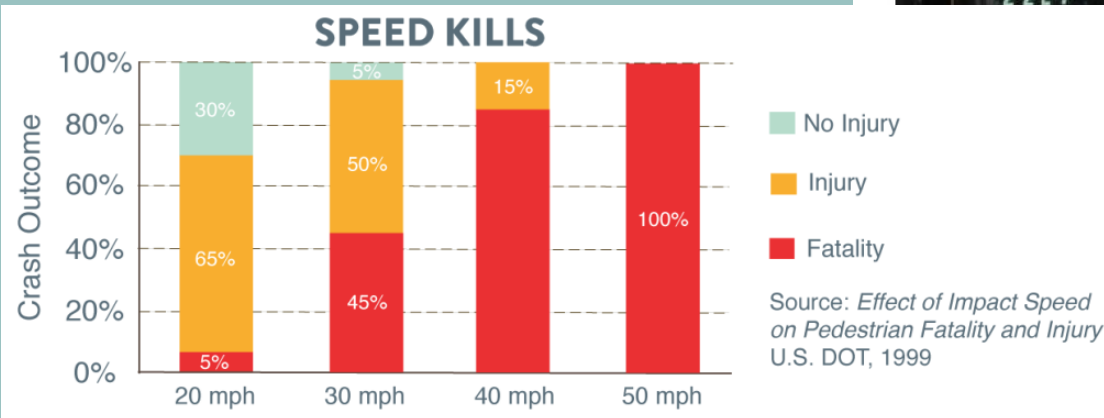
EXPAND ELECTRIC VEHICLE AND BICYCLE USE

- Electric vehicle charging stations on public land and facilities
- Electric Vehicle Readiness policy and zoning audit
- Expand bike racks on municipal properties



TRAFFIC CALMING

- Review speed limits
- Design interventions
- Apply for grant funds
- Low-cost pilot projects



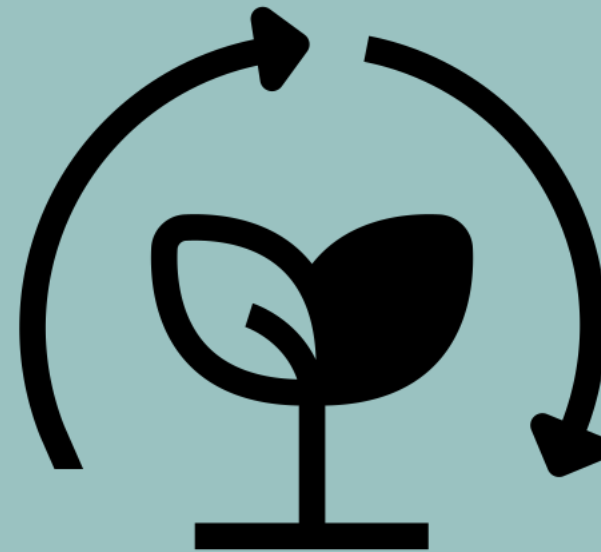
TRAFFIC CALMING: A LIGHTER, QUICKER, CHEAPER WAY TO POLICY CHANGE

Dec 02, 2015



CONSERVATION, RESILIENCY, & 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.



ACHIEVE 40% EMISSIONS REDUCTIONS BELOW FY2009

- Net Zero Energy municipal buildings and fleet
- Promote energy efficiency resources to Medway residents
- Support zoning changes for high performance green building initiatives
- Community supported solar project
- Energy and Sustainability Committee



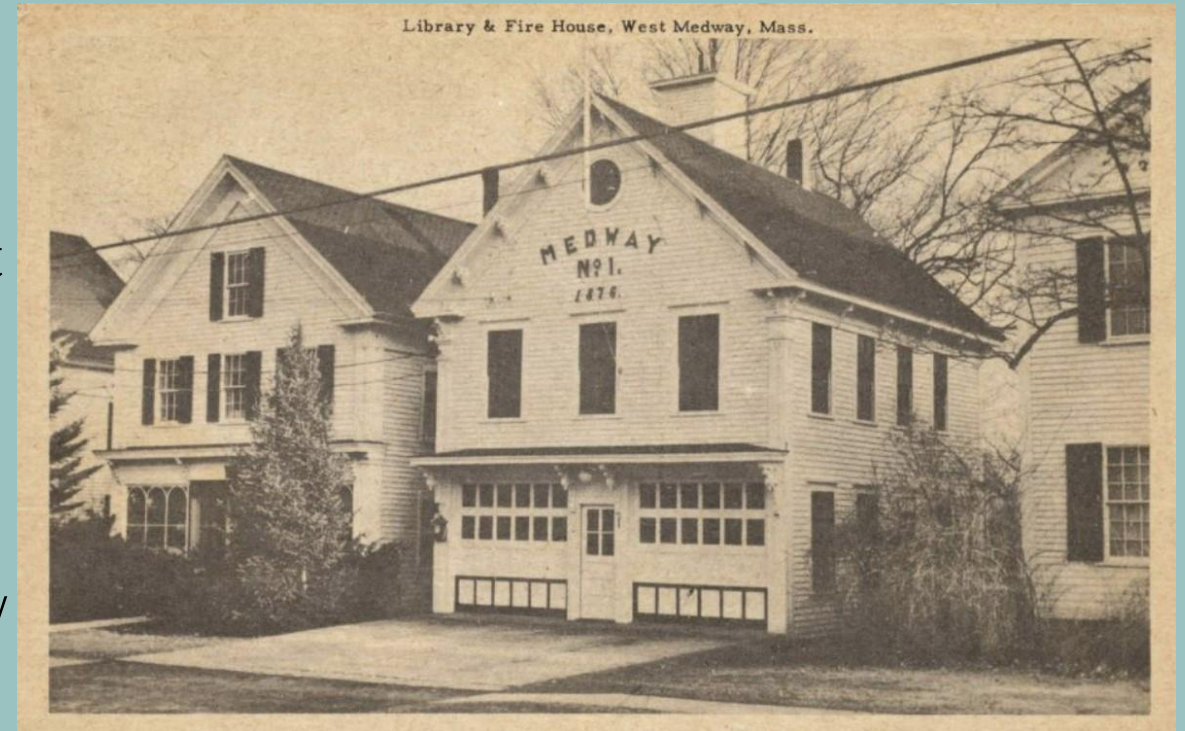
PROTECT TREE CANOPY & 30% OPEN SPACE

- Strategic acquisition & conservation of open space
- Consider allowing clustered subdivisions BY Right rather than special permit as way to preserve more open space
- Tree canopy inventory & consider tree preservation bylaw



PROTECT HISTORIC RESOURCES

- Promote awareness of Medway's history
- Consider creating a Local Historic District (Rabbit Hill)
- Consider creating a floating historic district for Colonial & Federal buildings (pre-1800s)
- Couple above historic districts with preservation grants for historic homes owned by income-qualified homeowners
- Zoning to address massing and scale of new construction in existing neighborhoods



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.



NURTURE & BUILD A SENSE OF BELONGING FOR ALL

- Modernize IT infrastructure to maximize community access
- Promote opportunity for collaborative activities
- Welcome to Medway materials
- Review and strategically implement chosen recommendations of the DEI Committee



WAYS TO EXPAND PUBLIC FEEDBACK

- Survey to determine strategies to boost attendance, such as free childcare
- Focus more on online and email outreach
- Work towards all meetings having online ways to view
- Provide resources for language translation, hearing/sight impaired

Electronic Volunteer Card

[Sign in to Save Progress](#)

Directions

Thank you for your interest in serving your town! Volunteering is easy with the Electronic Volunteer Card – simply follow these steps.

- 1) Select which board or committee you want to serve on from the list. You may select more than 1.
- 2) Fill out the personal information, experience, and education sections.
- 3) Rank your top 3 committee/board preferences.
- 4) Click submit!
- 5) If you ask for an emailed copy of the form you will receive a copy of this form in its entirety from noreply@civicplus.com, look for the copy in your spam or "other" emails if you have difficulty finding it

For more information on boards and committees, [view the full list with links for more information](#).

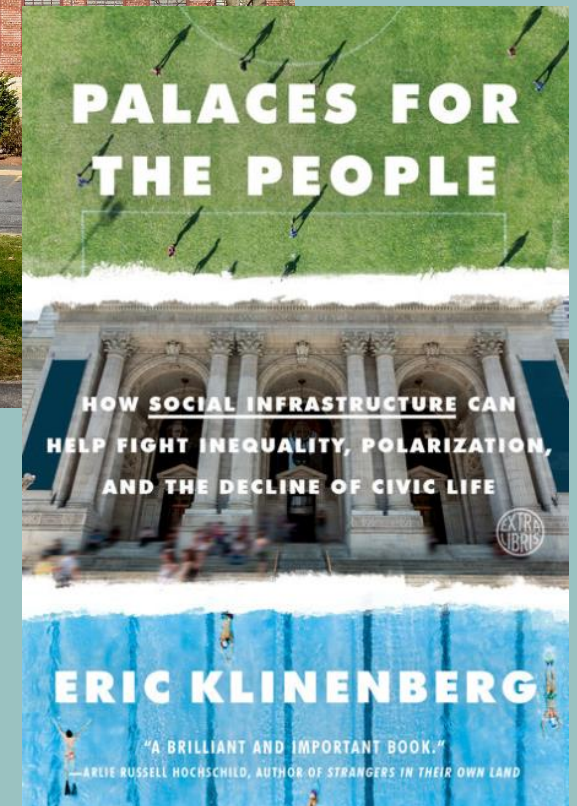
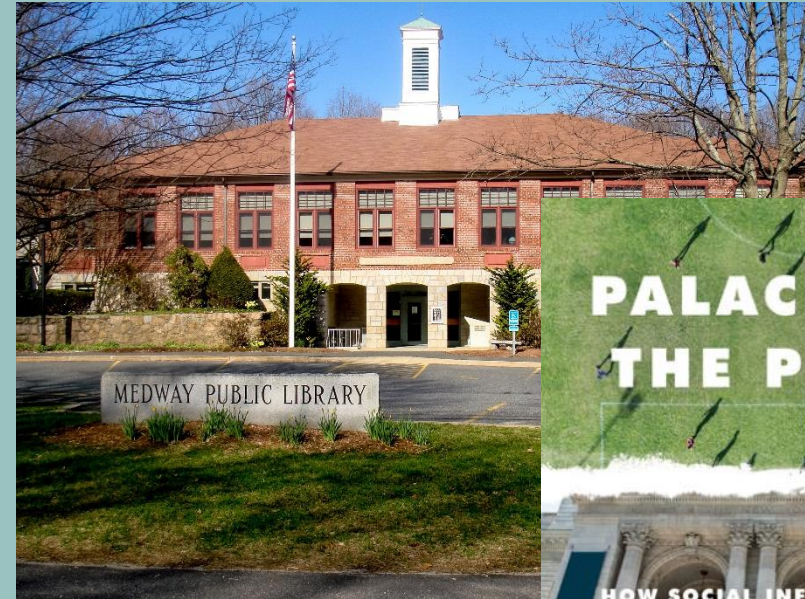
MAINTAIN AND MODERNIZE SCHOOL FACILITIES

- Invest in technology in Medway schools
- Evaluate Burke portion of Memorial Elementary school



COMMUNITY CONNECTIONS & SOCIAL PARTICIPATION

- Consider possible public/private partnerships or other feasible ways to create a new Community Center
- More dedicated arts & performance spaces such as at VFW or Jacob Ide House
- Establish local commission for public art
- Invest in the Medway Public Library – expand collections, programs, services per upcoming strategic plan



SUPPORTIVE COMMUNITY & HEALTH SERVICES

- Expand the Mental health clinician program
- Expand support for the Council on Aging and health and human services



INCLUSIVE OUTDOOR & INDOOR RECREATION

- Expand pre-teen/teen recreation options such as a skate park, volleyball/basketball
- More options for older adult recreation, such as outdoor fitness or a gazebo on the GAR property
- More options for young children recreation such as nature playground
- Expand at existing facilities
- Identify parcels for expanded open space/recreation especially in Oak Grove and West Medway
- Implement the recommendations Open Space & Recreation Plan



HOUSING, SERVICES, & OPPORTUNITIES FOR SENIORS

- Affordable housing specifically for older adults including housing with services
- Advance a healthy aging program to support older adults living comfortably in Medway
- Expand senior transportation services in Medway



WHAT'S NEXT FOR THE SUMMER

- Revise draft strategies based on your feedback to incorporate into the first draft Master Plan
- Prepare the first draft Master Plan Report for MPC review on June 27th
- Develop a detailed Action Plan this summer



HERE'S WHAT TO EXPECT: ACTION PLAN EXAMPLE

Strategy B1.2: Undertake a strategic town-wide bicycle and pedestrian plan to establish a phased approach to creating a network connecting residents and visitors to key town destinations.

Secondary Goals



Many communities have undertaken bicycle and pedestrian plans to focus strategies and investments. The work undertaken for this Master Plan brought attention to the limited existing bicycle facilities and flagged many areas of safety concern for pedestrians.

A town-wide bicycle and pedestrian plan would identify all gaps in the current network, determine which roads are suitable for bicycle riding based on the level of traffic stress (or comfort), and recommend improvements. The pedestrian element would flag existing gaps in the sidewalk network, maintenance needs, and accessibility improvements, particularly the Town Center.

The plan should consider:

- Creating a walking path as proposed by the Aberjona Initiative to reactivate the riverfront area as a central natural feature in the community.
- Improving access to the Middlesex Fells by establishing walking/ biking routes from Town Center and other neighborhoods.

Continued on next page

Strategy Type



Timing



Responsible Party (% responsible):

Select Board, Engineering Department, and TTAC (75%)

Planning Department/Planning Board, Design Review Committee, and Disabilities Access Commission (DAC) (25%)

Funding Cost

\$\$

Funding Sources

Town Budget, MassDOT, Complete Streets, and other grants

TIME FOR OPEN Q&A

- WHAT PROPOSED STRATEGIES DO YOU ESPECIALLY LIKE?
- WHAT PROPOSED STRATEGIES WOULD YOU LIKE REWORDED?
- WHAT STRATEGIES ARE MISSING THAT YOU'D LIKE TO SEE CONSIDERED?
- ARE THERE ANY DEAL-BREAKERS FOR YOU?

Dear Master Plan Committee, Planning and Economic Development Board, and Select Board,

As you know, the Master Plan project includes four phases. Phase I sought to understand Medway's past and present existing conditions. The community vision and goals were part of Phase II of this project. **This report culminates Phase III of the Medway Master Plan process, to identify appropriate, effective, and feasible strategies.** Finally, Phase IV will be focused on plan finalization and adoption, which will include creating a detailed action plan that identifies potential funding sources, responsible entities, and target implementation schedule

There have been over **1682** points of participation where Medway community members engaged in this plan during Phases I, II, and III – including **406** points of participation during Phase III. This is fantastic and represents a lot of diligence and collaboration from you and town staff!

Attached you will find three documents:

1. A **summary** of the Phase III Report, focused only on the goals and strategies.
2. The **full Phase III Report**, which includes the goals, strategies, and an overall summary of the community engagement. The **Appendices** have the full community engagement information.
3. A **simple Word document**, showing what goal and strategy language has been updated, based on feedback from the community, town staff, Master Plan Committee, and the consultant project team.

Ahead of the joint meeting on June 13th, please primarily review the **Phase III summary** and be prepared to discuss the following questions at the meeting:

- What proposed strategies do you especially like?
- What proposed strategies would you like to see reworded?
- What strategies are missing that you'd like to include?
- Are there any deal-breakers for you that you would like to propose not be included in the Master Plan?

Respectfully,

MEDWAY MASTER PLAN

DRAFT
June 8, 2022

PHASE III STRATEGIES

REPORT

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



PREPARED BY:
JM GOLDSON LLC

TABLE OF CONTENTS

Introduction.....	3
Vision for Medway 2032.....	5
Responsible and Strategic Growth.....	6
Infrastructure to Support Growth.....	9
Conservation, Resiliency, and Stewardship.....	12
A Supportive Community.....	14
Summary of Community Engagement.....	17
Focus Groups.....	19
April Road Show.....	20
ESRI Storymap Online Engagement Platform.....	21
Community Forum #3	22
Department Managers Meeting	23
Master Plan Steering Committee	24
Medway Pride Day.....	27
Individual and Small Group Engagement	28
Data collection.....	28
Participant characteristics and representation	29
Appendices	30
Appendix I: Focus Group Summaries	31
Appendix II: April Road Show Summary	44
Appendix III: Summary of Online Engagement Platform	55
Appendix IV: Department Head Meeting Notes.....	70
Appendix V: Master Plan Steering Committee Strategy Meeting Summary	76
Appendix V: Medway Pride Day	82

INTRODUCTION

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

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

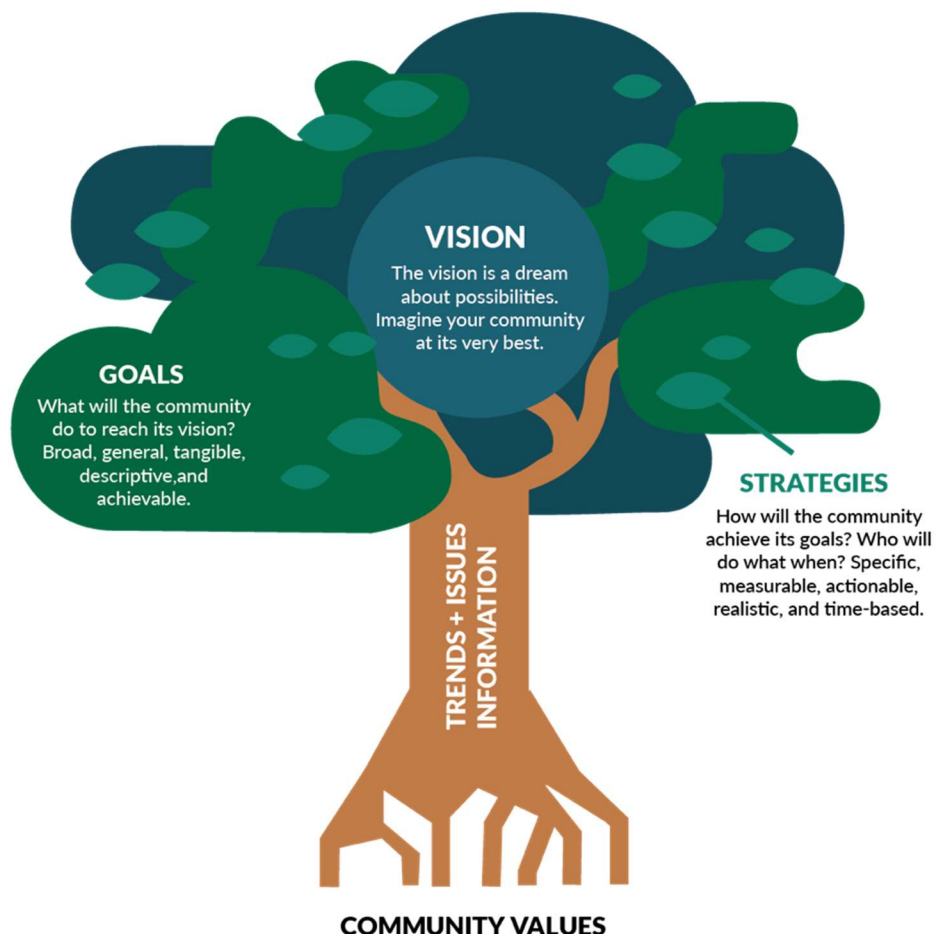
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resiliency, and Stewardship
4. A Supportive Community

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

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

PROCESS

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



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

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

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

PROJECT SCHEDULE

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

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



VISION FOR MEDWAY 2032

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

Medway...

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



RESPONSIBLE AND STRATEGIC GROWTH

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

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

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

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

GOALS AND STRATEGIES

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

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

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

INFRASTRUCTURE TO SUPPORT GROWTH

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

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

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

GOALS AND STRATEGIES

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



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

- c. Consider applying for grants funds through programs like Complete Streets or Shared Streets and Spaces to evaluate and test traffic calming measures.
- d. Consider testing traffic calming approaches with quick build, short-term, and low cost pilot projects to evaluate the effectiveness of a solution before pursuing funds for design and construction.

CONSERVATION, RESILIENCY, AND STEWARDSHIP

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

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

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

GOALS AND STRATEGIES

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

- c. Consider adopting Natural Resource Protection Zoning as an alternative to the existing Open Space Residential Development Zoning. Natural Resource Protection Zoning has a similar process to OSRD zoning but allows for concentrated development with open space preservation as a right, while OSRD requires a special permit.
 - d. Inventory the existing tree canopy in Medway and consider adoption of a tree preservation bylaw to protect Medway's tree canopy.
3. **Celebrate and honor local heritage by increasing local awareness and protecting historic resources** including buildings, cemeteries, landscapes, archeological resources, and other irreplaceable resources.
- a. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, especially historically marginalized populations.
 - b. Consider the establishment of local historic districts to further protect Medway's historic resources, including the Rabbit Hill neighborhood.
 - c. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.
 - d. Consider using CPA dollars to provide preservation grants to fund exterior renovations of historic homes for income qualified homeowners.
 - e. **Develop zoning to further address protection of character of existing older residential neighborhoods** including zoning to address massing and scale of new construction.



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

A SUPPORTIVE COMMUNITY

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

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

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

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

- Online Forum Participant

GOALS AND STRATEGIES

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

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

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

SUMMARY OF COMMUNITY ENGAGEMENT

The draft goals and strategies are based on a robust community engagement process in Phases III that spanned from February 2022 to May 2022. Phase III of the Medway Master Plan. Community engagement efforts included 4 focus groups, 9 independently organized April Roadshow submissions, a public community forum, comments on the Esri Storymap online engagement platform, a Department Manager's meeting, Master Plan Steering Committee meetings, Medway Pride Day engagement, and several other individual and small group engagements to review strategy options. Through these efforts, the project team sought to understand the community's preferred strategies for how they want to achieve the community's goals over the next ten years.



The spring engagement process built off the project team's work during Phase II of the project, which included 10 pop-up events, two community forums, 9 independently organized meeting-in-a-box submissions, comments on the Esri Crowdmap, a community survey, and a survey for high school students, that informed the findings of Phase II Vision and Goals report and influenced the design and content of the spring engagement activities.

In all, the Master Plan has had 406 additional community feedback touchpoints in Phase III.

Full summaries of the focus groups, roadshow submissions, community forum, online engagement platform, department manager meeting, Medway Pride Day engagement, and individual and small group engagements are available in the Appendix.

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 III outreach comprised approximately 406 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) Top Strategies; 2) Middle Priority Strategies - or Mixed Findings; 3) Low Priority

Strategies 4) New Strategy Suggestions. The following includes a brief description of key findings in each of these categories with more detail in the appendix.

TOP STRATEGIES

- Town services as related to basic community health and safety measures
- Variety of housing types, housing authority property maintenance, especially for seniors, low-income residents, and first-time homebuyers
- Protection of open space and natural resources (strategic acquisition, nature-based design)
- Updating police and fire station, town hall
- Small-scale redevelopment/ zoning changes (village style commercial, placemaking)
- Educational campaigns (historic)
- Sustainable goals: renewable energy, electric vehicles, green building
- Support and expansion of agricultural uses: farm business potential, farmer's market

MIDDLE PRIORITY OR STRATEGIES WITH MIXED FINDINGS

- Route 109 redevelopment strategies (tax Incentives, special designation)
- Complete Streets, or creating more multi-modal infrastructure and services, especially public transportation
- Updating and expanding recreational facilities and services (especially a community center)
- Expanding industrial development or providing tax Incentives for Industrial Growth
- Free Public Wi-fi
- AARP Designation
- Historic Districts (local, floating)
- Some sustainability programs: Composting program, Battery storage

LOW PRIORITY STRATEGIES

- Welcome Center
- Edible Food Forest
- Dam Removal

NEW STRATEGIES PROPOSED

- Co-housing or shared services for housing.
- Broadening accessory dwelling units being allowed for the general population to rent.
- Expanding options at Medway Community Farm (reduction in food share costs to low-income individuals)
- Historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.
- Multi-purposed buildings (Town Hall, Fire, Police)
- A more generalized towards healthy aging, with a separate strategic plan for health and human services.
- Council on Aging Department needs additional money, staff, and space.
- Moving Town Meeting to a weekend day to boost participation.
- There was also no mention of the library. When we consider resources for our community this should be one of them!

- More focus on positive incentives to CHOOSE options that also work toward the public good. The best example is the excellent idea of increasing the options available to agricultural owners.
- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)
- Changing the welcome center to be an online link or downloadable toolkit to print. Or incorporating into another building like the town hall, library, or future community center
- All board/committee meetings should be broadcast and recorded/ have alternative ways to tune in
- A way to include more voices at town meeting
- Focus more online and email outreach than in person meetings
- Inclusive communication - resources for the deaf, hard of hearing, and blind
- Utilize an existing resource for composting program (e.g., Hidden Acres Compost)
- Bring the compost to local farms
- Prioritize new community solar projects above parking lots or already deforested areas.
- Consider requiring benchmarking reporting for commercially or industrially zoned buildings like many large cities (I.E. Boston, New York) do.
- Integrate the schools more into the community farm.
- Create a winter farmer's market and hold it in the Thayer House.
- Create a matching grant fund to renovate historic homes in the proposed floating historic district
- Venue to offer arts, cultural, and historic programming
- Expand potential uses for the baseball fields when they aren't used, small skate park where the volleyball courts are/were - new basketball or volleyball courts - stuff for tweens/teens
- Ban on dogs lifted (keep 100% leashed)
- Expand offering for pre-teens
- Senior playground equipment <https://www.aaastateofplay.com/playgrounds-for-senior-citizens/>
- Nature playground for children
- Ice rink next to Thayer House
- Places for young people: roller skating
- Check trees for disease; Join the Arbor Day Foundation
- The town rent one or two retail spaces as rotating pop-up locations for new businesses to try out a brick-and-mortar spot. I thought that might be a good way to inspire new small businesses in town. I've seen it done elsewhere, sometimes seasonally only. <https://thecornerspotashland.com/>

FOCUS GROUPS

From February 15 through March 15, 2022, JM Goldson conducted four focus groups to discuss Phase III draft strategies with community leaders. Each focus group was centered on one of four core themes of the Master Plan: 1) Responsible and Strategic Growth; 2) Infrastructure to Support Growth; 3) Conservation, Resilience and Stewardship; and 4) A Supportive Community. The focus groups had between 17 to 20 attendees each, for a total of about 75 people, including three to four

members of the Master Plan Committee and one staff member, who served as facilitators for small-group discussions.

KEY FINDINGS

- There were many strategies throughout the focus groups that participants strongly agreed with, including basic community health and safety measures, the provision of support for seniors and low-income residents, and the protection of certain natural resources.
- Many participants were hesitant about strategies that appeared costly or involved state regulations, including redeveloping a portion of the Route 109 corridor, creating more walkability and bike access on town streets, and implementing or updating town facilities such as a swimming pool, community center, and police and fire station.
- Many participants were on the fence about strategies that would shift Medway towards more public transportation or electric vehicle use but did agree that more connectivity is desirable.
- Many participants supported lower-cost or potentially lower impact strategy ideas including small-scale redevelopment, zoning changes, educational campaigns, and strategic/limited environmental protections, that will help Medway stay a welcoming and sustainable community into the future.
- Additional strategies proposed can be seen in the appendix.

APRIL ROAD SHOW

During the April Roadshow (April 2022), various boards and committees discussed the strategy approaches supporting one or two different goals at one of their regularly scheduled April meetings. After discussing strategies' pros and cons, they then rated the levels at which each of these strategies should be priorities for the master plan (5=high priority; 3=medium priority; 1=low priority). Board members were encouraged to refer to more information on the engagement website ahead of the meeting: which included descriptions, focus group summaries, graphics, and links to resources.

The April Roadshow activity produced feedback from residents representing an array of stakeholders. Groups who provided ranking feedback include the Design Review Committee, Zoning Board of Appeals, Planning and Economic Development Board, Economic Development Committee, Facility Review Committee, a Senior Center focus group, Conservation Commission, Cultural Council, Open Space Committee, Historical Commission, a presentation at the Medway Community Farm, the Agricultural Commission, and the Energy and Sustainability Committee. Several other boards/committees discussed the Master Plan but did not provide rankings at those meetings but rather asked members to use the online platform. That feedback is listed in the individual and small group engagement section. This activity allowed for opinions about the strategies for Medway in 2032 to be expressed and discussed among various boards, committees, and produced helpful comments about which actions are strongly supported, some that need more clarification, and a few that low on the priority list. In total, about 79 people provided feedback during the April Roadshows.

KEY FINDINGS

- There were many strategies throughout the April Roadshow that participants strongly agreed with, including placemaking for the town center, adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties. Roadshow participants would also like to see opportunities expanded for

recreation, education, and the arts. Finally, they supported several environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, historic education, a local historic district, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm and farmer's market.

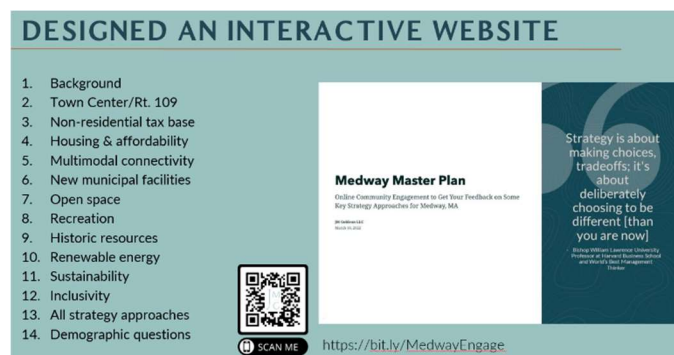
- Many participants were hesitant about strategies that were tax incentives for Route 109/industrial growth or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were generally favorable about the need to provide additional services and prioritize for older adults, however, were skeptical about a specific “branded” program such as AARP designation for livable communities. Finally, there was mixed support for creating tree canopy bylaws, a floating historic district, and a municipal composting program.
- Expanding Industrial development zoning, dam removal, and creating an edible food forest were mostly rated as low priorities. Some strategies were not evaluated during the April Roadshow. These include, multi-modal transportation related strategies, recreational strategies (skate park, additional recreational parking, or services), energy strategies of solar power and battery storage facility zoning, and finally, creating a welcome center.
- Additional strategies proposed can be found in the appendix.

ESRI STORYMAP ONLINE ENGAGEMENT PLATFORM

The Master Plan Story Map Engagement Platform (March – May 2022) created by the project consultants and marketed via social media, the project website, and Medway town staff, was designed to gather community feedback on the strategies of the Master Plan. The survey was widely distributed and gathered an average of 66 responses from community members (range of 46 to 110 records per strategy).

KEY FINDINGS

- Online engagement participants strongly agreed placemaking for the town center and adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties.
- They supported several environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, nature-based design, a community composting program, creating tree canopy bylaws, historic education, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm.
- Finally, online engagement participants strongly supported additional opportunities to provide community feedback, the creation of an intergenerational community center, and complete streets initiatives and policies.



- Many participants were hesitant about strategies that were tax incentives for redevelopment on Route 109, expanding or incentivizing industrial growth, or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were skeptical about AAPR designation for livable communities, expanding public shuttles, or regionalizing senior transportation. There was mixed support for expanding recreational services and facilities, including a skate park and additional parking. Participants also had mixed support for both a local historic district and floating historic districts. Finally, there were differences of opinion about solar power and battery storage facilities.
- Creating a welcome center or an edible food forest were mostly rated as low priorities, as was dam removal.
- Additional strategies proposed can be found in the appendix.

COMMUNITY FORUM #3

The third Medway Community Forum was held on April 5, 2022, with 37 participants. After a brief presentation on the Master Plan process so far, participants were asked a few questions about themselves. About half (53%) of respondents were Medway residents, and other 35% serve as a town official. Remaining respondents were employed in Medway, owned a business in Medway, or represented a local organization. Of the Medway residents, all 22 respondents owned their own home, and most were over the age of 45 (75%) (24 respondents). Most of the forum attendees (96%) had participated in previous Master Plan meetings, surveys, or activities (26 respondents).

After another brief presentation on the Master Plan overall vision, four core themes, and strategy process - participants were given an opportunity to provide feedback on the criteria with which strategies will be evaluated. Strategy criteria provided to participants included:

- Greatest positive impact to the most people
- Biggest bang for the buck
- Effect on residential property taxes
- Promoting diversity, equity, and inclusion
- Promoting sustainability and resilience

Participants were then asked what other ideas they had for how to determine the plan's priority strategies. Many criteria listed were duplicative of the provided criteria. Additional suggested criteria centered around the following themes:

- Responding to the needs of today and the future
- Keeping a small town feel with modernization
- Positioning Medway for a well-managed and sustainable financial future
- Transparency
- Achievable, practical, meaningful, and realistic strategies
- Being a cultural center



Learn about Phase III of the
MEDWAY MASTER PLAN:
Achieving Medway Tomorrow

**GIVE YOUR FEEDBACK AT AN ONLINE
COMMUNITY FORUM!**

TUESDAY, APRIL 5, 2022 at 6:30PM

The Medway Master Plan is a 10-year vision and roadmap for Medway's future.

The strategies developed or established in Phase III of the plan will help the town achieve the plan's goals. We need your feedback on these strategies for four core themes of the plan! What works? What needs improvement?

Four core themes of the Master Plan:
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resilience, and Stewardship
4. A Supportive Community

Join the Medway Master Plan Committee and consultants from JM Goldson at this interactive webinar to provide your input!

REGISTER FOR THE ZOOM WEBINAR
<https://tinyurl.com/MedwayPhase3>



QUESTIONS? Contact Jamie Shalvey at jamie@jmgoldson.com
Or Sally Allcock-Gibbs at sad@jmgoldson.com or 508-533-3291
Learn more about the project: <https://tinyurl.com/MedwayMPinfo>

The participants then tried out these criteria as applied to a couple of different examples and explained their rating. Next, attendees were invited to participate in the online engagement platform before April 30th and to spread the word about it. Finally, the forum concluded with the next steps of Phase III.

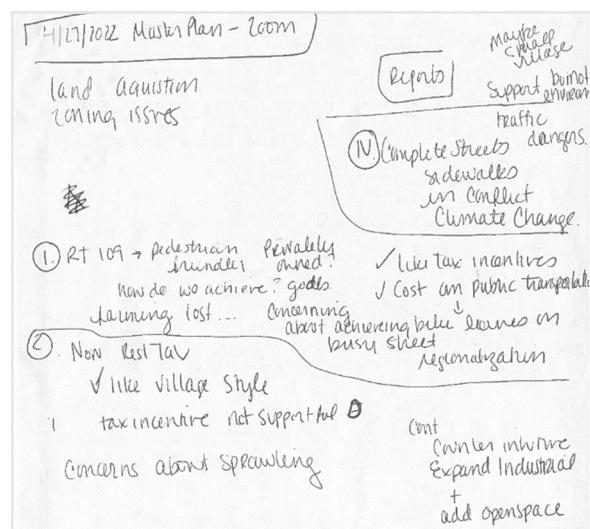
DEPARTMENT MANAGERS MEETING

A Department Manager's work session was held on April 27, 2022, on Zoom, with 16 department participants. After introduction and welcome by Michael Boynton and Susan Affleck Childs, Jenn Goldson provided an overview of the work session and project schedule. The Department Managers were divided into four small groups to discuss the implementation discussion worksheet. This worksheet was completed individually by department managers in advance of the meeting. It asked each department manager to identify what he/she thought was the ten most important strategies on the preliminary list that should be prioritized in the next ten years and why. It also asked which strategies were problematic, and any recommendations to overcome those issues. Next, department managers were asked which strategies they would recommend eliminating or significantly reworking. Finally, they were asked what other strategies should be considered that were not included on the preliminary list. After a lengthy discussion, a representative from the small groups reported out to the larger group on key takeaways.

KEY FINDINGS

High Priorities

- **Encouraging Village Centers:** especially Town Center/placemaking
- **Sustainability:** Encourage renewable energy use and ensuring stability of electric infrastructure, community composting
- **Multi-modal connectivity:** walkability on 109, local transit
- **New public facilities:** Town Hall, and Police/Fire Station
- **Affordable housing:** Especially for seniors, first-time homebuyers
- **Open Space and agriculture protection**
- **Town services:** welcoming center service, youth and family services, police department and especially mental health
- **Recreation:** new programming, growth, and parking
- **Historical resources** (community education)



Problematic strategies

- **Recreational opportunities** were seen to be an expensive challenge: expanding the Senior Center, creating a Community Center, doing the Rail Trail (ownership issues too), and the thought that just focusing on expansion of the Parks & Recreation Department was too narrow (departmental capacity should be assessed comprehensively).

- The urban renewal area on Rte. 109 was also seen as expensive to implement, and the major property owner in the area is a big challenge and a barrier. Lots of land on Route 109 is privately owned, so redevelopment improvements need to be incentivized while working with businesses (this will take research and planning).

Development and infrastructure can be seen to be at odds with other priorities:

- Tension was seen between the goals of increasing Industry and development and preserving open space and agricultural uses.
- Likewise, a tension was found in trying to add more sidewalks and bike lanes (adds impervious surface) and accommodating green infrastructure and stormwater requirements.
- How does growth make things more affordable?
- Would rather see incentives for smaller businesses rather than for industrial uses.

A couple strategies needed more information for evaluation

- Public Wi-Fi (concerned with cybersecurity)
- Dam removal

Strategies to add

- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)

MASTER PLAN STEERING COMMITTEE

At a meeting on May 12th, 2022 - 10 members of the Master Plan Steering Committee discussed the various strategies. They confirmed the overall high priority and low priority strategies and voted on the remaining "mixed" or "medium" ranked strategies. The strategies the MSC was asked to review included Route 109 town center tax incentives and special designation as an urban renewal area, complete streets program, local shuttle service expansion, creating a community center, expanding Industrial development/ tax incentives, free public Wi-Fi, AARP designation, a local historic district, a floating local historic district, composting program, and battery storage zoning.

KEY FINDINGS

The following "mixed" strategies were ranked as high priorities:

- Complete Streets designation to leverage other public funding
- Expanding Industrial development zoning districts
- Tax Incentives for Industrial growth (although 30% of respondents did rank this strategy as a low priority)
- AARP designation
- Floating historic district for antique properties (17th and 18th century)
- Composting program



- Battery storage zoning (participants noted that this was already in process)

The following "mixed/medium" strategies continued to be mixed:

- Route 109/Town Center Tax Incentives
- Route 109 - Special Designation as an Urban Renewal Area
- Creating a community center

The following "mixed/medium" strategies were ranked as medium priorities:

- Local shuttle service expansion. (Note: expanding shuttle service for seniors was a higher priority than for commuters)
- Local historic district - Rabbit Hill neighborhood

The following "mixed/medium" strategies were ranked as low priorities:

- Free public wi-fi (Although 24% ranked this as a high priority)

SUMMARY TABLE OF STRATEGY ENGAGEMENT

Event Type/Platform	Focus Groups	April Roadshow	Online Engagement Platform	Department Managers Meeting	Master Plan Steering Committee
Number of participants (some approximate)	75	73	110	16	10
Strategies					
Placemaking					
Oak Grover Redevelopment Plan					
Tax Incentives for Redevelopment					
Special Designation (Route 109)					
Change Zoning to Catalyze Redevelopment					
Smaller village-style commercial areas					
Tax incentives for industrial growth					
Expand industrial development					
Preserve modestly sized homes					
Promote a variety of housing types					
Modernization and rebuilding of Housing Authority Properties					
Complete Streets					
Pursue grant programs (bike/ped infrastructure)					
Expand Public Shuttle Options					
Regionalize Senior Transportation Options					
Construct Water Treatment Plant					
Purchase Additional Wastewater Capacity					
Water neutral growth policy					
Review Drinking Water Infrastructure					
Update Facility Assessments					
Consider construction of a new town hall					

Creating a joint fire and police station					
Creating a joint dispatch center					
Modernize IT infrastructure					
Create free outdoor public wifi					
Centralized food pantry					
Invest in school buildings					
Expand opportunities for recreation, education, and arts					
Evaluate parks and recreation staffing					
Create an intergenerational community center					
Skate park					
Additional parking (Parks & rec)					
Expand services (parks & rec), water rec, etc.					
Build the GAR property gazebo					
Create a rail trail					
Historic education					
Local historic district					
Floating historic districts					
Strategic acquisition (open space)					
Natural resource protection zoning					
Tree canopy bylaws					
Business potential (farms)					
Farmer's market expansion					
Community farm service expansion					
Electric vehicle infrastructure					
Renewable energy					
Green building					
Zoning for battery storage					
Promote energy efficiency					
Energy and Sustainability Committee role					
Community Solar					
Dam removal					
Edible food forest					
Nature based design					
Water neutral growth policies					
Stormwater rules and regulations					
Composting program					
Education campaign					
Promote regenerative farming practices					

Habitat restoration					
Integrated partners					
Social Services					
Commission for Public Art					
Mental Health program					
AARP Livable Community					
Invest and partner with the library					
Community feedback					
Collaborative Activities, Medway Business Council, etc.					
Welcome-to-town resources/ Welcome center					
Diversity, Equity, and Inclusion Committee recs					

Low priority	
Medium/mixed priority	

High priority	
Not Reviewed	

MEDWAY PRIDE DAY

Medway Pride Day took place on Saturday, May 21st, 2022. Fifty (50) members of the public participated in answering the Medway Pride Day two-question survey, either in-person or via the online survey on the Master Plan website. Rather than asking about specific strategies, the questions focused on the relationship between property taxes and overall government services.

The overall survey results are as follows:

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (23) 46%
- About right (22) 44%
- Too low (0) 0%
- No opinion (5) 10%

Would you rather have the Town provide more robust local government services (e.g. new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep services and taxes about as Medway has now?

- More services, more taxes (12) 24%
- Less services, less taxes (5) 10%
- Current approach (28) 56%
- No opinion (5) 10%



The image shows a printed questionnaire titled "MEDWAY MASTER PLAN PRIDE DAY QUESTIONNAIRE" dated MAY 21, 2022. It includes two questions with checkboxes for responses. The first question asks about the amount of local property taxes, and the second asks about the trade-off between services and taxes. At the bottom, there is a QR code and a URL for more information.

**MEDWAY MASTER PLAN
PRIDE DAY QUESTIONNAIRE
MAY 21, 2022**

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right, or too low?

☐ Too high ☐ Too low
☐ About right ☐ No opinion

Would you rather have the Town provide more robust local government services (e.g., new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep the current approach to municipal services and taxes?

☐ More services, more taxes ☐ Keep current approach
☐ Less services, reduce taxes ☐ No opinion

You are invited to offer any written comments about the master plan on the back of the post card.

More information:
<https://medway-master-plan-jmgoldson.hub.arcgis.com/>

INDIVIDUAL AND SMALL GROUP ENGAGEMENT

Throughout the engagement process, including in Phase III, members of the project team were in dialogue with local stakeholders, including members of the Master Plan Committee and town officials. The Master Plan was more informally discussed at meetings of the Community Preservation Committee (10 members), the Affordable Housing Committee (4 members), the Parks Commissioners (5 members), Board of Health (5 members), and the Select Board (5 participants).

The Community Preservation Committee expressed concern that the recent Housing Choice legislation (MBTA Communities) and pending DHCD guidelines will negatively impact the appearance and character of the town by requiring the creation of a large zoning district for dense multifamily housing. They mentioned the desire to create a town common in the town center area in the area of Thayer Property and Choate Park. They also discussed a concern for affordable housing, especially for seniors and first-time homebuyers.

The Affordable Housing Committee have worked the past 6 months with JM Goldson on an updated Housing Production Plan, so that document can be referred to for more specific housing strategies. However, the four core Master Plan themes were discussed, and the committee was updated on Master Plan progress and next steps. They were invited to provide feedback on the strategies website.

The Parks Commission had a presentation on the Master Plan process and were asked to complete the online strategy survey. They were surprised to see that a skate park was a master plan strategy, as they have not received any requests or interest in building this. They have had numerous groups/people express interest in other recreational activities - swimming pool, Ice rink, more basketball courts, mountain bike trails, etc. Generally, they felt the online strategy survey was too long and seemed a bit overwhelming, and it only seemed to stay open if you kept your browser open - so you could not save their responses and come back to them later.

The Select Board went over the Master Plan process and next steps. They requested that everyone take the online strategy survey. Physical copies are also available at various locations. They asked that incentives be explored to improve participation.

The Board of Health went over the Master Plan process and next steps. They requested that everyone take the online strategy survey.

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 focus group exercises, more in-depth April Road show participation, or 30 minutes participating in the online StoryMap action survey). Multiple methods and events targeted certain populations (such as older adults at the Medway Senior Center 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 informal observations and reports from the rest of the engagement methods.

WELL REPRESENTED OR OVERREPRESENTED

Racial Identity

Participants' racial and ethnic identities generally reflect the overall demographics of Medway, with most of the participants identifying as White.

Homeowners

Most participants were homeowners.

Age

Most participants were over the age of 45 years old.

UNDERREPRESENTED

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

Youth and Younger Residents

Youth and younger residents were underrepresented across all participation platforms in Phase II.

Renters

About 10 percent of Medway's total households rent their home, but fewer than this number participated in the Phase III engagement activities.

APPENDICES

1. Focus Groups Summary
2. April Roadshow Summary
3. Online Engagement Platform Summary (ArcGIS StoryMap)
4. Department Heads Meeting Notes
5. Master Plan Steering Committee Meeting Summary
6. Medway Pride Day Summary

APPENDIX I: FOCUS GROUP SUMMARIES

Prepared by JM Goldson LLC 3/24/2022

SUMMARY

From February 15 through March 15, 2022, JM Goldson conducted four focus groups to discuss Phase III draft strategies with community leaders. Each focus group was centered on one of four core themes of the Master Plan: 1) Responsible and Strategic Growth; 2) Infrastructure to Support Growth; 3) Conservation, Resilience and Stewardship; and 4) A Supportive Community. The focus groups had between 17 to 20 attendees each, including three to four members of the Master Plan Committee and one staff member, who served as facilitators for small-group discussions.

The project team provided members of each focus group with a detailed packet outlining draft strategy ideas for their discussion, including further information and resources to help participants understand the ideas. Participants reviewed the strategy ideas and marked their opinions on a scale of 1 to 5 (1 indicated they did not want to see the idea considered and 5 indicated that they did want to see the idea considered).

During the focus groups, facilitators gathered the combined scores for each strategy then dove into discussions about pros, cons, and alternate ideas. General ratings for each strategy, discussion notes, and additional ideas are detailed in this report. Strategies highlighted in green mostly received high support from participants. Strategies in yellow had some concerns raised but still a majority support. Strategies in orange were conflicted, meaning they either had some strong support and some very low support, or had most participants on the fence. There were no strategies that had majority low support. Participants also offered several new ideas.

KEY FINDINGS

- There were many strategies throughout the focus groups that participants strongly agreed with, including basic community health and safety measures, the provision of support for seniors and low-income residents, and the protection of certain natural resources.
- Many participants were hesitant about strategies that appeared costly or involved state regulations, including redeveloping a portion of the Route 109 corridor, creating more walkability and bike access on town streets, and implementing or updating town facilities such as a swimming pool, community center, and police and fire station.
- Many participants were on the fence about strategies that would shift Medway towards more public transportation or electric vehicle use but did agree that more connectivity is desirable.
- Many participants supported lower-cost or potentially lower impact strategy ideas including small-scale redevelopment, zoning changes, educational campaigns, and strategic/limited environmental protections, that will help Medway stay a welcoming and sustainable community into the future.

RESPONSIBLE AND STRATEGIC GROWTH

The focus group for the first core theme, Responsible and Strategic Growth, had 19 participants and took place virtually on February 15, 2022. The focus group discussed 16 strategy ideas that related to this core theme.

1. Consider designating a portion of the Route 109 corridor as an Urban Renewal Area, if eligible, which would include all or a portion of the existing CBD zoning district to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

About half of participants gave strategy #1 a 5, or “definitely” and rated the strategy very highly, while others expressed concern primarily with the concept of eminent domain. Note that the exercise of eminent domain powers is not a requirement of an Urban Renewal Area/Redevelopment Authority – it is an optional legal tool that can be used but does not have to be used. Negotiated sales can also accomplish similar objectives in certain circumstances with a willing seller. Those who were in support of this strategy idea said that an Urban Renewal Area may be the only way to make the plaza something the town is proud of.

2. Build on Medway's streetscape improvements by leveraging public and private invest in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center and in the Village Center area.

Participants generally approved of this strategy. Those who ranked it lower than a 5 said that they would need more information, or generally felt neutral about the strategy. Those who were in strong support said that beautifying the central business district to attract more people to the area was very important. Alternative funding sources, including the Massachusetts Downtown Initiative, to leverage local investment is desirable.

3. Consider adopting a District Improvement Financing (DIF) district and take subsequent actions to adopt all components of a DIF to fund infrastructure and property acquisitions for the future town center area on Route 109.

Many felt mixed about this strategy, requesting additional information. Some participants wondered if this would require an increase in taxes and said they would need more information about how these incentives would work. DIF enables a municipality to capture incremental tax revenues from new private investment in a specific area and direct them toward public improvement and economic development projects. DIF is not a new tax or special assessment, and it does not increase a municipality's tax rate.

4. Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future town center area

Participants had mixed feelings or a lack of opinion on this idea, requesting additional information. Local property tax incentives can encourage private property owners to invest in redevelopment on their properties. This can be seen as a tool that could be an alternative to creating an Urban Renewal Area, where local government can step in to acquire a property for the purpose of redevelopment.

5. Leverage funding and execute Phase I and Phase 2 activities of the Oak Grove Redevelopment Plan including acquiring and assembling parcels, transportation safety improvements, coordinating with developers, and ensuring water and wastewater capacity as described in the Oak Grove Urban Renewal Plan.

Participants who agreed that this is a good strategy idea cited the need for this project to continue. Most groups were strongly in favor of this strategy. One concerned participant said that this could distract from the potential town center but would be an easier road to take. Another had concerns about funneling money into the plan and said that the town has likely capped the amount of money they are willing to spend on this project.

6. Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as BI, EI, WI industrial districts.

Many participants were neutral on this strategy idea, requesting more information. The several participants who rated it highly said that promoting business in the Rt. 109 corridor rather than housing would be appropriate, and that development that is happening in smaller areas is better for mixed-use development.

7. Rezone the area on Main St/Route 109 from Medway Mill west toward Slocumb Place as a Village Commercial (VC) district.

Opinions on this strategy were mixed. Two groups marked the strategy very highly, while two others cited the need for preservation of the historic buildings in the area that they're concerned would not be considered should this rezoning occur. One facilitator noted that no one wants to do anything to threaten the character of the area. One participant said that the Central Business District would be better to focus on.

8. Encourage Smaller-Scale Redevelopment at "Village" Centers around Medway.

Participants were generally in support of this idea, encouraging "village centers" in other areas of town as well, though some participants felt that it's also important to preserve the affordability of these areas that the current businesses benefit from. One group raised the issue of walkability, which is not currently possible, and emphasized that the commercial property on Rt. 109 should be the focus for business development.

9. Expand the number of industrial-zoned properties and promote additional industrial development opportunities, including creative industries.

This strategy idea had divergent opinions. Those in favor said that more or bigger businesses would help provide in-town employment for residents and lessen tax burden on residential properties. However, those who marked the strategy lower had concerns, including the current owner of one of the properties identified. Some suggested looking at new locations for industrial zones, expanding commercial zones, and redefining zones where there is underutilization.

10. Rezone residential neighborhoods to more closely match the prevailing existing development patterns, such as the Brentwood neighborhood and other neighborhoods with modestly sized housing stock on smaller lots to help preserve these types of smaller housing options.

Most participants highly supported this strategy idea, rating it a 5, and some had more mixed feelings, rating it 3 or 4 based a desire for more information. One participant noted that historic business areas should be given some flexibility to remain business zones.

Another group said that there is room for creativity here, but that design standards would need to be written around residential development.

11. Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions, and other zoning revisions such as cottage cluster provisions to promote greater variety of housing types including senior, accessible, and affordable options in accordance with the most current Housing Production Plan.

Participants generally agreed with this strategy, saying that the town needs more small residences and a greater variety of housing types. Some concerns noted were that this could be a contested topic within the town and that overdevelopment could put a tax on town resources.

One group mentioned that diversity in housing doesn't necessarily mean affordability, and that affordability should be a bigger consideration in this strategy.

12. Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenny Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds.

Participants almost completely agreed with this strategy. Some concerns, however, included finding the funding and the need for including the implementation of energy efficiency and safety standards in this strategy.

13. Promote the creation of affordable starter homes, congregate housing for individuals with special needs including older adults, and other supportive housing options through collaborations between the Medway Municipal Affordable Housing Trust, Housing Authority, mission-based developers, and other entities to acquire undersized lots for infill development.

Every participant marked this strategy as a 5, indicating wide support for the strategy. However, one group didn't get the time to fully discuss this strategy.

14. Proactively market the town's development, real estate, and business opportunities through the creation and maintenance of an online clearinghouse containing property, funding, networking, and other opportunities.

Participants were generally in agreement with this strategy, although many had questions on how it would be done and if there were enough opportunities to market through a website like this. One participant noted that this is something already being discussed by the Economic Development Committee.

15. Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.

Participants supported this strategy, although several groups noted that there wasn't strong support as compared with other strategies because it doesn't seem like a priority. One group had several ideas, including one for a rentable stall in a big common area that farmers could use and another for connecting the community farm with school programs to board students.

16. Adopt a Complete Street Policy and Prioritization Plan to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities targeting commercial areas and other priority development areas.

Participants were divided on this strategy. Two groups marked it highly, with all 5s, saying that they were in support of connectivity. However, the other two groups were against this strategy, citing the difficulty of complying with state requirements for the design of such bike paths and widening sidewalks (or providing sidewalks on two sides of the road) that could make it prohibitive or impact trees, stone walls, or other desirable features on certain roads.

More Ideas:

1. Look at new locations for industrial zones, expanding commercial zones, and redefining zones where there is underutilization instead of new zoning
2. Encourage the further expansion of recreational services/options at Choate Park. Additionally, supply more parking for Thayer.
3. Diversity, equity, and inclusion needs to be made more of a priority, even within this goal area. DEI needs to be fully integrated into the fabric of the community.
4. Protect and preserve the character of the historic district and other older areas of town using zoning or other techniques.

INFRASTRUCTURE TO SUPPORT GROWTH

The focus group for the second core theme, Infrastructure to Support Growth, had 19 participants and took place virtually on March 1, 2022. The focus group discussed 13 strategy ideas that related to this core theme.

1. Continue to support the construction of the Populatic Water Treatment Plant.

All the participants were in support of this strategy, citing the need to preserve and ensure clean water for the future. The only concerns were about cost.

2. Purchase additional wastewater capacity of about 150,000 GPD as a first phase and more as needed to accommodate both permitted development projects and to account for projected future growth resulting from the Master Plan and implement wastewater system recommendations per the Integrated Water Resources Management Program

All the participants were in support of this strategy, though there were some questions about the expense of this project and where the funding will come from.

3. Consider adopting water neutral growth policies to promote increased water conservation and implement the other drinking water goals of the Integrated Water Resources Management Program to meet the Town's current water resource needs and sustainably support future growth and development.

Opinions were mixed on this strategy, with participants mostly ranking it 3 or 4. Participants agreed that water conservation is important, but that the water neutral rules and regulations may be too onerous for developers at a time when construction costs are already high.

4. Implement the recommendations included in the Code Review for Medway's Municipal Separate Storm Sewer System (MS4) permit to update codes, bylaws, rules, and regulations pertaining to stormwater.

Participants were mostly on the fence about this strategy. While some cited the importance of managing stormwater as climate change becomes more serious, others worried that this could impact future growth prospects by imposing strict standards.

5. Update facility assessments at regular intervals to prioritize maintenance and repairs on public facilities to ensure their useful life and longevity.

Most participants agreed with this strategy, with a couple ideas of how town hall could be used. One concern was that school buildings weren't mentioned in the text of the strategy. Two groups questioned the length of these intervals and noted that since one was just done, another wouldn't be needed for ten years.

6. Evaluate staffing for the Parks & Recreation Department to ensure the current programming and operations are sustainable.

Participants were generally in agreement with this strategy idea because of personal knowledge of a lack of staffing and the impact of that on programs, but some mentioned that perhaps other funding for the Parks and Rec department, including field maintenance, should be considered as well.

Other participants felt that growth in town departments should be more balanced; and perhaps an overall assessment of staffing needs is merited.

7. Consider the creation of a new Town Hall and the intentional repurposing of the existing Town Hall.

Most participants agreed with this idea; one facilitator noted that those who work in Town Hall have a strong agreement. Those who marked lower than 5 thought that this was a nice idea, but that the priority should be fire and police.

8. Consider creating a joint fire and police station to further support and coordinate public safety.

Participants had mixed feelings on this strategy. One group said that while it's important to provide appropriate facilities to support fire and police, combining the two may not be the best solution. Another group strongly supported this strategy, saying that it is necessary in the next ten years.

9. Implement recommendations of the feasibility study that will evaluate the creation of a joint dispatch center for police calls with surrounding towns.

Participants had mixed feelings about this strategy as well. Some liked the idea of regionalization because of its potential for efficiency, but others don't see this as a priority. One group noted that this idea has not been popular in the past.

10. Pursue federal and state grant programs to leverage local funds to expand pedestrian and bicycle facilities in town.

Participants agreed that walkability and bike-ability should be encouraged around town, especially within a mile of schools, but existing road widths were a concern. The overall cost of these improvements and complying with state design regulations were concerns in several groups.

11. Expand public shuttle options for Medway commuters who use the MBTA commuter rail facilities, seniors and those with disabilities requiring transportation to daily needs and services, and the general public who would benefit from expanded transit options

The groups mostly felt on the fence about this strategy; they agreed it was good in concept but generally didn't support funding this through taxpayer money. One group noted that shuttle options for MBTA commuter services would receive a lower rating than commuter options for seniors and those with disabilities.

12. Invest in installations of additional electric vehicle charging stations in commercial areas to capture anticipated economic benefits to support Medway's small businesses

Participants had mixed opinions on this strategy. Most participants gave it a 2 or 3, though a few ranked it more highly. One group questioned who would be paying for the energy – if the stations are public, would the town be paying for energy consumption? Another group member felt that it was contradictory to support this initiative while at the same time lack support for a battery storage facility in Medway. One participant said that they were on the fence because they don't like the concept of "stop and charge in Medway and then head elsewhere". There were concerns about town money being spent on this initiative and about locations of these charging stations.

13. Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways your local regulations can encourage EV charging infrastructure on private properties

One group thought that this strategy should be incorporated into strategy #12; however, other participants thought it was a good idea to strategically place EV chargers.

More Ideas:

1. Education/videos/field trips about infrastructure, including wastewater, recycling, etc.
2. New conversation about CRWA and dam removal, including Sandford Mill Dam and Choate Park Dam
3. Build a gazebo on the GAR property across from the police station using CPA/Tri-Valley/Eagle Scouts. The site has been overlooked for many years but close to seniors in the area that can walk to it and gather.
4. Create a requirement to reuse graywater or be able to recharge some clean water from CRCPD into local aquifer
5. IT Issues: there is a need for better communication equipment, ensuring the radio dispatch reaches the whole town, and considering cybersecurity issues
6. Important to maintain a stable and healthy bond rating. The financing of infrastructure relies heavily on the economic stability of Medway

7. Introduce strategies to find leaks in the water system and reduce inflow and infiltration issues before they become critical
8. Consider capacity at the recycling center and think of ways to remain environmentally friendly with regards to waste management
9. Incorporate renewable energy into municipal buildings and new development and incentivize new developments in the private sector to consider this
10. Consider school buildings; conduct a School Space Needs analysis
11. Upgrade and invest in IT on both the Town side and the school side, including software and hardware (i.e., phones, computers, etc.)
12. In 2028-2029, approximately \$2 million will be freed up (Norfolk County retirement obligation). That money should then be redirected to OPEB, which after 5-10 years should be taken care of, and then those funds can be directed towards increasing debt capacity.
13. Keep the town's AAA bond rating, which is very important for the borrowing/fiscal health of the town.
14. Create a walkable downtown, possibly with more municipal buildings which create additional foot traffic and activity
15. Continue strong financial leadership
16. Free WIFI in common areas of the community such as parks
17. The NW part of town has no public water, and this seems to be a deficiency not often discussed
18. Continue streetscaping work along 109

CONSERVATION, RESILIENCE, AND STEWARDSHIP

The focus group for the second core theme, Conservation, Resilience, and Stewardship, had 17 participants and took place virtually on March 15, 2022. The focus group discussed 16 strategy ideas that related to this core theme.

1. **Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.**

Participants rated this strategy highly as mostly 4s and 5s, although one group member rated it low as a 1. The main issue with the strategy was that it would be financially challenging and would require federal or state subsidy. One group said that infrastructure should be expanded to include important necessities such as grocery stores and gas stations. Another group saw this strategy as containing two different topics: they agreed about Net Zero but were on the fence about achieving independence from the grid. One facilitator summarized their group's discussion as: "Don't look back at the old buildings, look forward. When we build new buildings, build correctly."

2. **Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building**

Most participants rated this strategy idea as a 4 or 5. Those who expressed concerns cited the difficulty of making businesses comply, the trickiness of pinning down a specific rule or regulation, and the need to evaluate these zoning changes in more detail. One group said that they needed more information: is this only for new construction? Would residential construction be included?

3. **Review drinking water infrastructure to ensure that the system has adequate energy resources that enable pump and treatment systems to operate if the grid were down to ensure safe and clean drinking water for Medway residents in case of an emergency.**

Participants in three groups rated this strategy highly and skipped further discussion, but one group was more conflicted. Their reasons for being unsure were that water is on a gravity system, so should be able to be accessed in an emergency. However, after the discussion, that group agreed that this strategy was a possibility. One group that was in support suggested that this might be a lower priority since so many in town are not on town water.

4. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.

Most participants rated this strategy highly. A few said that they needed more information. One participant suggested adding redevelopment to the scope in addition to new development, as well as looking at the road holistically for these solutions when doing large road work projects. Two groups mentioned the MS4 land use regulation audit, which when complete will offer strategies that the town should implement.

5. Facilitate an education campaign to provide information to residents and businesses about the advantages of conservation, resiliency, and stewardship and incentivize actions that promote these values. Demonstrate these site design and management strategies on municipal properties so they can serve as demonstration sites that aid in this public education initiative.

Participants marked this strategy highly, with mostly 4s and 5s. One participant, who marked the strategy as a 2, said that the town needs to get to a certain level of compliance first to demonstrate these design and management strategies well. There was some concern about the difficulty of implementation. Some participants had questions about metrics and how success is measured. One idea was to recommend one idea per year per category, building in community outreach elements to find opportunities where the town already has an audience.

6. Promote and utilize Mass Save and the Commonwealth Energy Tool for Savings (energyCENTS) for Medway residents, which address heating, cooling, lighting, appliances, weatherization, air source heat pumps, etc.

Most participants rated this strategy highly, although there were a few mixed responses. One concern over this program is that the contractors aren't always good. One group suggested a rephrasing of the strategy to remove specific program names as they may change over time and the inclusion of the potential for new programs to emerge that would be appropriate for the town to take advantage of.

7. Expand the role of the Energy & Sustainability Committee.

Most participants rated this strategy idea highly and two groups completely supported it. Some concerns included the costs of staff support for an expanded role of the committee and more frequent meetings, as it is currently almost entirely volunteers. One group suggested reviewing the role of the committee first to determine if this expansion and the resulting additional staff would be needed.

8. Create a community-supported solar project for residents that don't own their homes or can't afford to install solar infrastructure.

Participants had mixed feelings on this strategy. Some feel as though while it's a good idea, it would be challenging to implement. Others were concerned about transitory renters that wouldn't benefit from this program and where the ground mounts for the solar panels would be placed. Participants mentioned that they didn't want to see forests clear cut for this purpose. Lastly, cost and funding sources were a concern.

9. Acquire the historic Shady Oaks Dairy Farm/Briggs Farm properties for Town ownership.

Participants were generally in support of this idea. One group agreed that an environmental impact study would be necessary before purchasing, as a lot of clean up may be required. There are concerns about the state of the property. Another group suggested that the acquisition go through the CPC. One participant suggested that the town's purchase of the land would be a good way to bring new farmers into the community and fill the need for more community garden plots.

10. Promote the use of regenerative farming practices on agricultural land through education and leadership to support carbon sequestration and preservation of water sources.

Participants had mixed responses to this strategy. One group was on the fence as they were unsure whether there was an application in Medway for this type of initiative. Another group was in full support, citing the Medway Community Farm's pilot idea regenerative agriculture program.

11. Strategically acquire and conserve unprotected open space in Town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.

All participants were in strong support of this idea, and no further discussion was noted in three of four groups. The fourth group suggested that the strategy could be state more broadly so it's not as targeted to specific areas and expressed concern that implementation could be an issue.

12. Consider adopting Natural Resource Protection Zoning as an alternative to the existing Open Space Residential Development Zoning.

Some participants were on the fence about this strategy idea while others rated it with 4s and 5s. One person wanted to understand more about how the current Open Space Residential Development Zoning is working and what more would be accomplished with the NRPZ. Another said that deed restrictions on marginally developable property would be necessary.

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

Participants highly supported this strategy. One group member said that a local bylaw to serve this purpose was already in process. Concerns expressed included finding the resources that are needed to do this inventory, potential resistance from residents, and the difficulty with rethinking how we look at trees from a climate resilience perspective that sees trees as essential infrastructure. One participant asked if this could be expanded to include checking the trees for disease, and another suggested education to change the mindset of residents.

14. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, including the history of Native American, immigrant, and other historically marginalized populations.

Most participants were in strong support of this strategy idea, although a few participants rated it as a 2 or 3. One group noted that there should be a limit on how much of the town can be declared historic, as it is a large town. One group that was fully in support saw this as a low-cost effort that could potentially be lumped together with other educational strategies.

15. Consider the establishment of local historic districts to further protect Medway's historic resources, including a Local Historic District for the Rabbit Hill neighborhood.

Participants had mixed opinions about this strategy. Some rated it highly because of the potential to protect the rural feel, but others were on the fence. One participant rated it as a 1 because they thought that it may make more sense to tear some older homes down to create multi-family housing. Other concerns were on behalf of homeowners in the historic district who may be restricted in the improvements they can make to their homes. Some participants had more questions on what a historic district entails.

16. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.

Participants had mixed feelings about this strategy as well. About half said that they would definitely support it, but others had similar concerns to strategy #15 about homeowners and a general lack of information and understanding on what this would mean.

More Ideas:

1. Preserve existing natural spaces to benefit Medway, including encouraging people to preserve natural habitats on their own property or within a neighborhood where natural spaces may be part of many individual properties. Consider an “edible forest” idea.
2. Encourage compliance with recycling, especially in the business community. Consider creating a town-wide composting program.
3. Improve zoning related to agrobusiness to incentivize keeping farms.
4. Need to consider the nutrient reduction requirements Medway must comply with per EPA regulations for the Charles River – a multimillion dollar expense to the town in the coming decade.
5. Place more emphasis on the Farmer’s Market, which is an avenue for local businesses to educate the public and sell their products.
6. Consider improvements to habitat areas like historic streams and wetland restoration areas, including planting pollinators and new trees.
7. Focus on nature-based solutions for new developments
8. The Energy Committee should take a bigger role in climate change mitigation and active climate resilience/adaptation
9. Involved integrated partners in implementing strategies, including schools, which could plant and sustain a pollinator garden and create more hands-on experiences for children
10. Keep in mind stormwater permit during town development projects, adding impervious surfaces to mitigate through permit process

A SUPPORTIVE COMMUNITY

The focus group for the second core theme, A Supportive Community, had 20 participants and took place virtually on March 9, 2022. The focus group discussed 14 strategy ideas that related to this core theme.

1. Consider the construction of a new, larger community center that could serve a wide variety of needs, including the Council on Aging, recreation, youth activities, and more.

While most people were in support, some emphasized the continued need for the senior center separate from a community center. One group noted that the VFW site might be a good, combined location for a community center for youth activities and a food pantry. Overall, participants felt that this could meet a lot of goals if it could truly be a multi-purpose space and have the appropriate amount of funding and staffing.

2. Consider the desire for more space dedicated to the arts and performance when spending on maintenance or renovation of town buildings, such as the VFW building or the Jacob Ide House.

Most participants rated this strategy highly and expressed support for the arts. Some suggested other locations for arts and performance, including the vacant lumber building east of Town Hall. There was some concern about the size and accessibility of the Jacob Ide house for this use. One

group wanted more information about capacity and location and noted that there are current spaces that can be used for this purpose.

3. Work collaboratively with social service organizations to create an easily accessible, centrally located food pantry/distribution facility in Medway

Participants had mixed feelings about this strategy. There was concern over whether centralization would help either food pantry. Both could use more space, and putting them together might be easier for staff, but both also have different target populations, particularly the one at Mahan Circle that serves the seniors that live there. One group thinks this strategy may be premature. One facilitator suggested talking to the people who are running the operations to assess the need.

4. Continue to invest in modernizing the Town's IT infrastructure and technology

Participants highly supported this strategy. The only question was whether the town is already doing this, as the town has an IT department. One facilitator noted that the town is in good shape, but that the concern is equity: making sure all community members have access to the technology.

5. Strategically invest in Medway School buildings, including in appropriate technology, to ensure the town's students continue to receive an excellent education.

Participants mostly agreed with this strategy, but while some felt that this strategy contained too many issues and too many different buildings to separate and discuss, others think that the schools are already being well taken care of and don't need any more emphasis.

6. Evaluate the current and future use of the Burke-Memorial Elementary School.

This strategy had mixed reviews, but most participants marked it in the middle. Some participants lacked knowledge about the school, and others pointed out that it was already serving a good purpose for the space that is available and shouldn't be changed. One group offered clarity that the Burke portion of the school is different than the Memorial portion of the school and should not be combined in this strategy idea.

7. Consider options for water recreation in Medway, including a public pool.

Some groups were strongly in favor of this idea, but others were more hesitant. Some participants expressed concerns about cost and liability, while others pointed out the potential for a pool to generate money for the town. One group suggested combining efforts with neighboring communities that also lack a swimming facility. On this note, another group acknowledged that the pool at Keefe Tech in Framingham is closing at the end of this year because of a lack of funding to do repairs and improvements. One group mentioned a municipal pool in Walpole that generates net positive revenue for the town and was a good investment.

8. Create initiatives to build relationships within the community and help neighbors connect with one another, including piloting a program like Front Porch Forum, a highly localized and moderated program to connect with neighbors and build community.

Some participants expressed that this strategy is a good idea, while others see it as unnecessary. One group said that while this online forum may not be needed to meet their neighbors, it is important to find a way to better integrate seniors into the neighborhood communities. Some participants felt that they needed more information.

9. Consider expanding the mental health clinician program shared by Medway and Franklin Police Departments to full-time to further meet the mental health needs of Medway residents.

All groups highly supported this initiative because of how much it is needed in Medway. One group suggested hiring a full-time staff member just for Medway. One facilitator noted that this strategy may be already in the works in the town.

10. Implement the recommendations of the Inclusion, Diversity, and Equity Committee, which is tasked with providing feedback and recommendations to the Select Board geared toward policy development that will promote and foster a community that is inclusive and welcoming to people of all backgrounds, beliefs, and cultures.

Most participants were in support of this, though there was some hesitancy because some people didn't know what the recommendations would be. One group said they would have given this all 5s if they knew what the recommendations are.

11. Coordinate with the Medway Business Council (MBC) to assist new business creators, especially non-white and immigrant entrepreneurs.

This strategy received mixed results. There was general agreement that more diversity is a good thing but concerns about the success of the businesses and the role of the town. One group came to the consensus that MBC's support is important, but it must be done carefully and wisely, with far-reaching support.

12. Create affordable housing opportunities for older adults that are integrated into neighborhoods in Medway, including small single-family homes, rental units, and condos.

Most participants gave this strategy a 5. There were some questions about the difference between affordable housing and senior housing, but overall participants agreed that seniors need more housing options.

13. Seek designation as an AARP Livable Community to advance local efforts to help people of all ages and abilities live easily and comfortably in the community

Participants were mixed on this strategy. Some were in strong support, although others said that Medway was doing well in these areas anyways and it may not be worth pursuing an AARP branding.

14. Look for opportunities to regionalize senior transportation services to provide added services to those who need it most.

While some participants highly supported this strategy, others were on the fence. Some were concerned that regionalizing services would likely result in longer waits and more complicated routes. However, all the groups recognized the need for more transportation options for seniors, and one group acknowledged a wider need for transportation for all age groups.

More ideas:

1. Welcome opportunities for collaborative activities. One example of this in the past is the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue.
2. A commission for public art with a juried artist collaborative to make decisions and give direction and support. There is no current defined town process for approving and creating public art. The commission would increase focus on the arts, which in turn can foster diversity and bring multi-dimensional enrichment to town, including drawing businesses.
3. A skate park would enrich the community and provide more welcome options for recreation
4. More sidewalks are needed to provide easier walking for the disabled and to be a more walkable town

5. A welcome center in a town building would help new residents figure out how and where to get things done in town and find resources
6. More parking is needed at Choate Park.
7. Should the house between the Ide Property and Choate become available, the town should try to buy it to provide more parking space.
8. Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.
9. Find a way to change Town Meeting or find other regular vehicles for feedback that can be implemented so that people in town can express their views. Record more meetings in town to make available for the public to view to keep up with everything that happens.

APPENDIX II: APRIL ROAD SHOW SUMMARY

Prepared by JM Goldson LLC 05/09/2022

SUMMARY

During the April Roadshow, various boards and committees discussed the strategy approaches supporting one or two different goals at one of their regularly scheduled April meetings. After discussing strategies' pros and cons, they then rated the levels at which each of these strategies should be priorities for the master plan (5=high priority; 3=medium priority; 1=low priority). Board members were encouraged to refer to more information on the engagement website ahead of the meeting: which included descriptions, focus group summaries, graphics, and links to resources.

The April Roadshow activity produced feedback from residents representing an array of stakeholders. Groups who provided feedback include the Design Review Committee, Zoning Board of Appeals, Planning and Economic Development Board, Facility Review Committee, a Senior Center focus group, Conservation Commission, Cultural Council, Open Space Committee, Historical Commission, a presentation at the Medway Community Farm, the Agricultural Commission, and the Energy and Sustainability Committee. This activity allowed for opinions about the strategies for Medway in 2032 to be expressed and discussed among various boards, committees, and produced helpful comments about which actions are strongly supported, some that need more clarification, and a few that low on the priority list. In total, about 73 people provided feedback during the April Roadshows.

High Priority Strategies (rated mostly 4 or 5):

- Placemaking
- Village-style commercial
- Variety of housing types
- Modernization and rebuilding housing authority properties
- Expand opportunities for recreation, education, and the arts
- Strategic acquisition
- Natural resources protection zoning
- Historic education
- Local historic district
- Electric vehicle infrastructure
- Renewable energy
- Green building
- Business potential (farm)
- Farmer's market

Medium Priority Strategies – or Mixed Results (rated mostly 3 or mixed results)

- Tax Incentives for Redevelopment
- Special Designation
- Tax Incentives for Industrial Growth
- Free Public Wi-fi
- AARP Designation
- Tree canopy bylaws

- Floating historic district
- Composting program

Low-Priority Strategies (rated mostly 1 or 2)

- Expanding Industrial development zoning
- Dam removal
- Edible food forest

Strategies not Evaluated:

- Complete Streets
- Expand public shuttle
- Regionalize senior transport
- Skate Park
- Additional parking for recreation
- Expanding recreation services
- Solar Power
- Zoning for a Battery Storage Facility
- Welcome Center

New Strategies Proposed:

- Co-housing or shared services for housing.
- Broadening accessory dwelling units being allowed for the general population to rent.
- Expanding options at Medway Community Farm (reduction in food share costs to low income individuals)
- Historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.
- Multi-purposed buildings (Town Hall, Fire, Police)
- A more generalized towards healthy aging, with a separate strategic plan for health and human services.
- Council on Aging Department needs additional money, staff, and space.
- Moving Town Meeting to a weekend day to boost participation.

Strategy Module 1: Town Center/Route 109 Notes

Feedback on this module was provided by the Design Review Committee (3 people) and the Zoning Board of Appeals (5 people).

Goal: 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.

Strategy Approaches:

Placemaking: Build on Medway's streetscape improvements by leveraging public and private investments in the public realm to bring visible cohesion and create an attractive identity in the future town center and Village Center areas.

- Both the Zoning Board of Appeals and the Design Review Committee unanimously agreed that this was a high priority (5).

- The DRC thinks it's important to connect the Shaw's Plaza to the 109 area, making ways to make the roads feel safe, and develop a cohesive plan for the area.

Tax Incentives for Redevelopment: Explore tax incentives to promote private development in the Route 109 future town center area.

- The Design Review Committee individually rated this as a low priority - between 1 and 3. Likewise, the Zoning Board rated this a 3.
- The DRC either fundamentally disagreed with tax breaks, felt like it could be sticky depending on what it was developed into, or felt like they didn't have enough information and was concerned it could be used as a loophole.
- The ZBA all supported the concept of using Tax Increment Financing (TIFs) to encourage development, and that TIFs were a better fit than District Increment Financing (DIF) for the area. However, they were not as enthusiastic about this action as placemaking.

Special Designation: Consider special designation as an urban renewal area for a portion of the Route 109 corridor to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

- The Design Review Committee felt this was a medium-to high-priority and rated this action 4-5. The felt It was a good option to explore, would like to see the zoning rewritten, and felt it was a critical step to be taken if the town was really committed to moving the town hall to the area.
- The ZBA thought this was more of a low priority (2), and not a great fit for the 109 commercial area. They preferred to encourage business investment.

Strategy Module 2: Non-Residential Tax Base

Feedback on this module was provided by the Planning and Economic Development Board (PEDB) (5 people).

Goal: Promote significant commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

Strategy Approaches:

Tax Incentives for Industrial Growth: Consider offering property tax incentives to encourage redevelopment in Medway's industrial areas.

- One member of the PEDB thought tax incentives should be rated as a high priority (5), but the other two rate this as a low-medium priority (2-3).
- For Oak Grove this could be a great option, because even if you aren't getting full taxes on the property up front, you will get it eventually.
- However, others felt that while TIFs look good on the surface, they need to be done cautiously and by people that understand the big picture.
- There was a concern that we give too much away and then residents must pick up the burden.
- The relationship between the Economic Development Committee and the Planning Board might have to be strengthened.

Allow smaller village-style commercial areas: Rezone existing commercial nodes around Medway to allow these uses and promote village-design.

- This goal was unanimously rated highly by the ZBA (4 or 5).

- Changes may be needed to the zoning bylaw, such as taking some of the items from the Central Business district and applying them to the Village Commercial District.
- There was a desire to be progressive and achieve strategies to reduce the residential tax burden.
- The ZBA also thought the Town should look at the zoning on East Main Street towards the 40B district. The Central Business district could be extended towards that area.

Expand Industrial Development: Expand the number of industrial-zoned properties, look for new locations for industrial zones, and promote additional industrial development opportunities, including creative industries.

- The Zoning Board mostly rated this strategy as a low priority (1) although one member rated it as a high priority (4).
- There are many active industrial developments, and they would like to see how the existing industrial developments pan out and impact that tax base before expanding the industrial park. So this may not be a short-term strategy, but it could be a long-term one (6-10 years).
- Rezoning the property on West Street might make sense as it's already being used as an industrial use.
- One member liked the option of having more land available to industrial use, but wanted strategy, controlled change.

Strategy Module 3: Housing & Affordability

This module was reviewed by a focus group at the Senior Center (10 people), and the Facility Review Committee (5 people).

Goal: 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.

Strategy Approaches:

- **Promote a Variety of Housing Types:** Revise zoning provisions to promote greater variety of housing types and affordable options in accordance with the most current Housing Production Plan. The Senior Center thought it was a high priority (5) to improve people's ability to stay in their own homes or find a place to safely and affordably downsize in town - especially with one-story living. They emphasized the importance of creating deed restricted units, access for those with mobility disabilities, deeply affordable units, and finding ways to cap condo fees. They wondered whether co-housing or shared services could be explored. Finally, they were open to broadening accessory dwelling units being allowed for the general population to rent, and not just family or caregivers. The Facility Review Committee unanimously agreed this was a high priority (5).
- **Modernization and Rebuilding of Housing Authority Properties:** Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenney Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds. The Senior Center group felt that this was needed (5) but expressed frustration that Medway residents could no longer be prioritized. The Facility Review Committee unanimously agreed that this was a high priority (5).

Strategy Module 4: Multimodal Connectivity

No boards or committees evaluated these strategies during the April Roadshow.

Goal: Support multimodal transportation by improving walking and biking accessibility and connections both on and off roadways, expanding local and regional public transportation service, and investing in physical traffic calming measures to slow automobile travel speeds and make multimodal transportation a safe choice for all.

Strategy Approaches:

- **Complete Streets:** Adopt a Complete Street Policy and Prioritization Plan to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities targeting commercial areas and other priority development areas, like those with more municipal buildings, which create additional foot traffic and activity.
- **Expand Public Shuttle Options:** Expand public shuttle options for Medway commuters who use the MBTA commuter rail facilities, seniors and those with disabilities requiring transportation to daily needs and services, and the general public who would benefit from expanded transit options.
- **Regionalize Senior Transportation Options.** Look for opportunities to regionalize senior transportation services to provide added services to those who need it most.

Strategy Module 5: New Municipal Facilities, Services, & Technology

Feedback on this module was provided by the Medway Cultural Council (11 members, unclear how many were present) and the Facility Review Committee (5 members).

Goal: Invest in municipal facilities, gathering spaces, infrastructure, and technology to promote public safety, foster strong community connections, and modernize the Town.

Strategy Approaches:

Expand Opportunity for Recreation, Education, and Arts. Create space(s) for community activities in Town. The Medway Senior Center is very popular and offers a wide array of activities. Build on the success of the senior center by creating an intergenerational community center.

- The Cultural Council agreed this was a high priority (5). They liked the idea of an intergenerational community center. An addition of a community pool and an adjoining skate park could go together with the community center. If Town Hall were moved, perhaps the site of the old Town Hall and surrounding land could work for this purpose.
- The Facility Review Committee unanimously agreed this was a high priority (5).

Create Free Public WiFi. Consider providing free WiFi service in common areas of the community, such as parks or other community gathering spaces.

- The Cultural Council did not have time to review this strategy.
- The Facility Review Committee rated this a medium priority strategy (3), as they had concerns over how it would be funded, and the potential quality of service.

Strategy Module 6: Open Space

Feedback on this module was provided by the Planning and Economic Development Board (5 people), the Open Space Committee (6 members present), and the Conservation Committee (5 members).

Goal: Permanently protect Medway's tree canopy and at least 30% of open space land prioritized for carbon sequestration to remove carbon from the atmosphere, for biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, and for passive recreation and trails.

Strategy Approaches:

Strategic acquisition: Strategically acquire and conserve unprotected open space in town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.

- The PEDB all rated this as a high priority (4-5). They pointed out that properties have been identified and supported acquiring or otherwise permanently protecting them. They were concerned about the process, and how it related to the MBTA community program, but generally felt that open space and development were not mutually exclusive.
- The Open Space Committee (OSC) unanimously ranked this as a high priority (5).
- The Conservation Commission rated this highly (5), and felt there was a conflict between expanding zoning laws to make the town more business friendly and retaining and expanding open space.

Zoning: Consider adopting natural resource protection zoning as a stronger open space protection alternative to Medway's existing zoning.

- The PEDB all rated this as a medium priority (3-4). They had concerns around giving up the special permit control over architectural quality. The group felt that the Town needed to learn more about this strategy.
- The OSC all rated this a high priority for new subdivisions (5), however there was a question about how this would affect the 40b developments.
- The Conservation Commission rated this highly (5) - liked the natural resources zoning, but also felt that the Town doesn't do enough to communicate about Medway's existing zoning options (OSRD) and should expand its communication and outreach about other environmentally friendly options.

Tree canopy bylaws: Inventory the existing tree canopy in Medway and consider adoption of a tree canopy bylaw.

- The PEDB had very different rankings of this priority individually (1,3,4). The group thought there would be issues having this bylaw apply to single-family residences. They thought that a broader tree bylaw should apply to new construction only, and that the administration of such a program would require more staffing (e.g., more active tree warden or tree committee). However, a tree replacement program would be a nice option for existing homeowners who need to remove a tree, to plant a new one on their property.
- The OSC had a lot of discussion on this strategy, but ultimately ranked it as a medium priority (3) as they felt there was not enough detail to make an informed decision. There would need to be very clear guidelines and concerns about how this would be handled on different lot sizes. However, they agreed it was worth investigating further.

- The Conservation Commission thinks this is a high priority, and is working on a tree preservation bylaw for an upcoming town meeting.

Dam removal. Consider removing dams, like the Sandford Mill Dam and Choate Park Dam.

- The PEDB generally ranked this as a low priority (1,1,4). Concerns included costs, questions about ownership, and consequences of dam removal, and the need for more information.
- The OSC did not feel this was a high priority. However, they thought a study on the subject would be a high priority in the next master plan cycle - to look at all dams in town and decide which to remove. Like the PEDB the OSC was concerned about ownership, consequences of removal, and the need for more information.
- The Conservation Commission did not feel this was a high priority, as mercury was discovered behind the dams (USGS) and it was better left undisturbed until a full environmental study was done.
- The Historic Commission also thought this was a low priority (1), as the dam is a historical site within the Medway Village National Historic District. The Commission suggested a new historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.

Create an edible food forest. Consider preserving natural spaces in Medway in ways that benefit the community, such as an edible food forest.

- The PEDB ranked this as a low priority (1,1,2). It was thought to be a positive idea, but there were other issues of a much higher priority.
- The OSC ranked this as a low priority (1). They thought there were other issues of higher priority.
- The Conservation Commission thought this was a low priority (1). Rather, they would prefer to tackle food insecurity issues by expanding options at Medway Community Farm (reduction in food share costs to low income individuals) or other ideas on how the existing farm can serve the community.

Strategy Module 7: Recreation

No boards or committees provided feedback on this strategy module.

Goal: Meet community needs for inclusive indoor and outdoor recreation opportunities that can be used and enjoyed by people of all ages and abilities.

Strategy Approaches:

- **Skate Park.** Consider constructing a skate park in Medway to enrich the community and provide more options for recreation.
- **Additional Parking.** Consider adding additional parking at recreational locations in Town like Choate Park and Thayer Homestead.
- **Expand Services.** Consider the expansion of recreational services and options at existing recreational facilities, like Choate Park.

Strategy Module 8: Historic Resource Protection

Feedback on this module was provided by the Design Review Committee (3 people) and the Historical Commission (7 members).

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

Strategy Approaches:

Education. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, including the history of Native American, immigrant, and other historically marginalized populations.

- The DRC felt this was a medium to high priority (3, 5,5) as it is important to help people understand Medway's significant history, however not everyone is interested in learning this history.
- The Historic Commission felt this was a high priority (5), and that including the schools, Historical Society, and Historical Commission in a joint effort.

Local Historic District. Consider the establishment of local historic districts to further protect Medway's historic resources, including a Local Historic District for the Rabbit Hill neighborhood.

- The DRC felt this was a high priority (5,5,4) as new development doesn't look like a rural town. Grant programs or tax incentives could help people preserve historic homes, and maybe only applicable to certain types of homes.
- The Historic Commission thought this was a high priority (5) and wondered why it was limited to the Rabbit Hill National District and did not include the Medway Village Historic District. Also, the Wood's Corner should be considered. They also want a new historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.

Floating Historic Districts. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.

- The DRC felt this was a medium priority (2,3,4). There was a split opinion on whether this was taking regulations too far, or whether this was an effective way to protect historic homes outside of the historic district.
- The Historic Commission ranked this as a high-priority (5), and also thought the scope should be broadened to consider buildings built pre-1900.

Strategy Module 9: Farming and Agribusiness

Feedback on this module was provided via a presentation at the Medway Community Farm (7 people), the Agricultural Committee (4 people), and the Open Space Committee (6 people).

Goal: Support farmers and agri-entrepreneurs in Medway through zoning provisions and other initiatives to help garner community support.

Strategy Approaches:

Business Potential. Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.

- Participants ranked this as a high priority (4-5). This could potentially be a valuable thing to Medway, bring the community together, and bring business to the Town while staying close to the agricultural use. There was some concern about using the farm for events, and whether the Town infrastructure would handle the influx.
- The Agricultural Committee thought this was a medium priority (3-4). They like the idea of zoning to allow temporary use of agricultural land for events (weddings, farm-to-table) but it would need food and alcohol permission. Egg selling has regulations and needs refrigeration. Connecting with the Medway Business Council is a good idea.
- The OSC all liked this idea and rated it highly (4). It will give farms more flexibility to expand business and make them more profitable, but would need guidelines.

Farmer's Market. Expand the Farmer's Market, which is an avenue for local businesses to educate the public and sell their products and promote its utilization.

- Participants unanimously felt this was a high priority (at first they rated it a 4, but upgraded to a 5). The Farmer's market could be run by the Town's Parks Department, expanded in size and number of vendors, and moving the event to the weekend. The Canton Farmer's Market was cited as a good example. There is an opportunity for music and other events alongside it to make it a larger event.
- The Agricultural Commission unanimously felt this was a high priority (5). The location of the market is an ongoing question. The market organizers don't want most of the vendors to be selling non-food items, and there needs to be more marketing, and auxiliary events (e.g., kid activities, storytelling, music, plant a seedling, and more parking).
- The OSC rated this as a medium priority (3). They would like to support expansion of the market, in an alternative location like Oakland Park or Adams Meadow. The Town should be willing to help with education and publicity.

Community Farm. Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.

- Participants questioned whether the Town could address the community farm in the Master Plan as an independent 501c3, and the wording should be how the Town can better support the MCF. The Natick Community Farm was cited as a good model. The MCF would like to expand options for K-5 camps and build bathrooms and have the Town help market local community supported agriculture at the farm, build a barn, or pay for a farm executive director. Right now, the farm is run by volunteers.
- The Agricultural Commission ranked this a 4. There were questions about what "expansion" meant.
- The OSC rated this as a high priority (4). They all wanted to keep the farm in town but were unclear on what role the Town plays with a private 501c3. The OSC would be willing to collaborate with the farm on publicity.

Strategy Module 10: Renewable Energy

Feedback on this module was provided by the Energy and Sustainability Committee (5 people).

Goal: 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.

Strategy Approaches:

Electric Vehicle Infrastructure. Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways your local regulations can encourage EV charging infrastructure on private properties.

- The ESC rated this highly (4-5), as more electric vehicle infrastructure is needed now and in the future.

Renewable Energy. Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.

- The ESC rated this unanimously highly (5). Switching from fossil fuels to renewables was seen as essential to mitigate climate change effects. However, it should be a phased approach. The Town should look at multi-purposed buildings (Town Hall, Fire, Police). It may be hard for Medway to leverage wind and geothermal energies.

Green Building. Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building.

- The ESC rate this highly (4-5). They felt it was good to Incentivize businesses to do the right thing or to penalize them when they don't do the right thing. Incentives are preferred to requirements. The Town should be looking at municipal buildings and residential buildings first because of the volume.

These strategies were not evaluated by any group:

- Solar Power
- Zoning for a Battery Storage Facility

Strategy Module 11: Sustainability

Feedback on this module was provided by the Energy and Sustainability Committee (5 people).

Goal: 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.

Strategy Approaches:

Nature-Based Design. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.

- The ESC rated this highly (5). While there are higher upfront costs, there would be lower overall operational costs. It would also help build resiliency to climate change via flood storage, mitigating the heat island effect, and increasing infiltration to mitigate effects of drought. It could help meet Charles River Watershed phosphorus removal requirements.

Composting Program. Consider creating a town-wide composting program.

- The ESC had diverse viewpoints on a composting program, rating it with a range between 1 and 5. Pros were seen as creating less burden on the solid waste stream, reducing costs from yellow trash bags, and improving soil quality. However, many people already compost at their own house, and there is potential for contamination entering the compost making it unusable. It may cause more pests and smells.

Strategy Module 12: Inclusivity

These strategies were discussed at a Senior Center focus group (10 people).

Goal : Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in town government.

Strategy Approaches:

AARP Livable Community. Seek designation as an AARP Livable Community to advance local efforts to help people of all ages and abilities live easily and comfortably in the community.

- While the group thought it was a high priority to provide a supportive community to older adults, there was concern that this approach was not the right one.
- There was a concern that this is tied to only one organization, while there were many others also offering good ideas, e.g., dementia friendly.
- Could the town do something more generalized towards healthy aging?
- There is a need for a separate strategic plan for health and human services (especially for seniors). The Senior Center is the de-factor social service organization of the community for all ages. The Department needs additional money, staff, and space to become a future "Human Service Department".

Community Feedback. Consider ways for the public to submit feedback to the Town so that community members can express their views. This could be a change to Town Meeting or another vehicle for public comment.

- The group thought this was a high priority (4-5), however no one has a clear idea how to fix it. There is a lot of community outreach to get the word out about Town meeting and elections already. Would changing the day/time of Town meeting to a weekend result in higher turnout?

Welcome Center

- This strategy was not evaluated by any group.

APPENDIX III: SUMMARY OF ONLINE ENGAGEMENT PLATFORM

ESRI STORYMAP ONLINE ENGAGEMENT PLATFORM

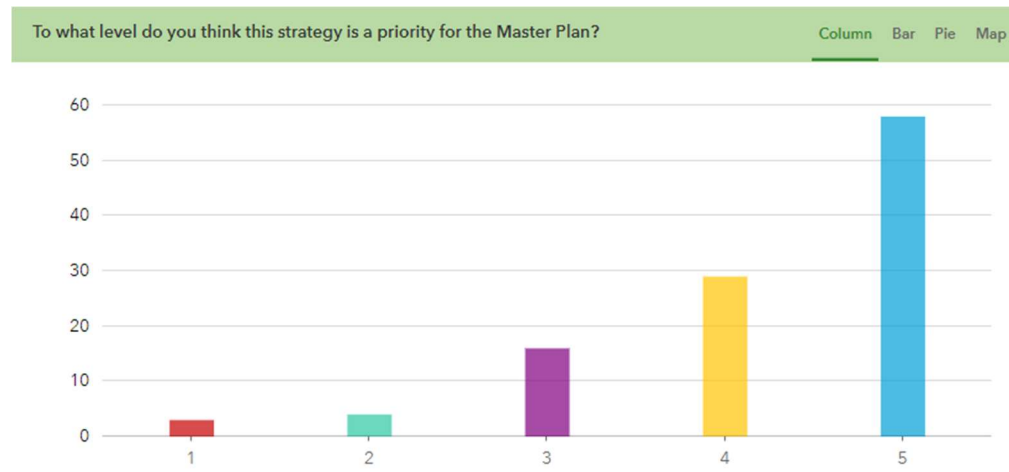
Created by JM Goldson LLC 05/25/2022

The Master Plan Story Map Engagement Platform, which was created by the project consultants and marketed via social media, the project website, and Medway town staff, was designed to gather community feedback on the strategies of the master plan. The survey was widely distributed and gathered an average of 66 responses from community members (range of 46 to 110 records per strategy).

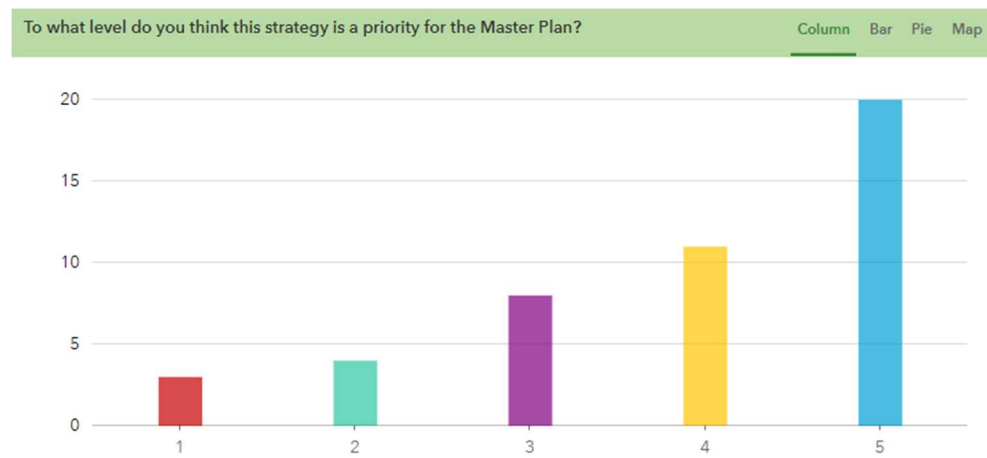
KEY FINDINGS

- Online engagement participants strongly agreed placemaking for the town center and adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties.
- They supported a number of environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, nature-based design, a community composting program, creating tree canopy bylaws, historic education, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm.
- Finally, online engagement participants strongly supported additional opportunities to provide community feedback, the creation of an intergenerational community center, and complete streets initiatives and policies.
- Many participants were hesitant about strategies that were tax incentives for redevelopment on Route 109, expanding or incentivizing industrial growth, or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were skeptical about AAPR designation for livable communities, expanding public shuttles, or regionalizing senior transportation. There was mixed support for expanding recreational services and facilities, including a skate park and additional parking. Participants also had mixed support for both a local historic district and floating historic districts. Finally, there were differences of opinion about solar power and battery storage facilities.
- Creating a welcome center or an edible food forest were mostly rated as low priorities, as was dam removal.

HIGH PRIORITY STRATEGIES (RATED MOSTLY 4 OR 5): Placemaking improvements (110 records)



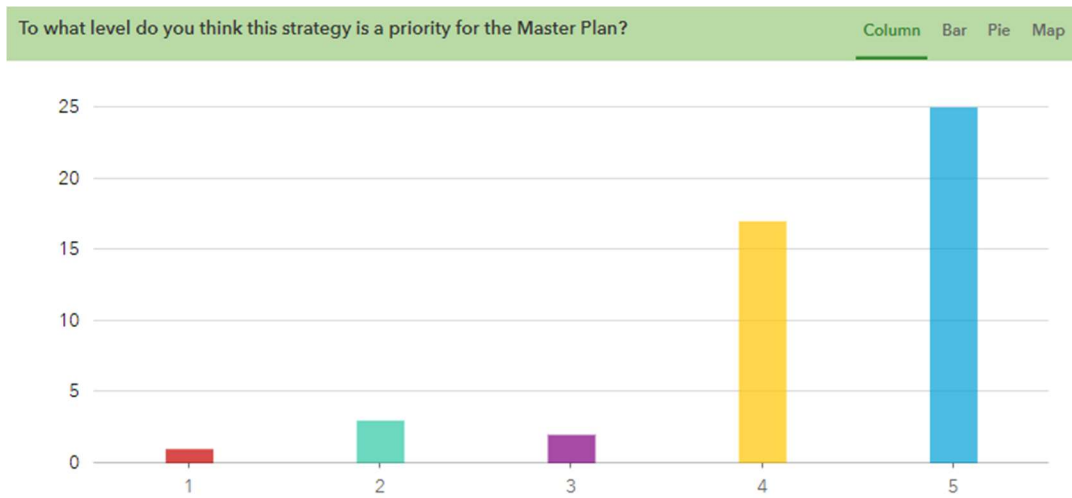
Community feedback (46 records)



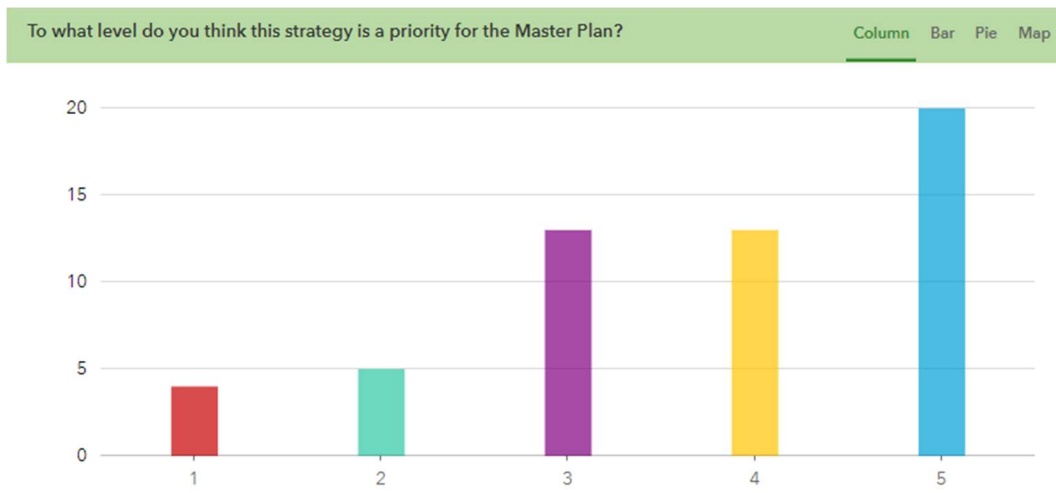
Composting program (46 records)



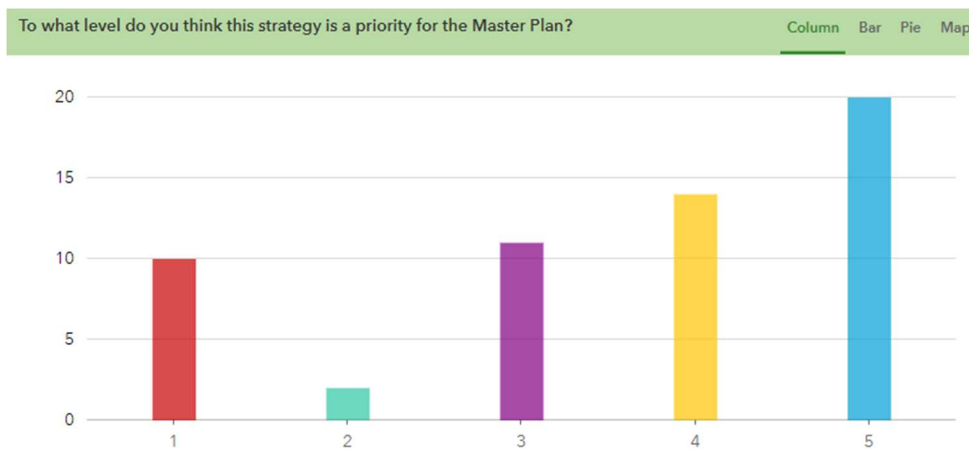
Nature based design (48 records)



Green building (55 records)



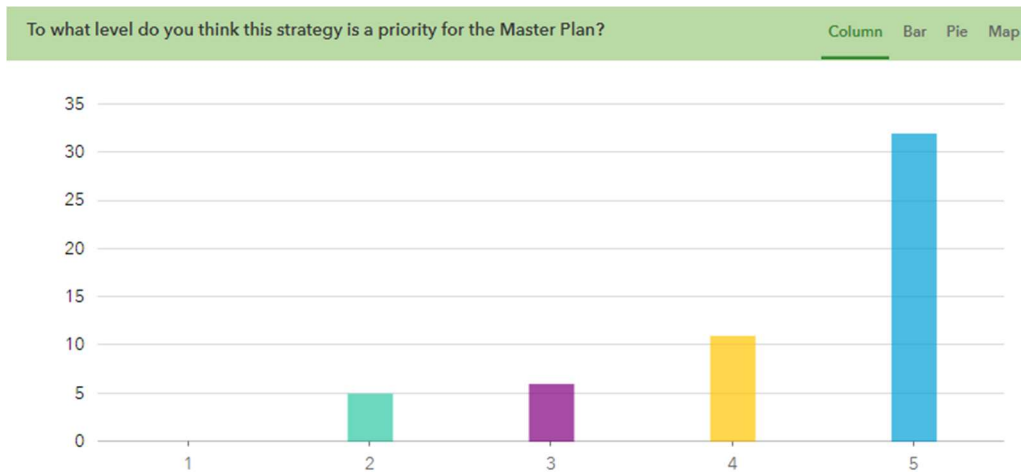
EV infrastructure (57 records)



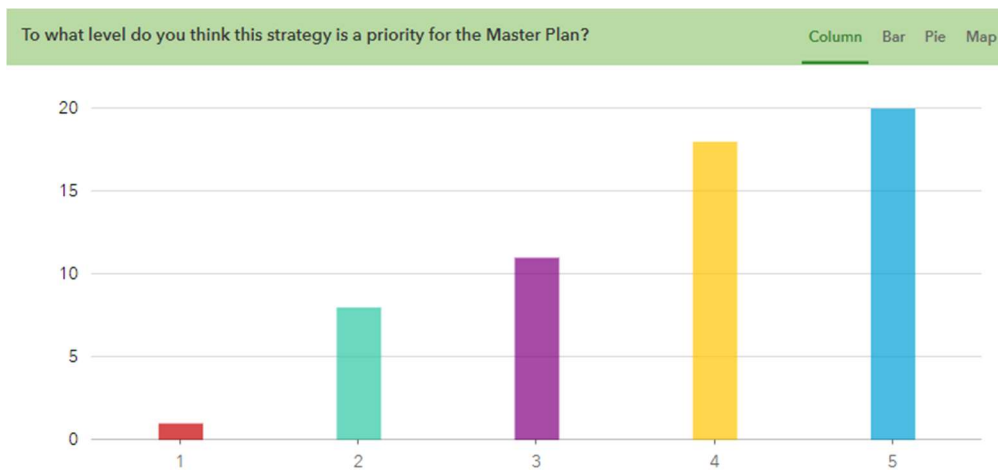
Renewable energy (59 records)



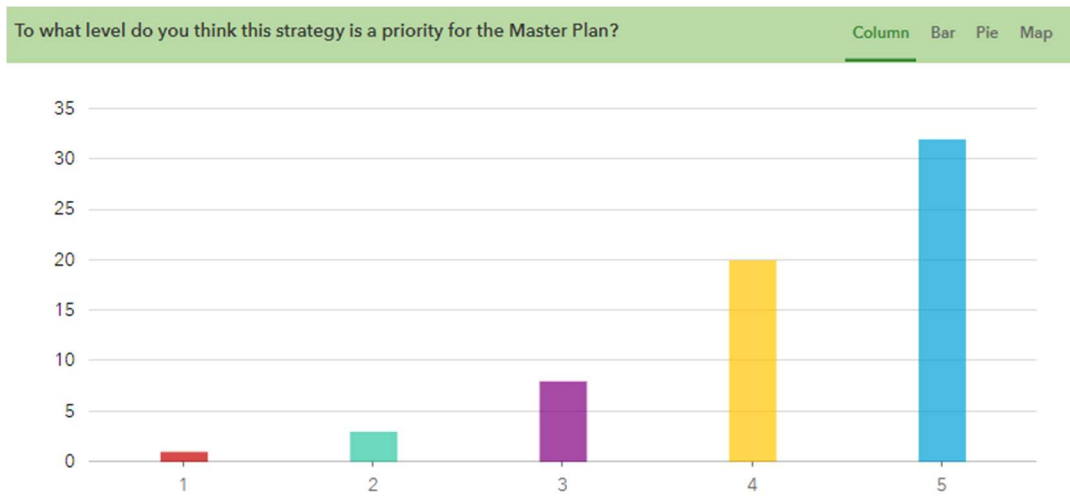
Community farm (54 records)



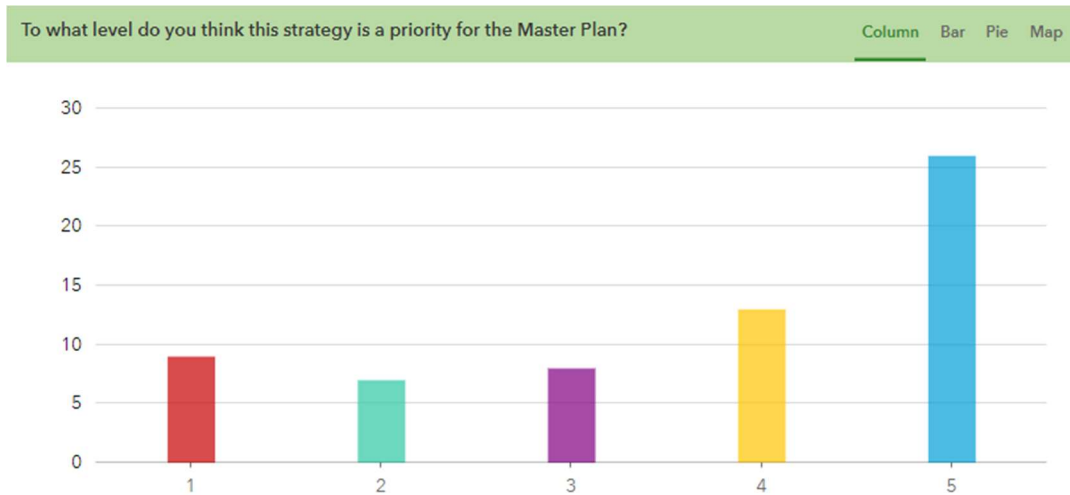
Farmer's market (59 records)



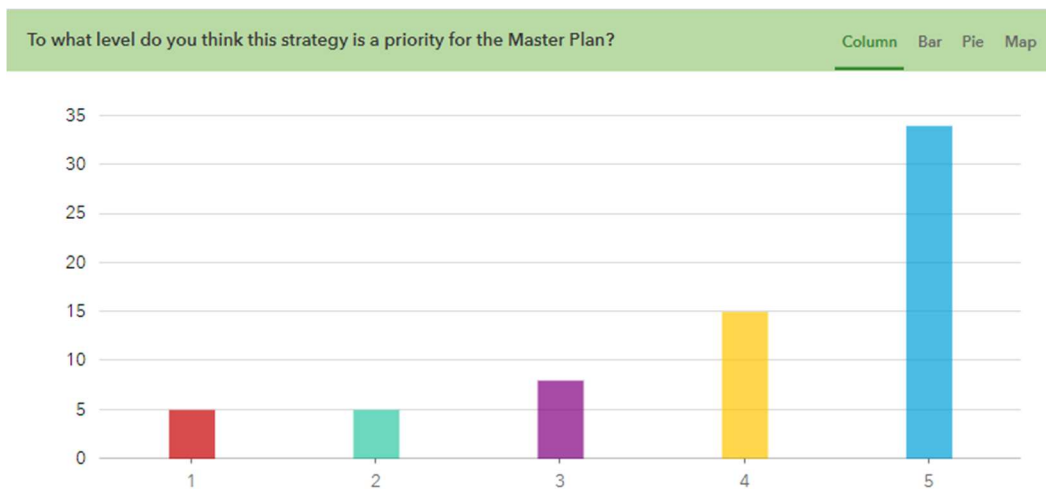
Business potential (65 records)



Historic education (64 records)



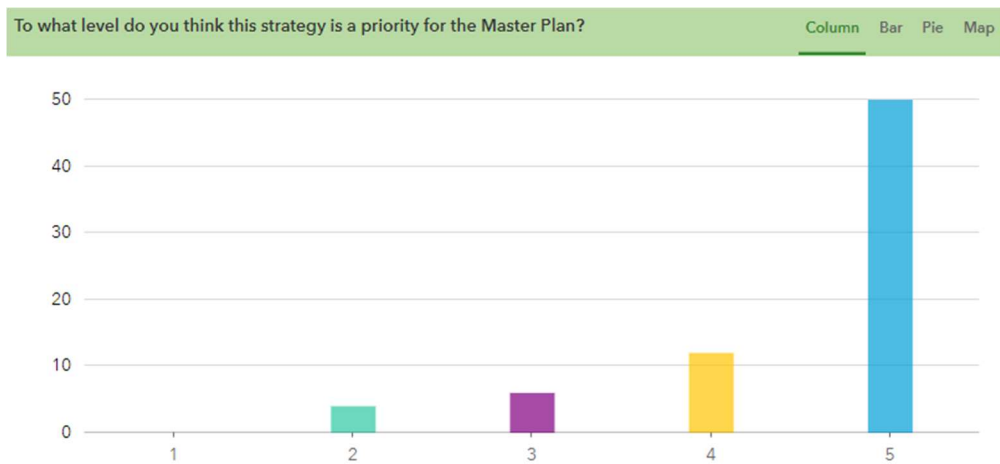
Tree canopy bylaws (68 records)



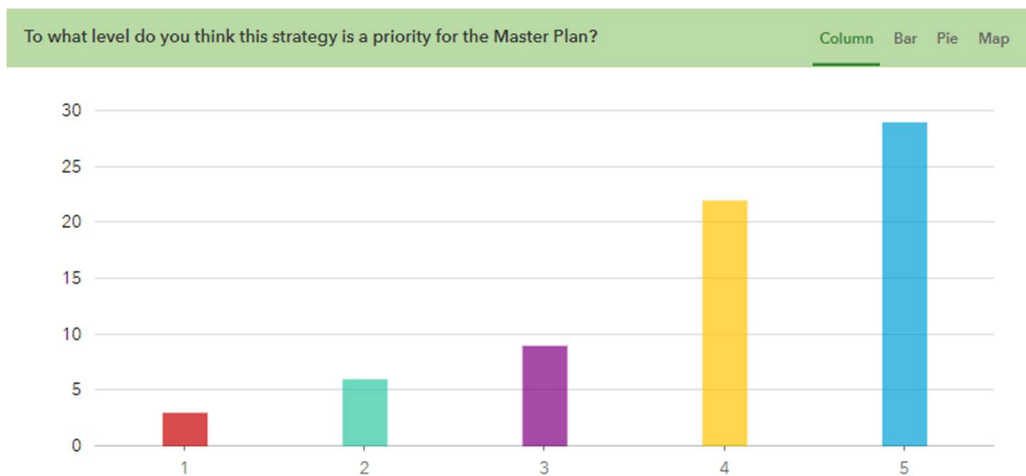
Zoning (open space) (67 records)



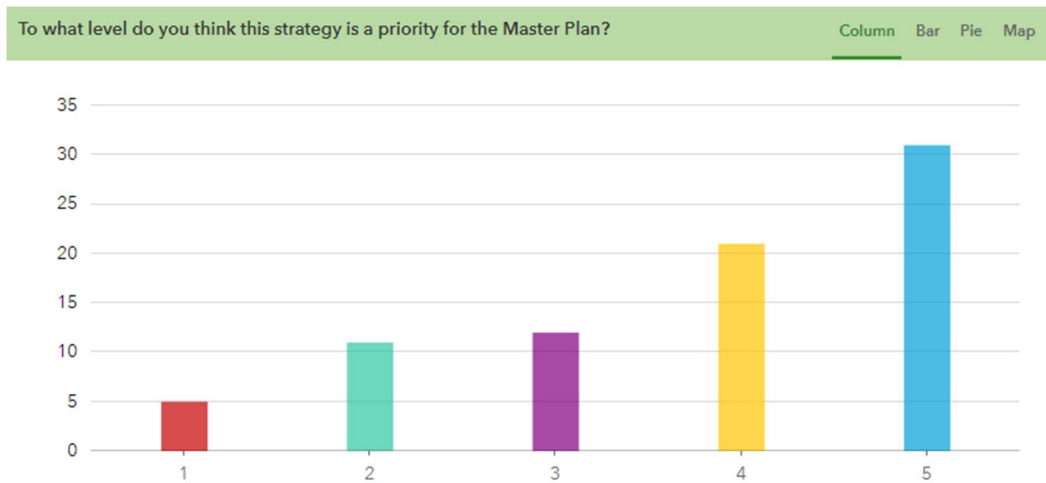
Strategic acquisition (71 records)



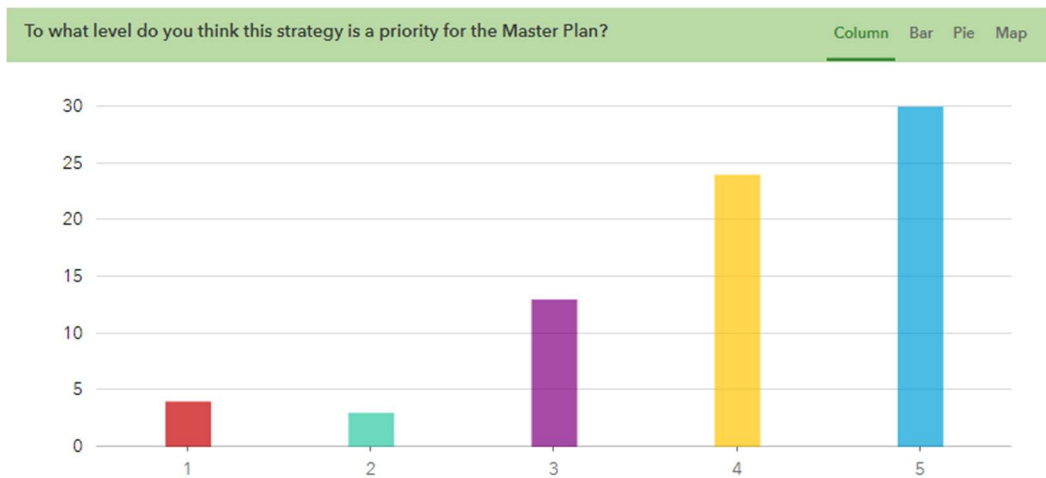
Community Center (69 records)



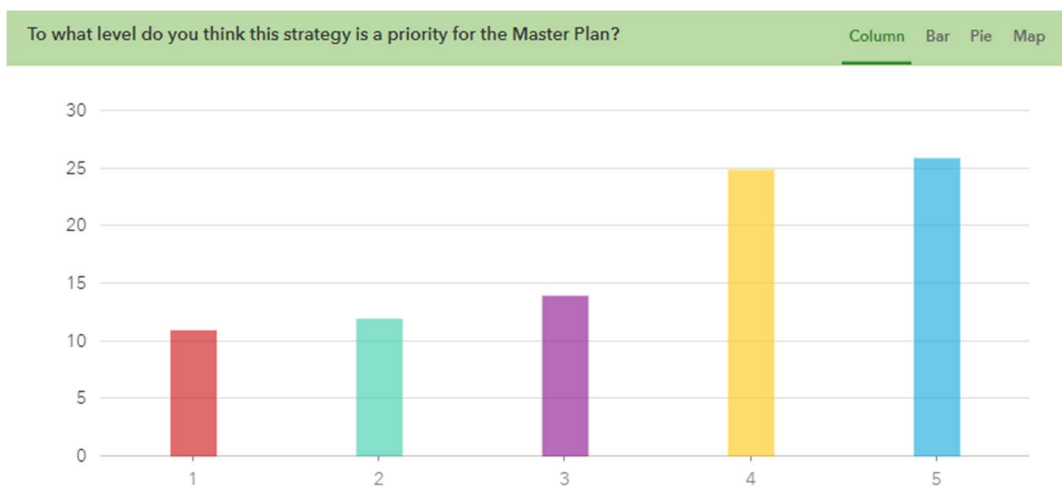
Complete Streets (80 records)



Modernization and rebuilding of housing (75 records)



Promote a variety of housing types (89 records)



Smaller village style commercial (79 records)

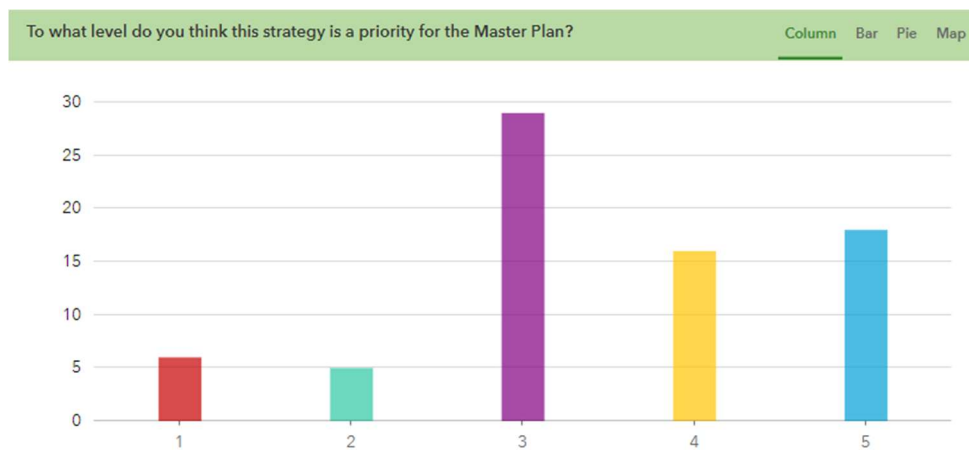


MEDIUM PRIORITY STRATEGIES – OR MIXED RESULTS (RATED MOSTLY 3 OR MIXED RESULTS)

Tax incentives for redevelopment (88 records)



Tax Incentives for industrial growth (75 records)



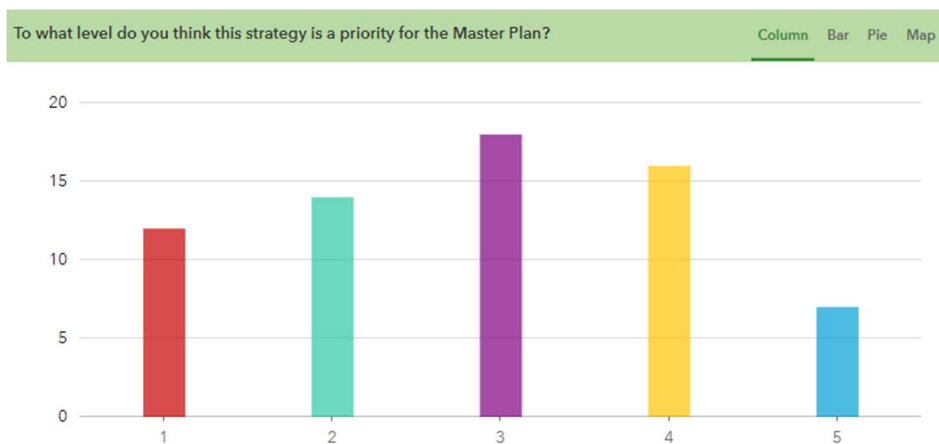
Special designation (81 records)



Expand services (70 records)



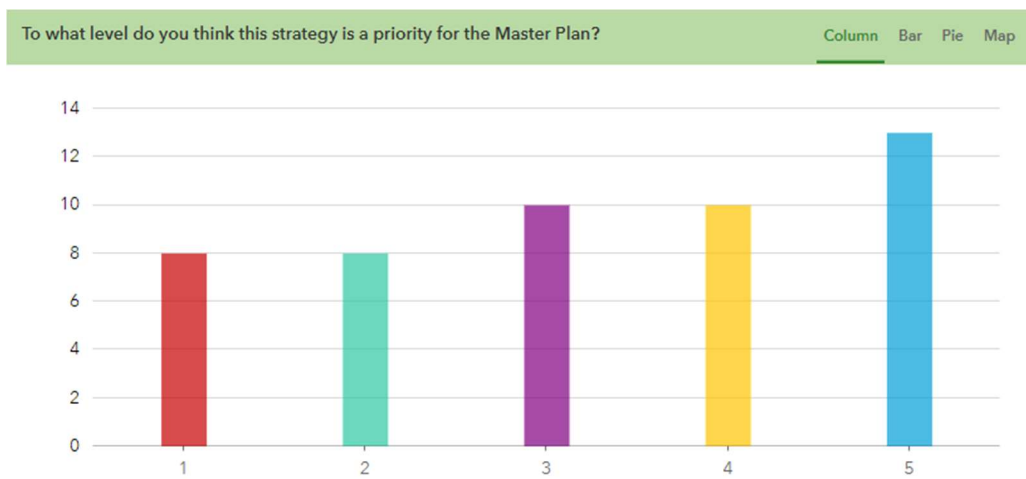
Additional parking (67 records)



Skate Park (67 records)



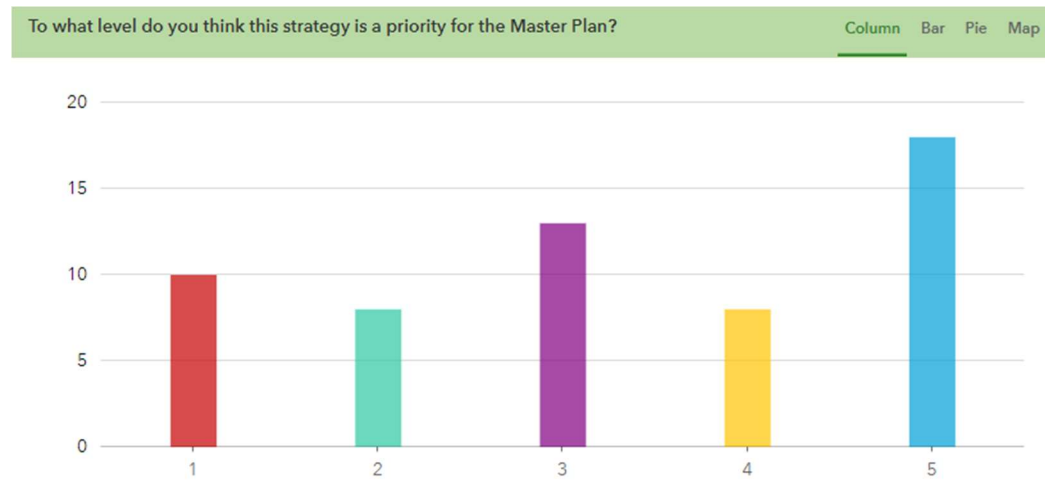
Battery storage (50 records)



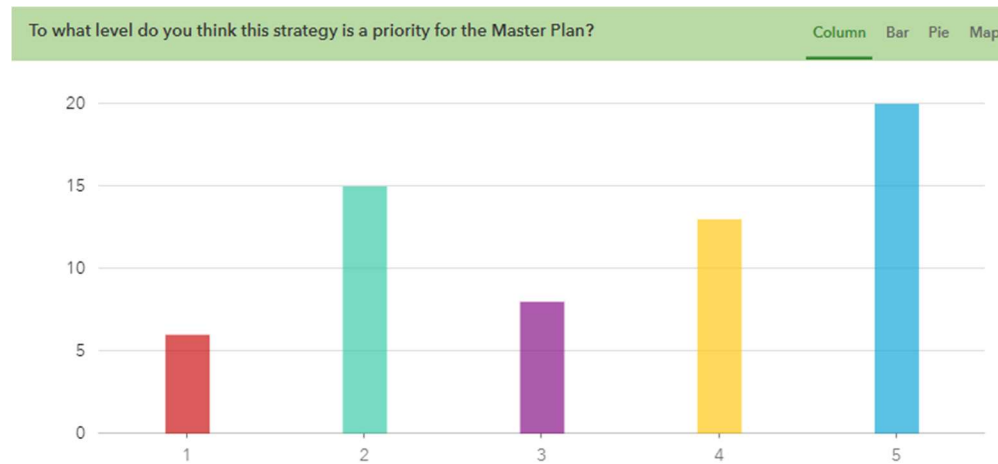
Solar power (49 records)



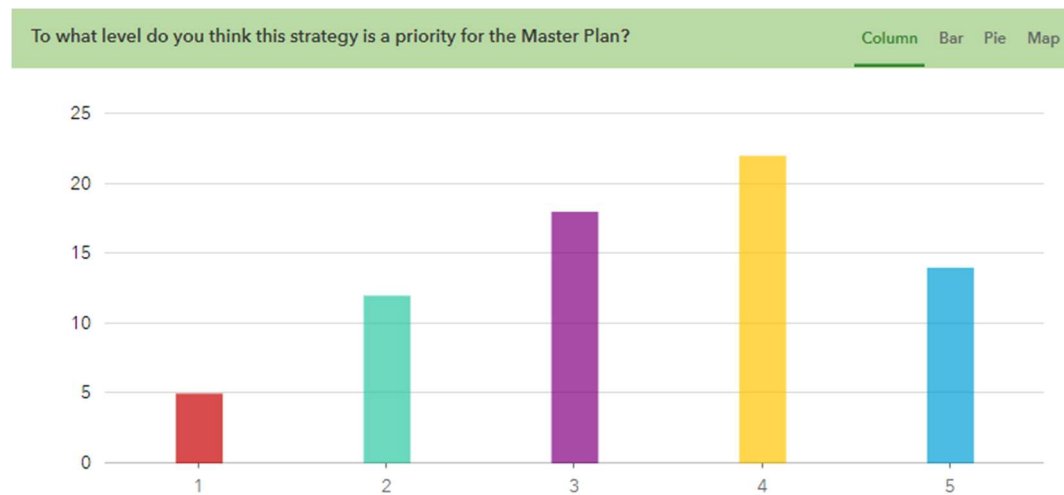
Floating historic districts (57 records)



Local historic district (62 records)



Regionalize senior transportation (72 records)



Free public wifi (71 records)



Expand public shuttle options (74 records)



Expand industrial development (67 records)



AARP Livable Community (49 records)



LOW-PRIORITY STRATEGIES (RATED MOSTLY 1 OR 2)

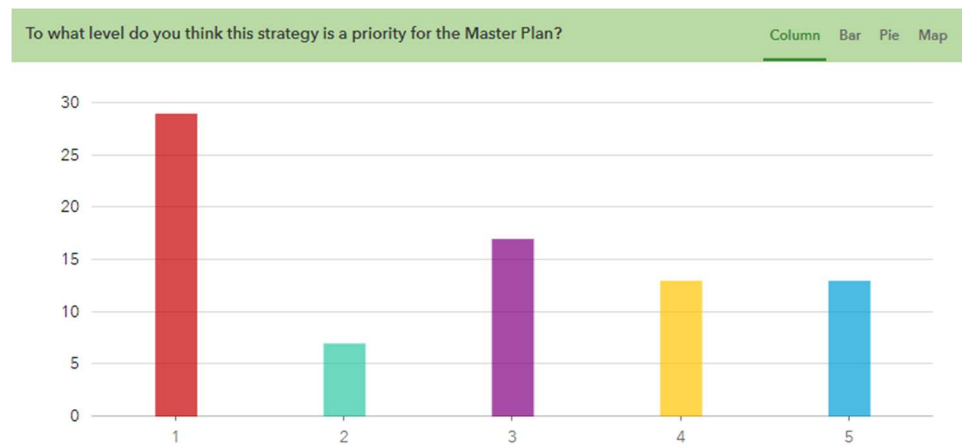
Welcome Center (46 records)



Edible Food Forest (65 records)



Dam Removal (80 records)



NEW STRATEGIES PROPOSED

- There was also no mention of the library. When we consider resources for our community this should be one of them!
- Contiguous sidewalks to access all town buildings, parks, fields and schools should be a priority.
- I'd like to see more on infrastructure and services - e.g., public streets, sidewalks, utilities, buildings, recreation, etc., and their impact upon the tax base.
- More focus on positive incentives to CHOOSE options that also work toward the public good. The best example is the excellent idea of increasing the options available to agricultural owners.
- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)
- Changing the welcome center to be an online link or downloadable toolkit to print. Or incorporating into another building like the town hall, library, or future community center
- All board/committee meetings should be broadcast and recorded/ have alternative ways to tune in
- A way to include more voices at town meeting
- Focus more online and email outreach than in person meetings
- Inclusive communication - resources for the deaf, hard of hearing, and blind
- Utilize an existing resource for composting program (e.g. Hidden Acres Compost)
- Bring the compost to local farms
- Prioritize new community solar projects above parking lots or already deforested areas.
- Consider requiring benchmarking reporting for commercially or industrially zoned buildings like many large cities (I.E. Boston, New York) do.
- Integrate the schools more into the community farm.
- Create a winter farmer's market and hold it In the Thayer House.
- Create a matching grant fund to renovate historic homes in the proposed floating historic district
- Venue to offer arts, cultural, and historic programming
- Expand potential uses for the baseball fields when they aren't used, small skate park where the volleyball courts are/were - new basketball or volleyball courts - stuff for tweens/teens
- Ban on dogs lifted (keep 100% leashed)
- Expand offering for pre-teens
- Senior playground equipment <https://www.aaastateofplay.com/playgrounds-for-senior-citizens/>
- Nature playground for children
- Ice rink next to Thayer House
- Places for young people: roller skating
- Check trees for disease; Join the Arbor Day Foundation
- The town rent one or two retail spaces as rotating pop-up locations for new businesses to try out a brick-and-mortar spot. I thought that might be a good way to inspire new small businesses in town. I've seen it done elsewhere, sometimes seasonally only. <https://thecornerpotashland.com/>

APPENDIX IV: DEPARTMENT HEAD MEETING NOTES

Prepared by JM Goldson LLC 05/27/2022

Attendees at 4-27-22 Medway Dept Managers Mtg

- Sandy Johnson, Director of Communications
- Allen Tingley, Police Chief
- Barbara Saint Andre, Director of Community and Economic Development
- Beth Hallal, Health Agent
- Bill Kingsbury, Lieutenant Police Department (to be chief July 1)
- Bridget Graziano, Conservation Agent
- Carol Pratt, Town Accountant and Finance Director
- Erin Mallette, Animal Control Officer
- Jack Mee, Building Commissioner
- Julie Harrington, Director of Parks and Recreation
- Margaret Perkins, Library Director
- Rich Boucher, IT Director
- Pete Pelletier, DPW Director
- Stefany Ohannesian, Town Clerk
- Susy Affleck-Childs, Planning and Economic Development Coordinator
- Joanne Russo, Treasurer/Collector

DEPARTMENT HEADS MEETING – 04-27-2022 9 TO 11AM

Group 1

1. Encouraging village centers
2. Encourage renewable energy use and ensuring stability of electric infrastructure

Problematic –

- Recreational opportunities
- Expanded Senior Center in same location
- A community center and/or pool is a great idea – but a lot of funding
- Separate from the senior center preference
- Rail Trail – issues with ownership and expenses to design and construct it
- Urban renewal area on Rte 109 is very expensive
- Regional dispatch should be a high priority -

Others to add –

- #4 New things – Reliable two way communication for first responders (in progress)

Group 2

1. Town Center – walkability on 109 and connecting to town center feel
2. Town Hall is on 109 – be a part of that.
3. Fire/police station could be on 109
4. Affordable housing – especially for seniors
5. Open Space and farming – protecting existing farms, shifting to other open spaces? Older owners – protect space

6. Running out of land in town – how do we expand and find the money to protect these farms and spaces?
7. Youth and family services – along with police department and mental health
 - Nothing to eliminate
 - Nothing else to add

Group 3

1. Strategic growth – roadways to/from connectivity – (1.2, 1.14)
2. Water issues – high priority
3. Public facilities – town hall/fire/police, center of town idea – but land barriers
4. 2.11 Create more shuttles to popular destinations – additional options
5. 2.15 (highest priority) Keep town finances stable
6. Drinking water 3.3 – all of those valid goals
7. 4.5 mental health concerns (high priority)
8. Technology infrastructure – cyber security to protect finances – cultural aware

Roadblocks

- Roadblocks – how does growth make things more affordable?
- How does agricultural goals mesh with increasing industry and tax base? There is a tension there. Sustainability/agricultural preservation balanced with growth
- Expanding park & rec – reviewing and expanding all departments not just parks & rec (too narrow)
- Nothing to eliminate

Group 4

1. New Town Hall
2. Town Center / Route 109 placemaking, etc.
3. Support for recreation, new programming, continue growth and parking
4. Multi-modal connectivity/ transit – not liking the idea of going in with other towns on transit, but looking for within the community transit (lack of sidewalks, etc.)
5. Sustainability category – high community interest in this area – community composting program
6. Affordable housing issues – more variety/ diversity of options – coming up with programming/education for first-time homebuyers
7. Historical resources – more with community education
8. Welcoming center service – wrapped into some other service/ piggyback (Youth/recreation/arts/programming, etc.)
9. Feasibility studies on VFW Sites (need a plan)

Challenges- Money, Town Center/Rte 109 issues – major property owner is a big challenge and barrier – energy/focus might have to not be on the plaza but elsewhere

Group 5

1. Route 109 – add town facilities in this area
2. Open Space/farming/purchasing land/education – put these together into one goal – achieve all of them at the same time – goal of 30% land set aside for open space (Medway owns very low %), lines up with Charles River Flooding control MVP plan – nature based solution

3. Zoning – supported small Village District, adding tiny homes, granny pods, pocket parks, add sidewalks, add tree wells to accommodate for increase in impervious
4. Renewable energy solar panels, EV charging stations – requirements coming down the line – do it now
5. Oak Grove/redevelop areas
6. New affordable elderly housing & upgrades to existing housing, how much additional housing is needed

Concerns

- Adding bike lanes in congested traffic/ safety concerns
- Expanding industrial in conflict with open space
- Do not want public wifi – cyber security concerns
- Tax incentives for industrial – incentives for smaller businesses instead
- More info on dam removal – research (neutral on support)
- Complete Streets is a concern with traffic and push/pull of adding impervious surface
- Lots of land on 109 is privately owned, incentivizing redevelopment improvements, and working with the businesses (needs research/planning)
- Conflict with increasing impervious and green infrastructure? Accommodating stormwater, etc.

4/27/2022 Master Plan - Zoom

land acquisition
zoning issues

~~RT~~

Repts

maybe
cheap
lease
Support ^{do not} _{environ}

IV. Complete Streets ^{traffic} dangers.
sidewalks
in conflict
Climate Change.

① RT 109 → pedestrian ^{privately} _{owned?}
bundler

how do we achieve? goals
farming lost... Concerning
about achieving bike lanes on
busy street

✓ like tax incentives
✓ Cost on public transportation
↓
regionalization

② New Rest Tav

✓ like Village Style

1 tax incentive not supportful ^{at}

Concerns about sprawling

Cont
Counter incentive
Expand Industrial
+
add open space

1. Given limited resources, what are the TEN most important strategies on the preliminary list that you think should be prioritized in the next decade years? Please list each strategy number and explain why you feel these are priorities.

1. 2.7 New Town Hall
2. 2.4 Implement Development Code Review recommendations
3. 1.7 Work on Neighborhood Commercial revitalization - Village commercial zones
4. 4.1 Community Center - programming and space for arts and cultural activities; recreational programming, welcome center;
5. 1.10 Zoning for housing diversity
6. 3.10 Land Acquisition for Open Space
7. 3.18 and 1.13 Supporting agri-business ideas
8. 3.14 and 3.15 Historic District bylaws
9. 4.6 Implement recommendations of IDEA Committee
10. 3.2 and 3.4 Zoning to promote energy conservation, sustainability, green buildings, etc.

2. Which, if any, strategies seem problematic given funding availability and/or the responsible department's current capacity? What suggestions do you have to overcome these issues?

Route 109 due to challenges of current ownership of the Medway Plaza property
\$\$\$ for all identified and desired capital improvements.

3. Which strategies, if any, would you recommend eliminating or significantly reworking? Why?

3.16 Edible food forest
2.13 Dam removal
3.9 Regenerative farming

These just are not highly compelling to me.

4. What other strategies do you think should be considered that are not included on the preliminary list? What is missing?

Zoning to address overbuilding/massing issues - concerns about tear downs of modest homes and rebuilding too big and harming neighborhood character

Feasibility studies on VFW and Jacob Ide House properties

More Priority Strategies from Question #1 - Can't limit myself to 10

1.4 Oak Grove implementation

1.11 Housing Authority properties - replace, rebuild, etc.

1.14 Complete Streets - Doesn't have to be in conflict with push for less impervious surfaces. Missed opportunity for valuable funding to do sidewalks where it makes sense

3.1 Town Buildings - Net 0 policy

3.12 Tree preservation bylaw

APPENDIX V: MASTER PLAN STEERING COMMITTEE STRATEGY MEETING SUMMARY

Created by JM Goldson LLC 05/25/22

At a meeting on May 12th, 2022 - 10 members of the Master Plan Steering Committee discussed the various strategies. **They confirmed the overall high priority and low priority strategies from the online engagement platform** and voted on the remaining "mixed" or "medium" ranked strategies. The strategies the MSC was asked to review included Route 109 town center tax incentives and special designation as an urban renewal area, complete streets program, local shuttle service expansion, creating a community center, expanding Industrial development/ tax incentives, free public Wi-Fi, AARP designation, a local historic district, a floating local historic district, composting program, and battery storage zoning.

KEY FINDINGS

The following "mixed" strategies were ranked as high priorities:

- Complete Streets designation to leverage other public funding
- Expanding Industrial development zoning districts
- Tax Incentives for Industrial growth (although 30% of respondents did rank this strategy as a low priority)
- AARP designation
- Floating historic district for antique properties (17th and 18th century)
- Composting program
- Battery storage zoning (participants noted that this was already in process)

The following "mixed/medium" strategies continued to be mixed:

- Route 109/Town Center Tax Incentives
- Route 109 - Special Designation as an Urban Renewal Area
- Creating a community center

The following "mixed/medium" strategies were ranked as medium priorities:

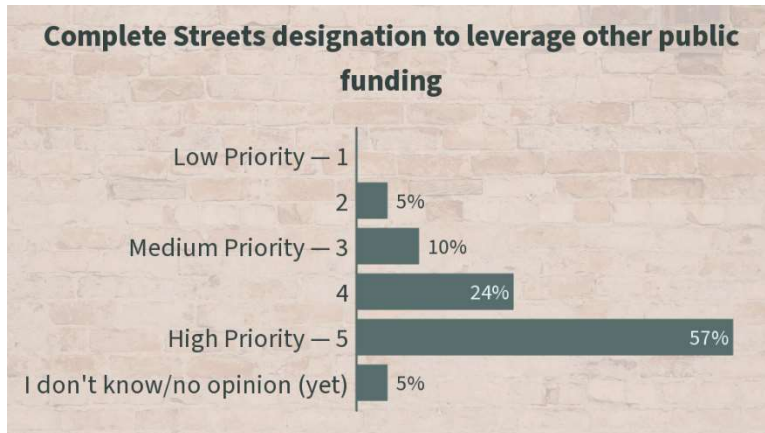
- Local shuttle service expansion. (Note: expanding shuttle service for seniors was a higher priority than for commuters)
- Local historic district - Rabbit Hill neighborhood

The following "mixed/medium" strategies were ranked as low priorities:

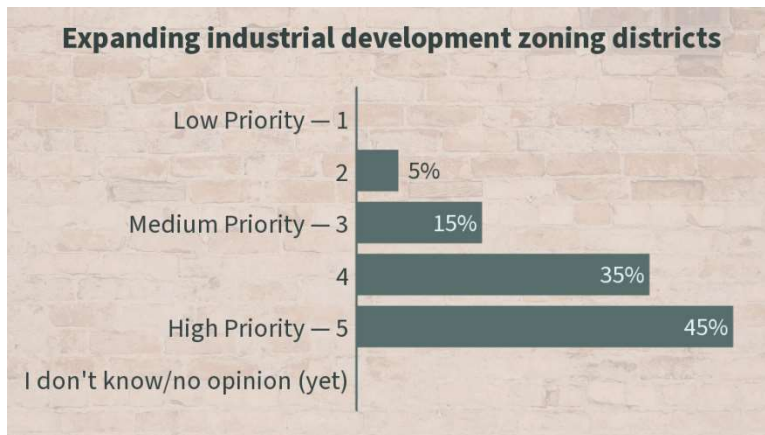
- Free public wi-fi (Although 24% ranked this as a high priority)

HIGH PRIORITIES

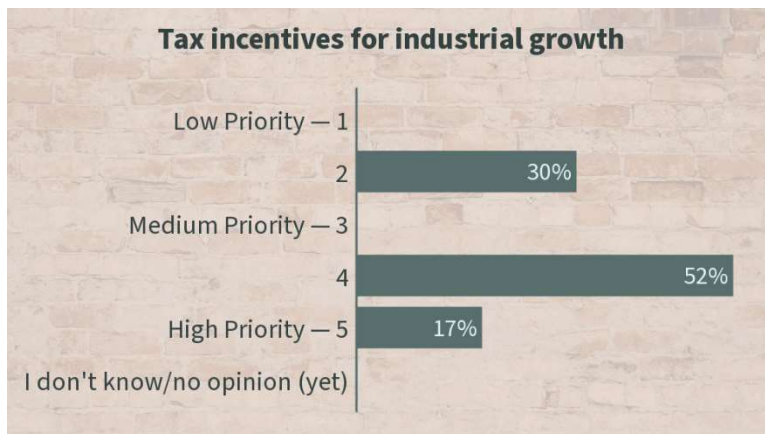
Complete Streets designation to leverage other public funding



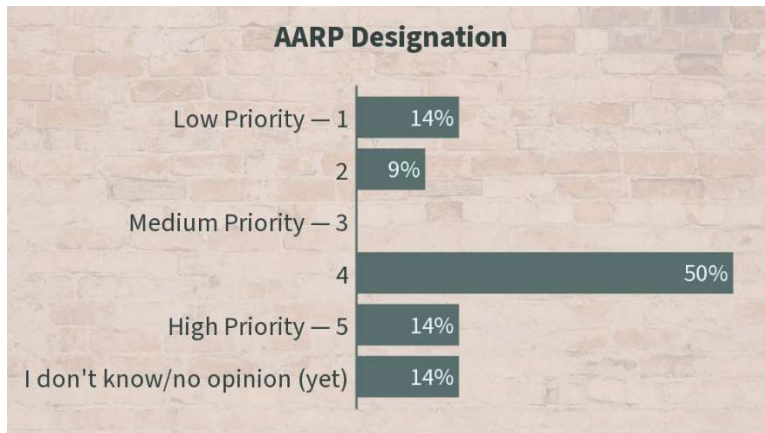
Expanding Industrial development zoning districts



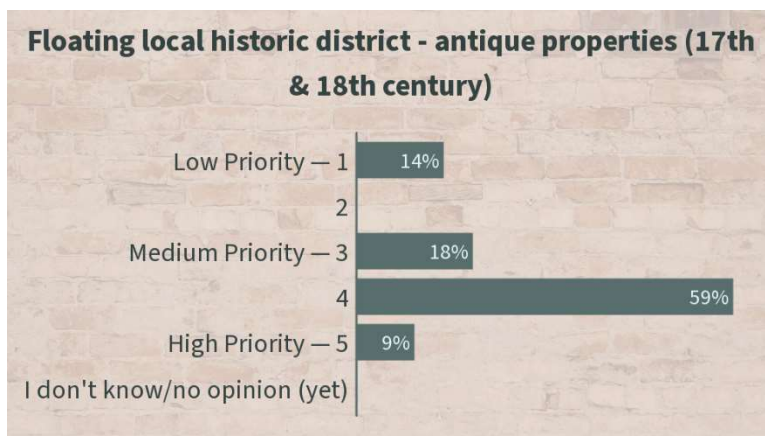
Tax Incentives for Industrial growth



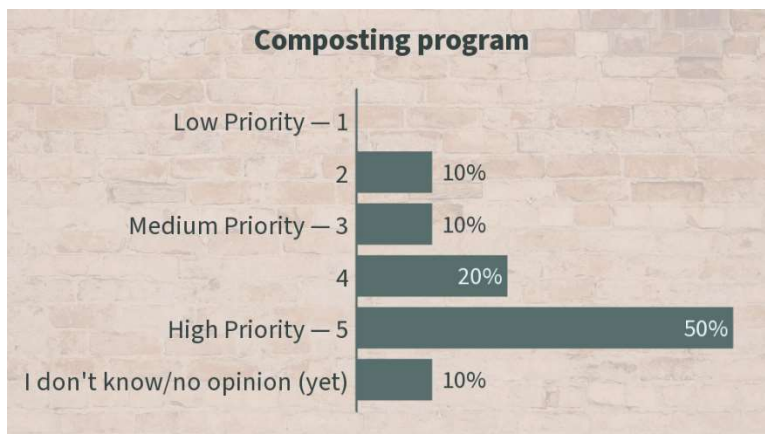
AARP designation



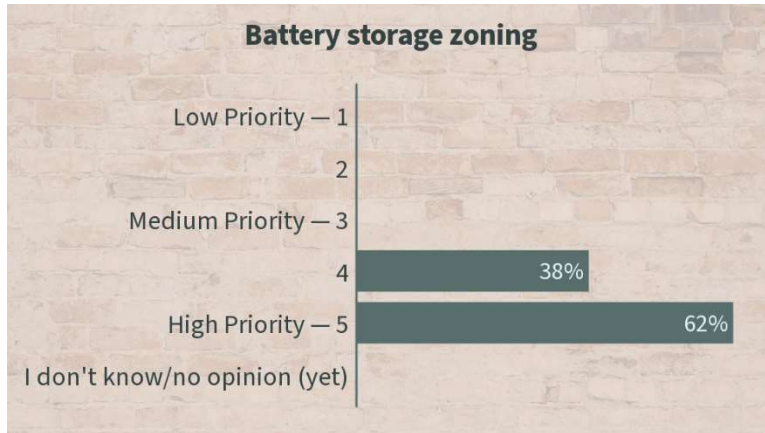
Floating historic district for antique properties (17th and 18th century)



Composting program

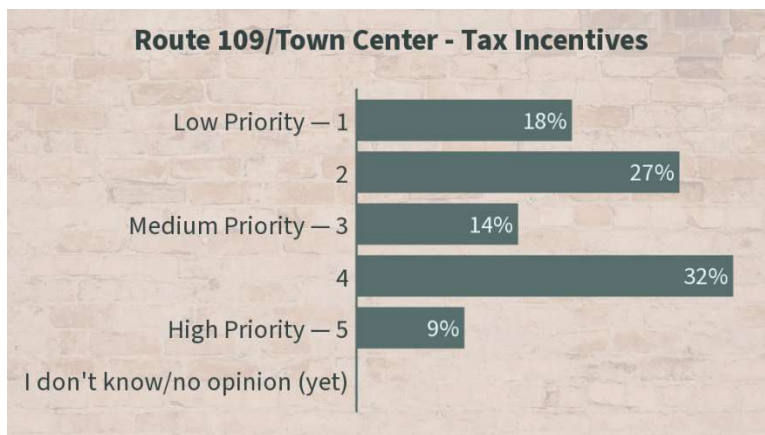


Battery storage zoning (participants noted that this was already in process)

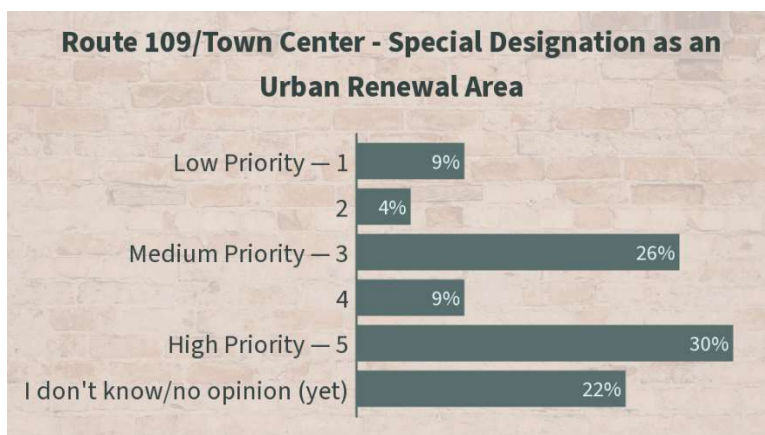


STRATEGIES WITH MIXED OPINIONS

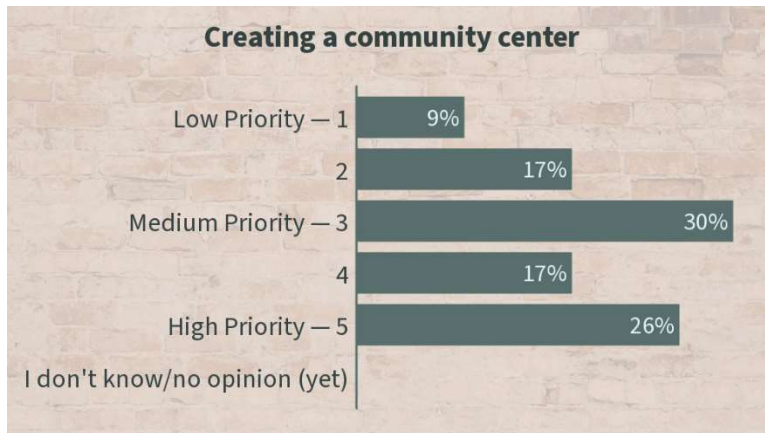
Route 109/Town Center Tax Incentives



Route 109 - Special Designation as an Urban Renewal Area

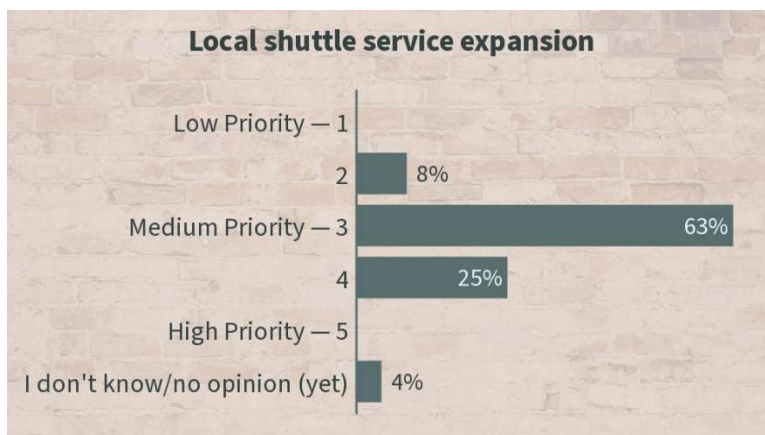


Creating a community center

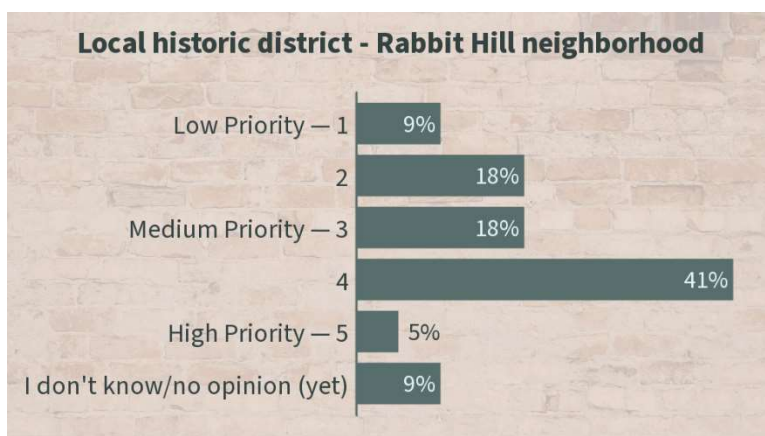


MEDIUM PRIORITY STRATEGIES

Local shuttle service expansion.

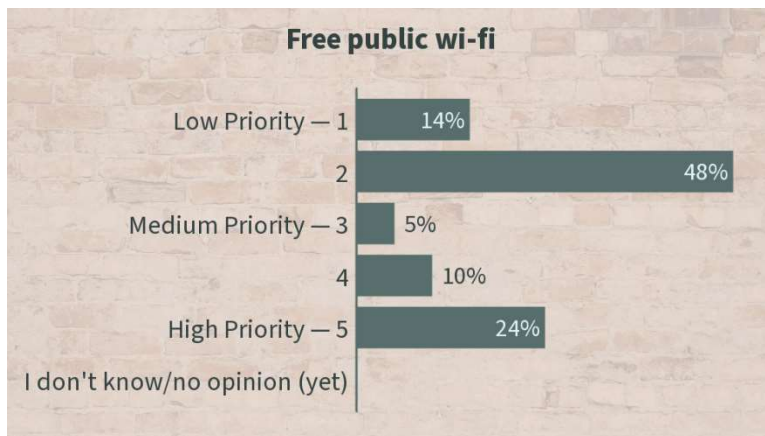


Local historic district - Rabbit Hill neighborhood



LOW PRIORITY

Free public wi-fi (Although 24% ranked this as a high priority)



APPENDIX V: MEDWAY PRIDE DAY

Prepared by JM Goldson LLC 05/24/2022

Medway Pride Day took place on Saturday, May 21st, 2022. Fifty (50) members of the public participated in answering the Medway Pride Day two-question survey, either in-person or via the online survey on the Master Plan website. Rather than asking about specific strategies, the questions focused on the relationship between property taxes and overall government services.

The overall survey results are as follows:

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (23) 46%
- About right (22) 44%
- Too low (0) 0%
- No opinion (5) 10%

Would you rather have the Town provide more robust local government services (e.g. new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep services and taxes about as Medway has now?

- More services, more taxes (12) 24%
- Less services, less taxes (5) 10%
- Current approach (28) 56%
- No opinion (5) 10%

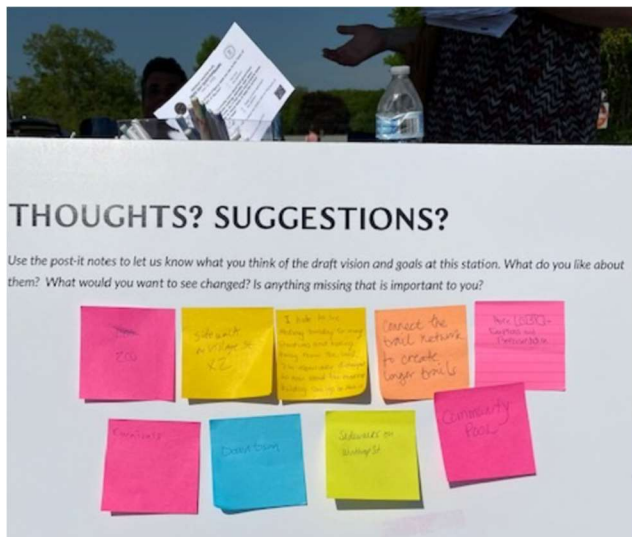
In-person postcard results

Q1. Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high: 18 (41%)
- In between too high/about right: 3 (7%)
- About right: 18 (41%)
- Too low: 0
- No opinion: 5 (11%)

Q2. Regarding changes to taxes and services.

- More Services, more taxes: 11 (25%)
- Less services, reduce taxes: 2 (4.5%)
- Keep current approach: 25 (57%)
- No Opinion: 4 (9%)
- Other: 2 (4.5%)
 - Maintain and keep current services/keep taxes low
 - Be good stewards of the money for the services



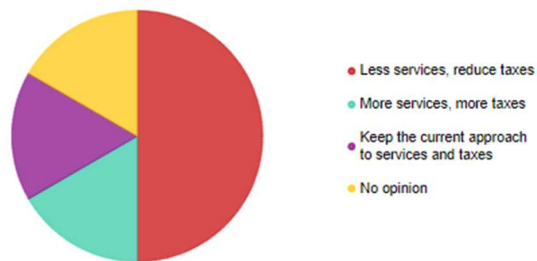
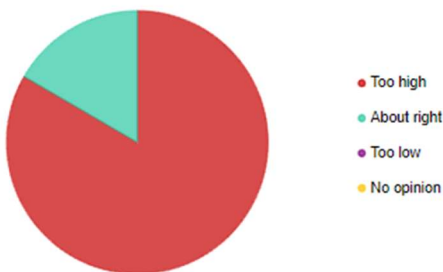
Other Thoughts and Suggestions

- Zoo
- Sidewalk on Village Street (x2)
- I hate to see Midway building so many structures...
- Downtown
- Sidewalks in Winthrop Street
- Community Pool
- Carnivals
- Connect the trail network to create longer trails
- More LGBTQ +

Online Survey Results

Q1. Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (5) 83.3%
- About right (1) 16.67%
- Too low (0) 0%
- No opinion (0) 0%



Q2. Regarding changes to taxes and services.

- Less services, reduce taxes (3), 50%
- More services, more taxes (1) 16.67%
- Keep the current approach (1) 16.67%
- No opinion (0) 0%

MEDWAY MASTER PLAN

DRAFT
June 8, 2022

PHASE III STRATEGIES CHANGES

SUMMARY

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



PREPARED BY:
JM GOLDSON LLC

TABLE OF CONTENTS

Responsible and Strategic Growth.....	3
Infrastructure to Support Growth.....	6
Conservation, Resiliency, and Stewardship.....	9
A Supportive Community.....	11

RESPONSIBLE AND STRATEGIC GROWTH

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

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

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

UPDATED GOALS AND STRATEGIES

Catalyze redevelopment of key properties on Main Street (Route 109) to create a traditional, walkable town center with public facility investments, public/private partnerships, creation of cohesive visual district branding, coordinated marketing and promotion, and a net increase to the local tax base.

- Build on Medway's **recent** streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center ~~and in the Village Center area~~ **Commercial Zoning districts**.
- Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future town center area
- Consider designating a portion of the Route 109 corridor as an Urban Renewal Area, if eligible, which would include all or a portion of the existing CBD zoning district to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

Promote new development in the Oak Grove Area to realize the vision of the 2017 **Oak Grove** Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.

- Leverage funding and execute Phase I and Phase 2 activities of the Oak Grove **Urban Renewal** Plan including acquiring and assembling parcels, transportation safety improvements, coordinating with developers, and ensuring water and wastewater capacity as described in the Oak Grove **Urban Renewal** Plan.
- **Create marketing materials highlighting opportunities in the Oak Grove area for future development. Include Medway's favorable tax rates, access to transportation corridors, streamlined development and permitting process, and more.**

Commented [LS1]: New, per RKG

Promote significant commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities

- Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as BI, EI, WI industrial districts.
- Rezone the area on Main St/Route 109 from Medway Mill west toward Slocumb Place as a Village Commercial (VC) district.
- Encourage Smaller-Scale Redevelopment at "Village" Centers around Medway (e.g. Village Commercial Zoning Districts).
- ~~Expand the number of industrial-zoned properties and promote additional industrial development opportunities, including creative industries.~~ Analyze parcels of land in and around the two industrially zoned areas in Medway (East Industrial Park and Oak Grove Area) to determine if additional land could be rezoned for industrial use and if there are opportunities to modernize industrial zoning to attract more industrial users.

Commented [LS2]: Reworked in dialogue with Town staff and RKG consultants

Continue to keep Town finances on solid footing and maintain town's favorable AAA bond rating.

- Municipal leadership will continue to formally monitor financial and economic conditions impacting the Town, through annual joint meetings of the Select Board, Finance Committee, and School Committee.
- Municipal leadership reviews monthly or quarterly year-to-date financial reports from the Finance Department.
- The Finance Department prepares financial forecasts early in the budget process. This need not be as detailed as the annual budget.
- Municipal leadership maintains a long-range financial forecast regarding debt affordability, liabilities such as pensions, OPEB (Other Post-Employment Benefits), economic development strategies, reserve policies, and asset management strategies. However, accuracy declines rapidly as you move beyond five years.
- Municipal leadership maintains a Capital Improvement Plan (CIP) to maintain community assets with optimal service, preserve and improve existing infrastructure, and invest in future needs.
- Medway successfully meets spending parameters and target balances, for example a debt percentage of 5% to 8% and an Unassigned Fund Balance percentage of 10% - 16%.

Commented [LS3]: Modified to describe strategy actions in addition to benchmarks

Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.

- Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.
- Expand the Farmer's Market, which is an avenue for local businesses to educate the public and sell their products and promote its utilization.
- ~~Create a place in downtown Medway for shared community gathering place and incubator for pop up businesses.~~ This could be a large shed as a "storefront" on town-owned land, or in a private-public partnership with a vacant storefront or lot, where businesses can test-drive their market and residents can come together, like Ashland's "Corner Spot".
- ~~Allow for and encourage shared co-working spaces and home-based businesses through programmatic or zoning methods.~~
- Consolidate information on business resources, technical assistance, and networking/engagement events in one location on the Town's website.
- Work with the Medway Business Council to host and promote more peer-to-peer collaboration, mentoring, and networking events for the Medway business community.
- Clearly communicate to the business community who the point of contact is in Medway for helping new and existing businesses with any town-related processes.

Commented [LS4]: New idea per community engagement

Commented [LS5]: New per Planning Staff

- Post the business resource list provided in the Doing Business in Medway report on Medway's website for existing and prospective businesses to access.
- Consider working with the Medway Business Council or the Neponset River Regional Chamber of Commerce to create or support a job posting board for local businesses.

Commented [LS6]: New per RKG, and Doing Business in Medway Report

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.

- Rezone residential neighborhoods to more closely match the prevailing existing development patterns, such as the Brentwood neighborhood and other neighborhoods with modestly-sized housing stock on smaller lots to help preserve these types of smaller housing options.
- Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions; **consider** other zoning revisions such as cottage cluster provisions to promote greater variety of housing types including senior, accessible, and affordable options in accordance with the most current Housing Production Plan.
- Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenny Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds.
- Promote the creation of affordable starter homes, congregate housing for individuals with special needs including older adults, and other supportive housing options through collaborations between the Medway Municipal Affordable Housing Trust, Housing Authority, mission-based developers, and other entities to acquire undersized lots for infill development.

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.

- Adopt a Complete Street Policy to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities, **which allows design solutions to be context sensitive and complement the community** ~~targeting commercial areas and other priority development areas.~~
- **Consider a more connected shuttle system that connects village centers and emerging economic development areas on Route 109 and Oak Grove.**
- **Explore regional shuttle options for Medway commuters who use the MBTA commuter rail facilities and the general public who would benefit from expanded transit options.** **For example,** through the Greater Attleboro and Taunton Regional Transit Authority (GATRA).

Commented [LS7]: Moved this language to complete streets prioritization plan strategy

Commented [LS8]: Reworked shuttle language to be more specific to future centers of development

Commented [LS9]: Softened so that it reads as less of a priority than senior transportation

Commented [LS10R9]: Moved from separate goal

STRATEGIES REMOVED

- Consider adopting a District Improvement Financing (DIF) district and take subsequent actions to adopt all components of a DIF to fund infrastructure and property acquisitions for the future town center area on Route 109.
- **Proactively market the town's development, real estate, and business opportunities through the creation and maintenance of an online clearinghouse containing property, funding, networking, and other opportunities.**

Commented [LS11]: Low priority, but maybe not remove? Per Town staff

INFRASTRUCTURE TO SUPPORT GROWTH

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

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

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

UPDATED GOALS AND STRATEGIES

Protect drinking water quality, expand wastewater treatment capacity, and implement MS4 stormwater permit recommendations.

- Construct the Populatic Street Water Treatment Plan to help ensure safe and adequate drinking water.
- Purchase additional wastewater capacity of about 150,000 GPD as a first phase and more as needed to accommodate both permitted development projects and to account for projected future growth resulting from the Master Plan and implement wastewater system recommendations per the Integrated Water Resources Management Program
- Implement the recommendations included in the Code Review for Medway's Municipal Separate Storm Sewer System (MS4) permit to update codes, bylaws, rules, and regulations pertaining to stormwater.
- Review drinking water infrastructure to ensure that the system has adequate energy resources that enable pump and treatment systems to operate if the grid were down to ensure safe and clean drinking water for Medway residents in case of an emergency.

Commented [LS12]: New combined goal

Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.

- Update municipal facility assessments at regular intervals to prioritize maintenance and repairs on public facilities to ensure their useful life and longevity.
- Create VFW building and Jacob Ide House feasibility studies to determine future uses.
- Evaluate staffing for Parks & Recreation, Council on Aging, and other Town Departments to ensure the current programming and operations are sustainable.

Commented [LS13]: These moved up from other sections

Commented [LS14]: Per town staff

Commented [LS15]: More general

Create new or updated municipal facilities including an upgraded public safety building and Town Hall to promote investment in the Town's essential functions. **New facilities should be designed with possible future expansion in mind.**

- Consider the creation of a new Town Hall and the **intentional repurposing** appropriate reuse of the existing Town Hall site.
- **Consider creating a new or updated joint or separate fire and police facilities to further support and coordinate public safety, and appropriate reuse of existing sites.**
- **Consider implementing recommendations of the feasibility study that will evaluate the establishment of a joint dispatch center for police calls with surrounding towns.**

Commented [LS16]: Reworked language, per town staff

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.

- **Continue funding support and implementation of the Town's master sidewalk plan.**
- **After adopting a Complete Streets Policy, create a Complete Streets Prioritization Plan targeting commercial areas and other priority development areas to unlock Complete Streets construction grant dollars.**
- Pursue other federal and state grant programs to leverage local funds to expand pedestrian and bicycle facilities in town, **such as Safe Routes to Schools or the Shared Streets and Spaces grant programs.**

Commented [LS17]: Modified and added language, per discussions with Town staff and RKG consultants

Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use, including charging stations and bicycle storage.

- **Supplemented by available grant programs,** invest in installations of additional electric vehicle charging stations **on public land in or near** commercial areas to capture anticipated economic benefits to support Medway's small businesses
- Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways **your** local regulations can encourage EV charging infrastructure on private **and public** properties.
- **Expand bike racks on municipal property near major activity centers, at municipal facilities, and parks/playgrounds.**

Commented [LS18]: Added strategy on bike storage, since stated in the goal

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.

Commented [LS19]: Remove as a goal, but keep strategies related to shuttles for future development areas, and for seniors

Invest in traffic calming with physical improvements to streets to slow automobile travel speeds and improvements to high crash areas to increase overall road **safety.**

- Review speed limits on town-controlled roadways to determine if speeds could be reduced or if design interventions could help slow vehicle speeds.
- Consider design interventions on roads with faster travel speeds such as sidewalk widening, curb extensions, addition of street trees, or other traffic calming measures.
- Consider applying for grants funds through programs like Complete Streets or Shared Streets and Spaces to evaluate and test traffic calming measures.
- Consider testing traffic calming approaches with quick build, short-term, and low-cost pilot projects to evaluate the effectiveness of a solution before pursuing funds for design and construction.

Commented [LS20]: Goal without any strategies - new strategy suggestions made

STRATEGIES REMOVED

- Consider adopting water neutral growth policies to promote increased water conservation and implement the other drinking water goals of the Integrated Water Resources Management Program to meet the Town's current water resource needs and sustainably support future growth and development.
- Consider providing free WiFi service in common areas of the community, such as at parks or other community gathering spaces.
- Consider removing dams, like the Sandford Mill Dam and the Choate Park Dam
- Consider adopting zoning to regulate battery storage facilities in Medway.

Commented [LS21]: Already being done? Doesn't seem to fit under any particular goal. Remove?

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 and Oakland Parks, the Community Farm, Idylbrook Fields, the Thayer House, athletic fields, playgrounds, and the Town's extensive, interconnected trail system along the Chicken Brook corridor.

UPDATED GOALS AND STRATEGIES

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.

- Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and vehicle fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.
- Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building
- Promote and utilize Mass Save and the Commonwealth Energy Tool for Savings (energyCENTS) for Medway residents, which address heating, cooling, lighting, appliances, weatherization, air source heat pumps, etc.
- Create a community-supported solar project for residents that don't own their homes or can't afford to install solar infrastructure. Prioritize new community solar projects above parking lots or already deforested areas.
- The Energy and Sustainability Committee should take a bigger role in climate change mitigation and active climate resilience/adaptation.

Permanently protect tree canopy and at least 30% of open space land prioritized for four purposes: carbon sequestration to remove carbon from the atmosphere, biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, prime farmland to enable local food production through regenerative water smart farming practices, and passive recreation and trails

- Acquire the historic Shady Oaks Dairy Farm/Briggs Farm properties for Town ownership.
- Strategically acquire and conserve unprotected open space in Town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.
- Consider adopting Natural Resource Protection Zoning as an alternative to the existing Open Space Residential Development Zoning. Natural Resource Protection Zoning has a similar process to OSRD zoning but allows for concentrated development with open space preservation as a right, while OSRD requires a special permit.
- Inventory the existing tree canopy in Medway and consider adoption of a tree preservation bylaw to protect Medway's tree canopy.

Commented [LS22]: Moved strategy from orphaned goal

Commented [LS23]: Moved from another goal. Modified to Add from community engagement: Prioritize new community solar projects above parking lots or already deforested areas.

Commented [LS24]: Added explanation

~~Integrate nature-based design solutions for public streets and parking areas to reduce stormwater runoff and protect surface and groundwater quality;~~

Commented [LS25]: Goal is redundant to strategy. Kept strategy (moved).

~~Support zoning changes to allow for green building initiatives and incentivize businesses to pursue sustainable building;~~

Commented [LS26]: Strategy and goal were largely redundant. Kept strategy and moved it under reducing carbon footprint goal

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

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

Commented [LS27]: Made more concise

Commented [LS28]: Based on community engagement. See Cambridge MA Historic preservation grant program.

Commented [LS29]: Town staff recommendation

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.~~

Commented [LS30]: Water conservation isn't explicitly mentioned either

Commented [LS31]: Local food production is no longer mentioned

Commented [LS32]: No EV strategies here, they are in previous core theme

Commented [LS33]: No renewable energy strategies, in other goal

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

Commented [LS34]: New(ish) strategy suggestion modified with recent community feedback

Commented [LS35]: Change this to strategy only and include under this goal

Commented [LS36]: Moved strategy from redundant goal

STRATEGIES TO REMOVE

- Promote the use of regenerative farming practices on agricultural land through education and leadership to support carbon sequestration and preservation of water sources.

A SUPPORTIVE COMMUNITY

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

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

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

UPDATED GOALS AND STRATEGIES

Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.

- Continue to invest in modernizing the Town's IT infrastructure and technology to maximize community access to Town information.
- Welcome Support opportunities for collaborative activities, such as One example of this in the past is the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue within the community.
- Consider creating Welcome to Medway materials online and in a Town building that could help new residents by providing resources about the community.
- Review and strategically implement chosen recommendations of the Inclusion, Diversity, and Equity Committee, which is tasked with providing feedback and recommendations to the Select Board geared toward policy development that will promote and foster a community that is inclusive and welcoming to people of all backgrounds, beliefs, and cultures.

Consider ways for the public to submit feedback to the Town so that community members can express their views. This could be a change to Town Meeting or another vehicle for public comment.

- Survey the community to determine strategies to boost attendance at Town Meetings, local elections, and other public meetings, such as providing free childcare and scheduling Town Meetings for weekends.
- Focus more online and email outreach than in person meetings.
- Work toward all board/committee meetings being broadcast and recorded, and/or having online ways to view.
- Provide resources for language translation, hard of hearing, and blind individuals to access Town information and meetings.

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.

- Strategically invest in Medway School buildings, including in appropriate technology, to ensure the town's students continue to receive an excellent education.
- Evaluate the current and future use of the Burke portion of the Memorial Elementary School.

Commented [LS37]: Modified from "Welcome Center" strategy

Commented [LS38]: Received feedback to keep, but softened since we don't know what the recommendations are yet

Commented [LS39]: Recommendations based on community feedback

Commented [LS40R39]: Note: removed the suggestion to move Town Meeting to a weekend, due to unfavorable feedback. However, that is something the community could be surveyed about.

Commented [LS41]: Based on community feedback, and DEI committee

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.

- Consider the construction of a new, ~~larger~~ community center that could serve a wide variety of needs, including the Council on Aging, recreation, youth activities, ~~arts and cultural activities~~ and more.
- ~~Consider the desire for more space dedicated to the arts and performance when spending on maintenance or renovation of town buildings, such as the VFW building or the Jacob Ide House.~~
- ~~Establish~~ Consider establishing a commission for public art with a juried artist collaborative to make decisions ~~and give direction and support. There is no current defined town process for approving and creating and give direction and support for public art. The commission would increase focus on the arts, which in turn can including fostering diversity, and bring multi-dimensional enrichment to town, including drawing and promoting local businesses.~~
- Invest and partner with the Medway Public Library. ~~The library is an indispensable part of the community, dedicated to providing residents of all ages with to expand its dynamic collections, innovative programs, and wide-ranging and sustainable services for all ages and interests. Note, the Library Board of Trustees are currently in the process of updating the Library's strategic plan.~~

Commented [LS42]: Received feedback to keep

Commented [LS43]: Reworking language a little bit

Support affordable supportive community and health services, including social and emotional health services, as well as ~~community volunteer opportunities to encourage civic engagement.~~

- ~~Expand~~ the mental health clinician program shared by Medway and Franklin Police Departments to full-time to further meet the mental health needs of Medway residents.
- ~~Council on Aging Department needs additional money, staff, volunteers, and space with a strategic plan for health and human services.~~

Commented [LS44]: We don't have any strategies related to volunteer opportunities - added this language in a strategy

Commented [LS45]: New strategy: Council on Aging Department needs additional money, staff, and space. Add reference to volunteers

Commented [LS46R45]: From April engagement with senior center

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.~~

- ~~Consider constructing more options for pre-teen/teen recreation such as a skate park, new volleyball or basketball courts, community pool, or temporary outdoor ice-skating rink.~~
- ~~Consider constructing more options for older adult outdoor recreation, such as outdoor fitness (senior playground) equipment, or building a gazebo on the GAR property across from the Police Station using CPA/Tri-Valley Regional Technical School/Eagle Scouts.~~
- ~~Consider constructing more recreational options for young children, such as a nature playground or splash pad.~~
- Consider the expansion of recreational services and options at existing recreational facilities, like Choate and Oakland Park.
- Identify any town-owned parcel(s) or private parcels for acquisition in the Oak Grove redevelopment area and West Medway to improve the geographic distribution of open space and recreation facilities throughout the Town.
- Implement the 7-year Open Space and Recreation Plan (OSRP) Action Plan.

Commented [LS47]: We don't reference any water recreation options below - so added a couple water recreation strategies

Commented [LS48]: New strategy ideas, modified from community engagement

Commented [LS49]: Combined two strategies here

With the aging population in mind, prioritize the creation of safe, walkable streets, age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

- Create deed restricted affordable housing opportunities **specifically** for older adults that are integrated into neighborhoods in Medway, including small single-family homes, rental units, and condos.
- **Advance a program towards healthy aging, such as AARP Livable Communities or another, to support local efforts to help people of all ages and abilities live easily and comfortably in the community.**
- **Explore zoning for co-housing developments, with shared services.**
- Prioritize opportunities to increase senior transportation services to provide added services to those who need it most.

Commented [LS50]: Softened to be more general and only cite AARP as an example

Commented [LS51]: New strategy from community engagement

STRATEGIES REMOVED

- Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.
- Coordinate with the Medway Business Council to assist new business creators, especially non-white and immigrant entrepreneurs.
- Create initiatives to build relationships within the community and help neighbors connect with one another, including piloting a program like Front Porch Forum, a highly localized and moderated program to connect with neighbors and build community.
- Create a rail trail from Millis to Medway to provide connections and recreation opportunities.

MEDWAY MASTER PLAN

DRAFT
June 7, 2022

PHASE III APPENDIX

COMMUNITY ENGAGEMENT REPORT

This report was prepared for the Master Plan Committee (MPC) and details the community engagement during Phase III of the Medway Master Plan process for the Town of Medway, Massachusetts



PREPARED BY:
JM GOLDSON LLC

TABLE OF CONTENTS

Summary of Community Engagement.....	3
Focus Groups.....	5
April Road Show.....	6
ESRI Storymap Online Engagement Platform.....	7
Community Forum #3	8
Department Managers Meeting	9
Master Plan Steering Committee	10
Medway Pride Day.....	13
Individual and Small Group Engagement	14
Data collection.....	14
Participant characteristics and representation	15
Appendices	16
Appendix I: Focus Group Summaries	17
Appendix II: April Road Show Summary	30
Appendix III: Summary of Online Engagement Platform	41
Appendix IV: Department Head Meeting Notes.....	62
Appendix V: Master Plan Steering Committee Strategy Meeting Summary	68
Appendix V: Medway Pride Day	74

SUMMARY OF COMMUNITY ENGAGEMENT

The draft goals and strategies are based on a robust community engagement process in Phases III that spanned from February 2022 to May 2022. Phase III of the Medway Master Plan. Community engagement efforts included 4 focus groups, 9 independently organized April Roadshow submissions, a public community forum, comments on the Esri Storymap online engagement platform, a Department Manager's meeting, Master Plan Steering Committee meetings, Medway Pride Day engagement, and several other individual and small group engagements to review strategy options. Through these efforts, the project team sought to understand the community's preferred strategies for how they want to achieve the community's goals over the next ten years.

The spring engagement process built off the project team's work during Phase II of the project, which included 10 pop-up events, two community forums, 9 independently organized meeting-in-a-box submissions, comments on the Esri Crowdmap, a community survey, and a survey for high school students, that informed the findings of Phase II Vision and Goals report and influenced the design and content of the spring engagement activities.



In all, the Master Plan has had 406 additional community feedback touchpoints in Phase III.

Full summaries of the focus groups, roadshow submissions, community forum, online engagement platform, department manager meeting, Medway Pride Day engagement, and individual and small group engagements are available in the Appendix.

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 III outreach comprised approximately 406 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) Top Strategies; 2) Middle Priority Strategies - or Mixed Findings; 3) Low Priority

Strategies 4) New Strategy Suggestions. The following includes a brief description of key findings in each of these categories with more detail in the appendix.

TOP STRATEGIES

- Town services as related to basic community health and safety measures
- Variety of housing types, housing authority property maintenance, especially for seniors, low-income residents, and first-time homebuyers
- Protection of open space and natural resources (strategic acquisition, nature-based design)
- Updating police and fire station, town hall
- Small-scale redevelopment/ zoning changes (village style commercial, placemaking)
- Educational campaigns (historic)
- Sustainable goals: renewable energy, electric vehicles, green building
- Support and expansion of agricultural uses: farm business potential, farmer's market

MIDDLE PRIORITY OR STRATEGIES WITH MIXED FINDINGS

- Route 109 redevelopment strategies (tax Incentives, special designation)
- Complete Streets, or creating more multi-modal infrastructure and services, especially public transportation
- Updating and expanding recreational facilities and services (especially a community center)
- Expanding industrial development or providing tax Incentives for Industrial Growth
- Free Public Wi-fi
- AARP Designation
- Historic Districts (local, floating)
- Some sustainability programs: Composting program, Battery storage

LOW PRIORITY STRATEGIES

- Welcome Center
- Edible Food Forest
- Dam Removal

NEW STRATEGIES PROPOSED

- Co-housing or shared services for housing.
- Broadening accessory dwelling units being allowed for the general population to rent.
- Expanding options at Medway Community Farm (reduction in food share costs to low-income individuals)
- Historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.
- Multi-purposed buildings (Town Hall, Fire, Police)
- A more generalized towards healthy aging, with a separate strategic plan for health and human services.
- Council on Aging Department needs additional money, staff, and space.
- Moving Town Meeting to a weekend day to boost participation.
- There was also no mention of the library. When we consider resources for our community this should be one of them!

- More focus on positive incentives to CHOOSE options that also work toward the public good. The best example is the excellent idea of increasing the options available to agricultural owners.
- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)
- Changing the welcome center to be an online link or downloadable toolkit to print. Or incorporating into another building like the town hall, library, or future community center
- All board/committee meetings should be broadcast and recorded/ have alternative ways to tune in
- A way to include more voices at town meeting
- Focus more online and email outreach than in person meetings
- Inclusive communication - resources for the deaf, hard of hearing, and blind
- Utilize an existing resource for composting program (e.g. Hidden Acres Compost)
- Bring the compost to local farms
- Prioritize new community solar projects above parking lots or already deforested areas.
- Consider requiring benchmarking reporting for commercially or industrially zoned buildings like many large cities (I.E. Boston, New York) do.
- Integrate the schools more into the community farm.
- Create a winter farmer's market and hold it in the Thayer House.
- Create a matching grant fund to renovate historic homes in the proposed floating historic district
- Venue to offer arts, cultural, and historic programming
- Expand potential uses for the baseball fields when they aren't used, small skate park where the volleyball courts are/were - new basketball or volleyball courts - stuff for tweens/teens
- Ban on dogs lifted (keep 100% leashed)
- Expand offering for pre-teens
- Senior playground equipment <https://www.aaastateofplay.com/playgrounds-for-senior-citizens/>
- Nature playground for children
- Ice rink next to Thayer House
- Places for young people: roller skating
- Check trees for disease; Join the Arbor Day Foundation
- The town rent one or two retail spaces as rotating pop-up locations for new businesses to try out a brick-and-mortar spot. I thought that might be a good way to inspire new small businesses in town. I've seen it done elsewhere, sometimes seasonally only. <https://thecornerspotashland.com/>

FOCUS GROUPS

From February 15 through March 15, 2022, JM Goldson conducted four focus groups to discuss Phase III draft strategies with community leaders. Each focus group was centered on one of four core themes of the Master Plan: 1) Responsible and Strategic Growth; 2) Infrastructure to Support Growth; 3) Conservation, Resilience and Stewardship; and 4) A Supportive Community. The focus groups had between 17 to 20 attendees each, for a total of about 75 people, including three to four

members of the Master Plan Committee and one staff member, who served as facilitators for small-group discussions.

KEY FINDINGS

- There were many strategies throughout the focus groups that participants strongly agreed with, including basic community health and safety measures, the provision of support for seniors and low-income residents, and the protection of certain natural resources.
- Many participants were hesitant about strategies that appeared costly or involved state regulations, including redeveloping a portion of the Route 109 corridor, creating more walkability and bike access on town streets, and implementing or updating town facilities such as a swimming pool, community center, and police and fire station.
- Many participants were on the fence about strategies that would shift Medway towards more public transportation or electric vehicle use but did agree that more connectivity is desirable.
- Many participants supported lower-cost or potentially lower impact strategy ideas including small-scale redevelopment, zoning changes, educational campaigns, and strategic/limited environmental protections, that will help Medway stay a welcoming and sustainable community into the future.
- Additional strategies proposed can be seen in the appendix.

APRIL ROAD SHOW

During the April Roadshow (April 2022), various boards and committees discussed the strategy approaches supporting one or two different goals at one of their regularly scheduled April meetings. After discussing strategies' pros and cons, they then rated the levels at which each of these strategies should be priorities for the master plan (5=high priority; 3=medium priority; 1=low priority). Board members were encouraged to refer to more information on the engagement website ahead of the meeting: which included descriptions, focus group summaries, graphics, and links to resources.

The April Roadshow activity produced feedback from residents representing an array of stakeholders. Groups who provided ranking feedback include the Design Review Committee, Zoning Board of Appeals, Planning and Economic Development Board, Economic Development Committee, Facility Review Committee, a Senior Center focus group, Conservation Commission, Cultural Council, Open Space Committee, Historical Commission, a presentation at the Medway Community Farm, the Agricultural Commission, and the Energy and Sustainability Committee. Several other boards/committees discussed the Master Plan but did not provide rankings at those meetings but rather asked members to use the online platform. That feedback is listed in the individual and small group engagement section. This activity allowed for opinions about the strategies for Medway in 2032 to be expressed and discussed among various boards, committees, and produced helpful comments about which actions are strongly supported, some that need more clarification, and a few that low on the priority list. In total, about 79 people provided feedback during the April Roadshows.

KEY FINDINGS

- There were many strategies throughout the April Roadshow that participants strongly agreed with, including placemaking for the town center, adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties. Roadshow participants would also like to see opportunities expanded for

recreation, education, and the arts. Finally, they supported several environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, historic education, a local historic district, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm and farmer's market.

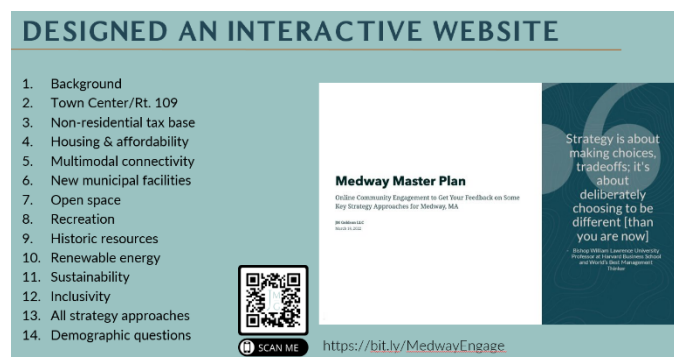
- Many participants were hesitant about strategies that were tax incentives for Route 109/industrial growth or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were generally favorable about the need to provide additional services and prioritize for older adults, however, were skeptical about a specific “branded” program such as AARP designation for livable communities. Finally, there was mixed support for creating tree canopy bylaws, a floating historic district, and a municipal composting program.
- Expanding Industrial development zoning, dam removal, and creating an edible food forest were mostly rated as low priorities. Some strategies were not evaluated during the April Roadshow. These include, multi-modal transportation related strategies, recreational strategies (skate park, additional recreational parking or services), energy strategies of solar power and battery storage facility zoning, and finally, creating a welcome center.
- Additional strategies proposed can be found in the appendix.

ESRI STORYMAP ONLINE ENGAGEMENT PLATFORM

The Master Plan Story Map Engagement Platform (March – May 2022) created by the project consultants and marketed via social media, the project website, and Medway town staff, was designed to gather community feedback on the strategies of the master plan. The survey was widely distributed and gathered an average of 66 responses from community members (range of 46 to 110 records per strategy).

KEY FINDINGS

- Online engagement participants strongly agreed placemaking for the town center and adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties.
- They supported a number of environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, nature-based design, a community composting program, creating tree canopy bylaws, historic education, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm.
- Finally, online engagement participants strongly supported additional opportunities to provide community feedback, the creation of an intergenerational community center, and complete streets initiatives and policies.



- Many participants were hesitant about strategies that were tax incentives for redevelopment on Route 109, expanding or incentivizing industrial growth, or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were skeptical about AAPR designation for livable communities, expanding public shuttles, or regionalizing senior transportation. There was mixed support for expanding recreational services and facilities, including a skate park and additional parking. Participants also had mixed support for both a local historic district and floating historic districts. Finally, there were differences of opinion about solar power and battery storage facilities.
- Creating a welcome center or an edible food forest were mostly rated as low priorities, as was dam removal.
- Additional strategies proposed can be found in the appendix.

COMMUNITY FORUM #3

The third Medway Community Forum was held on April 5, 2022, with 37 participants. After a brief presentation on the Master Plan process so far, participants were asked a few questions about themselves. About half (53%) of respondents were Medway residents, and other 35% serve as a town official. Remaining respondents were employed in Medway, owned a business in Medway, or represented a local organization. Of the Medway residents, all 22 respondents owned their own home, and most were over the age of 45 (75%) (24 respondents). The vast majority of the forum attendees (96%) had participated in previous Master Plan meetings, surveys, or activities (26 respondents).

After another brief presentation on the master plan overall vision, four core themes, and strategy process - participants were given an opportunity to provide feedback on the criteria with which strategies will be evaluated. Strategy criteria provided to participants included:

- Greatest positive impact to the most people
- Biggest bang for the buck
- Effect on residential property taxes
- Promoting diversity, equity, and inclusion
- Promoting sustainability and resilience

Participants were then asked what other ideas they had for how to determine the plan's priority strategies. Many criteria listed were duplicative of the provided criteria. Additional suggested criteria centered around the following themes:

- Responding to the needs of today and the future
- Keeping a small town feel with modernization
- Positioning Medway for a well-managed and sustainable financial future
- Transparency
- Achievable, practical, meaningful and realistic strategies



Source: Town of Medway

Learn about Phase III of the
MEDWAY MASTER PLAN:
Achieving Medway Tomorrow

**GIVE YOUR FEEDBACK AT AN ONLINE
COMMUNITY FORUM!**

TUESDAY, APRIL 5, 2022 at 6:30PM

The Medway Master Plan is a 10-year vision and roadmap for Medway's future.

The strategies developed or established in Phase III of the plan will help the town achieve the plan's goals. We need your feedback on these strategies for four core themes of the plan: What works? What needs improvement?

Four core themes of the Master Plan:
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resilience, and Stewardship
4. A Supportive Community

Join the Medway Master Plan Committee and consultants from JM Goldson at this interactive webinar to provide your input!

REGISTER FOR THE ZOOM WEBINAR
<https://tinyurl.com/MedwayPhaseIII>



QUESTIONS? Contact Jamie Shalvey at jamie@jmgoldson.com
Or Sandy Allcock, Chair at sad.hill@townofmedway.org or 508-533-3291
Learn more about the project: <https://tinyurl.com/MedwayMPlan>

- Being a cultural center

The participants then tried out these criteria as applied to a couple of different examples and explained their rating. Next, attendees were invited to participate in the online engagement platform before April 30th and to spread the word about it. Finally, the forum concluded with the next steps of Phase III.

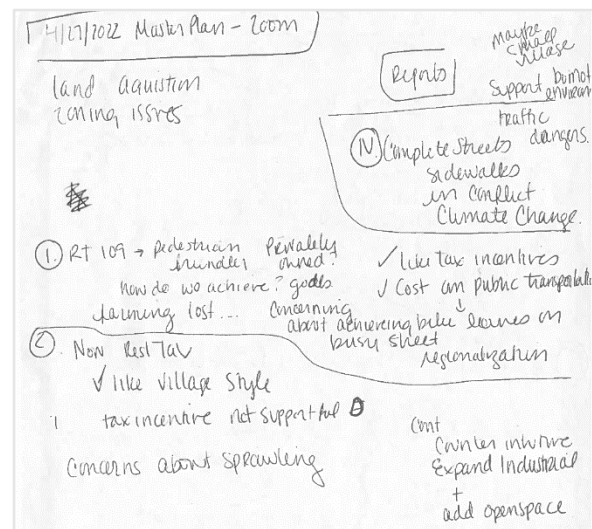
DEPARTMENT MANAGERS MEETING

A Department Manager's work session was held on April 27, 2022 on Zoom, with 16 department participants. After introduction and welcome by Michael Boynton and Susan Affleck Childs, Jenn Goldson provided an overview of the work session and project schedule. The Department Managers were divided into four small groups to discuss the implementation discussion worksheet. This worksheet was completed individually by department managers in advance of the meeting. It asked each department manager to identify what he/she thought was the ten most important strategies on the preliminary list that should be prioritized in the next ten years and why. It also asked which strategies were problematic, and any recommendations to overcome those issues. Next, department managers were asked which strategies they would recommend eliminating or significantly reworking. Finally, they were asked what other strategies should be considered that were not included on the preliminary list. After a lengthy discussion, a representative from the small groups reported out to the larger group on key takeaways.

KEY FINDINGS

High Priorities

- **Encouraging Village Centers:** especially Town Center/placemaking
- **Sustainability:** Encourage renewable energy use and ensuring stability of electric infrastructure, community composting
- **Multi-modal connectivity:** walkability on 109, local transit
- **New public facilities:** Town Hall, and Police/Fire Station
- **Affordable housing:** Especially for seniors, first-time homebuyers
- **Open Space and agriculture protection**
- **Town services:** welcoming center service, youth and family services, police department and especially mental health
- **Recreation:** new programming, growth, and parking
- **Historical resources** (community education)



Problematic strategies

- **Recreational opportunities** were seen to be an expensive challenge: expanding the Senior Center, creating a Community Center, doing the Rail Trail (ownership issues too), and the thought that

just focusing on expansion of the Parks & Recreation Department was too narrow (departmental capacity should be assessed comprehensively).

- **The urban renewal area on Rte. 109** was also seen as expensive to implement, and the major property owner in the area is a big challenge and a barrier. Lots of land on Route 109 is privately owned, so redevelopment improvements need to be incentivized while working with businesses (this will take research and planning).

Development and infrastructure can be seen to be at odds with other priorities:

- Tension was seen between the goals of increasing Industry and development and preserving open space and agricultural uses.
- Likewise, a tension was found in trying to add more sidewalks and bike lanes (adds impervious surface) and accommodating green infrastructure and stormwater requirements.
- How does growth make things more affordable?
- Would rather see incentives for smaller businesses rather than for industrial uses.

A couple strategies needed more information for evaluation

- Public Wi-Fi (concerned with cybersecurity)
- Dam removal

Strategies to add

- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)

MASTER PLAN STEERING COMMITTEE

At a meeting on May 12th, 2022 - 10 members of the Master Plan Steering Committee discussed the various strategies. They confirmed the overall high priority and low priority strategies and voted on the remaining "mixed" or "medium" ranked strategies. The strategies the MSC was asked to review included Route 109 town center tax incentives and special designation as an urban renewal area, complete streets program, local shuttle service expansion, creating a community center, expanding Industrial development/ tax incentives, free public Wi-Fi, AARP designation, a local historic district, a floating local historic district, composting program, and battery storage zoning.

KEY FINDINGS

The following "mixed" strategies were ranked as high priorities:

- Complete Streets designation to leverage other public funding
- Expanding Industrial development zoning districts
- Tax Incentives for Industrial growth (although 30% of respondents did rank this strategy as a low priority)
- AARP designation



- Floating historic district for antique properties (17th and 18th century)
- Composting program
- Battery storage zoning (participants noted that this was already in process)

The following "mixed/medium" strategies continued to be mixed:

- Route 109/Town Center Tax Incentives
- Route 109 - Special Designation as an Urban Renewal Area
- Creating a community center

The following "mixed/medium" strategies were ranked as medium priorities:

- Local shuttle service expansion. (Note: expanding shuttle service for seniors was a higher priority than for commuters)
- Local historic district - Rabbit Hill neighborhood

The following "mixed/medium" strategies were ranked as low priorities:

- Free public wi-fi (Although 24% ranked this as a high priority)

SUMMARY TABLE OF STRATEGY ENGAGEMENT

Event Type/Platform	Focus Groups	April Roadshow	Online Engagement Platform	Department Managers Meeting	Master Plan Steering Committee
Number of participants (some approximate)	75	73	110	16	10
Strategies					
Placemaking					
Oak Grover Redevelopment Plan					
Tax Incentives for Redevelopment					
Special Designation (Route 109)					
Change Zoning to Catalyze Redevelopment					
Smaller village-style commercial areas					
Tax incentives for industrial growth					
Expand industrial development					
Preserve modestly sized homes					
Promote a variety of housing types					
Modernization and rebuilding of Housing Authority Properties					
Complete Streets					
Pursue grant programs (bike/ped infrastructure)					
Expand Public Shuttle Options					
Regionalize Senior Transportation Options					
Construct Water Treatment Plant					
Purchase Additional Wastewater Capacity					
Water neutral growth policy					
Review Drinking Water Infrastructure					

Update Facility Assessments					
Consider construction of a new town hall					
Creating a joint fire and police station					
Creating a joint dispatch center					
Modernize IT infrastructure					
Create free outdoor public wifi					
Centralized food pantry					
Invest in school buildings					
Expand opportunities for recreation, education, and arts					
Evaluate parks and recreation staffing					
Create an intergenerational community center					
Skate park					
Additional parking (Parks & rec)					
Expand services (parks & rec), water rec, etc.					
Build the GAR property gazebo					
Create a rail trail					
Historic education					
Local historic district					
Floating historic districts					
Strategic acquisition (open space)					
Natural resource protection zoning					
Tree canopy bylaws					
Business potential (farms)					
Farmer's market expansion					
Community farm service expansion					
Electric vehicle infrastructure					
Renewable energy					
Green building					
Zoning for battery storage					
Promote energy efficiency					
Energy and Sustainability Committee role					
Community Solar					
Dam removal					
Edible food forest					
Nature based design					
Water neutral growth policies					
Stormwater rules and regulations					
Composting program					

Education campaign					
Promote regenerative farming practices					
Habitat restoration					
Integrated partners					
Social Services					
Commission for Public Art					
Mental Health program					
AARP Livable Community					
Invest and partner with the library					
Community feedback					
Collaborative Activities, Medway Business Council, etc.					
Welcome-to-town resources/Welcome center					
Diversity, Equity, and Inclusion Committee recs					

Low priority	
Medium/mixed priority	

High priority	
Not Reviewed	

MEDWAY PRIDE DAY

Medway Pride Day took place on Saturday, May 21st, 2022. Fifty (50) members of the public participated in answering the Medway Pride Day two-question survey, either in-person or via the online survey on the Master Plan website. Rather than asking about specific strategies, the questions focused on the relationship between property taxes and overall government services.

The overall survey results are as follows:

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (23) 46%
- About right (22) 44%
- Too low (0) 0%
- No opinion (5) 10%

Would you rather have the Town provide more robust local government services (e.g. new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep services and taxes about as Medway has now?

- More services, more taxes (12) 24%
- Less services, less taxes (5) 10%



**MEDWAY MASTER PLAN
PRIDE DAY QUESTIONNAIRE
MAY 21, 2022**

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right, or too low?

☐ Too high ☐ Too low
☐ About right ☐ No opinion

Would you rather have the Town provide more robust local government services (e.g., new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep the current approach to municipal services and taxes?

☐ More services, more taxes ☐ Keep current approach
☐ Less services, reduce taxes ☐ No opinion

You are invited to offer any written comments about the master plan on the back of the post card.

More information:
<https://medway-master-plan-jmgoldson.hub.arcgis.com/>



- Current approach (28) 56%
- No opinion (5) 10%

INDIVIDUAL AND SMALL GROUP ENGAGEMENT

Throughout the engagement process, including in Phase III, members of the project team were in dialogue with local stakeholders, including members of the Master Plan Committee and town officials. The Master Plan was more informally discussed at meetings of the Community Preservation Committee (10 members), the Affordable Housing Committee (4 members), the Parks Commissioners (5 members), Board of Health (5 members), and the Select Board (5 participants).

The Community Preservation Committee expressed concern that the recent Housing Choice legislation (MBTA Communities) and pending DHCD guidelines will negatively impact the appearance and character of the town by requiring the creation of a large zoning district for dense multifamily housing. They mentioned the desire to create a town common in the town center area in the area of Thayer Property and Choate Park. They also discussed a concern for affordable housing, especially for seniors and first-time homebuyers.

The Affordable Housing Committee have worked the past 6 months with JM Goldson on an updated Housing Production Plan, so that document can be referred to for more specific housing strategies. However, the four core Master Plan themes were discussed, and the committee was updated on Master Plan progress and next steps. They were invited to provide feedback on the strategies website.

The Parks Commission had a presentation on the Master Plan process and were asked to complete the online strategy survey. They were surprised to see that a skate park was a master plan strategy, as they have not received any requests or interest in building this. They have had numerous groups/people express interest in other recreational activities - swimming pool, Ice rink, more basketball courts, mountain bike trails, etc. Generally, they felt the online strategy survey was too long and seemed a bit overwhelming, and it only seemed to stay open if you kept your browser open - so you could not save their responses and come back to them later.

The Select Board went over the Master Plan process and next steps. They requested that everyone take the online strategy survey. Physical copies are also available at various locations. They asked that incentives be explored to improve participation.

The Board of Health went over the Master Plan process and next steps. They requested that everyone take the online strategy survey.

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 focus group exercises, more in-depth April Road show participation, or 30 minutes participating in the online StoryMap action

survey). Multiple methods and events targeted certain populations (such as older adults at the Medway Senior Center 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 informal observations and reports from the rest of the engagement methods.

WELL REPRESENTED OR OVERREPRESENTED

Racial Identity

Participants' racial and ethnic identities generally reflect the overall demographics of Medway, with most of the participants identifying as White.

Homeowners

Most participants were homeowners.

Age

Most participants were over the age of 45 years old.

UNDERREPRESENTED

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

Youth and Younger Residents

Youth and younger residents were underrepresented across all participation platforms in Phase II.

Renters

About 10 percent of Medway's total households rent their home, but fewer than this number participated in the Phase III engagement activities.

APPENDICES

1. Focus Groups Summary
2. April Roadshow Summary
3. Online Engagement Platform Summary (ArcGIS StoryMap)
4. Department Heads Meeting Notes
5. Master Plan Steering Committee Meeting Summary
6. Medway Pride Day Summary

APPENDIX I: FOCUS GROUP SUMMARIES

Prepared by JM Goldson LLC 3/24/2022

SUMMARY

From February 15 through March 15, 2022, JM Goldson conducted four focus groups to discuss Phase III draft strategies with community leaders. Each focus group was centered on one of four core themes of the Master Plan: 1) Responsible and Strategic Growth; 2) Infrastructure to Support Growth; 3) Conservation, Resilience and Stewardship; and 4) A Supportive Community. The focus groups had between 17 to 20 attendees each, including three to four members of the Master Plan Committee and one staff member, who served as facilitators for small-group discussions.

The project team provided members of each focus group with a detailed packet outlining draft strategy ideas for their discussion, including further information and resources to help participants understand the ideas. Participants reviewed the strategy ideas and marked their opinions on a scale of 1 to 5 (1 indicated they did not want to see the idea considered and 5 indicated that they did want to see the idea considered).

During the focus groups, facilitators gathered the combined scores for each strategy then dove into discussions about pros, cons, and alternate ideas. General ratings for each strategy, discussion notes, and additional ideas are detailed in this report. Strategies highlighted in green mostly received high support from participants. Strategies in yellow had some concerns raised but still a majority support. Strategies in orange were conflicted, meaning they either had some strong support and some very low support, or had most participants on the fence. There were no strategies that had majority low support. Participants also offered several new ideas.

KEY FINDINGS

- There were many strategies throughout the focus groups that participants strongly agreed with, including basic community health and safety measures, the provision of support for seniors and low-income residents, and the protection of certain natural resources.
- Many participants were hesitant about strategies that appeared costly or involved state regulations, including redeveloping a portion of the Route 109 corridor, creating more walkability and bike access on town streets, and implementing or updating town facilities such as a swimming pool, community center, and police and fire station.
- Many participants were on the fence about strategies that would shift Medway towards more public transportation or electric vehicle use but did agree that more connectivity is desirable.
- Many participants supported lower-cost or potentially lower impact strategy ideas including small-scale redevelopment, zoning changes, educational campaigns, and strategic/limited environmental protections, that will help Medway stay a welcoming and sustainable community into the future.

RESPONSIBLE AND STRATEGIC GROWTH

The focus group for the first core theme, Responsible and Strategic Growth, had 19 participants and took place virtually on February 15, 2022. The focus group discussed 16 strategy ideas that related to this core theme.

1. Consider designating a portion of the Route 109 corridor as an Urban Renewal Area, if eligible, which would include all or a portion of the existing CBD zoning district to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

About half of participants gave strategy #1 a 5, or “definitely” and rated the strategy very highly, while others expressed concern primarily with the concept of eminent domain. Note that the exercise of eminent domain powers is not a requirement of an Urban Renewal Area/Redevelopment Authority – it is an optional legal tool that can be used but does not have to be used. Negotiated sales can also accomplish similar objectives in certain circumstances with a willing seller. Those who were in support of this strategy idea said that an Urban Renewal Area may be the only way to make the plaza something the town is proud of.

2. Build on Medway's streetscape improvements by leveraging public and private invest in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center and in the Village Center area.

Participants generally approved of this strategy. Those who ranked it lower than a 5 said that they would need more information, or generally felt neutral about the strategy. Those who were in strong support said that beautifying the central business district to attract more people to the area was very important. Alternative funding sources, including the Massachusetts Downtown Initiative, to leverage local investment is desirable.

3. Consider adopting a District Improvement Financing (DIF) district and take subsequent actions to adopt all components of a DIF to fund infrastructure and property acquisitions for the future town center area on Route 109.

Many felt mixed about this strategy, requesting additional information. Some participants wondered if this would require an increase in taxes and said they would need more information about how these incentives would work. DIF enables a municipality to capture incremental tax revenues from new private investment in a specific area and direct them toward public improvement and economic development projects. DIF is not a new tax or special assessment, and it does not increase a municipality's tax rate.

4. Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future town center area

Participants had mixed feelings or a lack of opinion on this idea, requesting additional information. Local property tax incentives can encourage private property owners to invest in redevelopment on their properties. This can be seen as a tool that could be an alternative to creating an Urban Renewal Area, where local government can step in to acquire a property for the purpose of redevelopment.

5. Leverage funding and execute Phase I and Phase 2 activities of the Oak Grove Redevelopment Plan including acquiring and assembling parcels, transportation safety improvements, coordinating with developers, and ensuring water and wastewater capacity as described in the Oak Grove Urban Renewal Plan.

Participants who agreed that this is a good strategy idea cited the need for this project to continue. Most groups were strongly in favor of this strategy. One concerned participant said that this could distract from the potential town center but would be an easier road to take. Another had concerns about funneling money into the plan and said that the town has likely capped the amount of money they are willing to spend on this project.

6. Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as BI, EI, WI industrial districts.

Many participants were neutral on this strategy idea, requesting more information. The several participants who rated it highly said that promoting business in the Rt. 109 corridor rather than housing would be appropriate, and that development that is happening in smaller areas is better for mixed-use development.

7. Rezone the area on Main St/Route 109 from Medway Mill west toward Slocumb Place as a Village Commercial (VC) district.

Opinions on this strategy were mixed. Two groups marked the strategy very highly, while two others cited the need for preservation of the historic buildings in the area that they're concerned would not be considered should this rezoning occur. One facilitator noted that no one wants to do anything to threaten the character of the area. One participant said that the Central Business District would be better to focus on.

8. Encourage Smaller-Scale Redevelopment at "Village" Centers around Medway.

Participants were generally in support of this idea, encouraging "village centers" in other areas of town as well, though some participants felt that it's also important to preserve the affordability of these areas that the current businesses benefit from. One group raised the issue of walkability, which is not currently possible, and emphasized that the commercial property on Rt. 109 should be the focus for business development.

9. Expand the number of industrial-zoned properties and promote additional industrial development opportunities, including creative industries.

This strategy idea had divergent opinions. Those in favor said that more or bigger businesses would help provide in-town employment for residents and lessen tax burden on residential properties. However, those who marked the strategy lower had concerns, including the current owner of one of the properties identified. Some suggested looking at new locations for industrial zones, expanding commercial zones, and redefining zones where there is underutilization.

10. Rezone residential neighborhoods to more closely match the prevailing existing development patterns, such as the Brentwood neighborhood and other neighborhoods with modestly sized housing stock on smaller lots to help preserve these types of smaller housing options.

Most participants highly supported this strategy idea, rating it a 5, and some had more mixed feelings, rating it 3 or 4 based a desire for more information. One participant noted that historic business areas should be given some flexibility to remain business zones.

Another group said that there is room for creativity here, but that design standards would need to be written around residential development.

11. Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions, and other zoning revisions such as cottage cluster provisions to promote greater variety of housing types including senior, accessible, and affordable options in accordance with the most current Housing Production Plan.

Participants generally agreed with this strategy, saying that the town needs more small residences and a greater variety of housing types. Some concerns noted were that this could be a contested topic within the town and that overdevelopment could put a tax on town resources.

One group mentioned that diversity in housing doesn't necessarily mean affordability, and that affordability should be a bigger consideration in this strategy.

12. Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenny Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds.

Participants almost completely agreed with this strategy. Some concerns, however, included finding the funding and the need for including the implementation of energy efficiency and safety standards in this strategy.

13. Promote the creation of affordable starter homes, congregate housing for individuals with special needs including older adults, and other supportive housing options through collaborations between the Medway Municipal Affordable Housing Trust, Housing Authority, mission-based developers, and other entities to acquire undersized lots for infill development.

Every participant marked this strategy as a 5, indicating wide support for the strategy. However, one group didn't get the time to fully discuss this strategy.

14. Proactively market the town's development, real estate, and business opportunities through the creation and maintenance of an online clearinghouse containing property, funding, networking, and other opportunities.

Participants were generally in agreement with this strategy, although many had questions on how it would be done and if there were enough opportunities to market through a website like this. One participant noted that this is something already being discussed by the Economic Development Committee.

15. Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.

Participants supported this strategy, although several groups noted that there wasn't strong support as compared with other strategies because it doesn't seem like a priority. One group had several ideas, including one for a rentable stall in a big common area that farmers could use and another for connecting the community farm with school programs to board students.

16. Adopt a Complete Street Policy and Prioritization Plan to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities targeting commercial areas and other priority development areas.

Participants were divided on this strategy. Two groups marked it highly, with all 5s, saying that they were in support of connectivity. However, the other two groups were against this strategy, citing the difficulty of complying with state requirements for the design of such bike paths and widening sidewalks (or providing sidewalks on two sides of the road) that could make it prohibitive or impact trees, stone walls, or other desirable features on certain roads.

More Ideas:

1. Look at new locations for industrial zones, expanding commercial zones, and redefining zones where there is underutilization instead of new zoning
2. Encourage the further expansion of recreational services/options at Choate Park. Additionally, supply more parking for Thayer.
3. Diversity, equity, and inclusion needs to be made more of a priority, even within this goal area. DEI needs to be fully integrated into the fabric of the community.
4. Protect and preserve the character of the historic district and other older areas of town using zoning or other techniques.

INFRASTRUCTURE TO SUPPORT GROWTH

The focus group for the second core theme, Infrastructure to Support Growth, had 19 participants and took place virtually on March 1, 2022. The focus group discussed 13 strategy ideas that related to this core theme.

1. Continue to support the construction of the Populatic Water Treatment Plant.

All the participants were in support of this strategy, citing the need to preserve and ensure clean water for the future. The only concerns were about cost.

2. Purchase additional wastewater capacity of about 150,000 GPD as a first phase and more as needed to accommodate both permitted development projects and to account for projected future growth resulting from the Master Plan and implement wastewater system recommendations per the Integrated Water Resources Management Program

All the participants were in support of this strategy, though there were some questions about the expense of this project and where the funding will come from.

3. Consider adopting water neutral growth policies to promote increased water conservation and implement the other drinking water goals of the Integrated Water Resources Management Program to meet the Town's current water resource needs and sustainably support future growth and development.

Opinions were mixed on this strategy, with participants mostly ranking it 3 or 4. Participants agreed that water conservation is important, but that the water neutral rules and regulations may be too onerous for developers at a time when construction costs are already high.

4. Implement the recommendations included in the Code Review for Medway's Municipal Separate Storm Sewer System (MS4) permit to update codes, bylaws, rules, and regulations pertaining to stormwater.

Participants were mostly on the fence about this strategy. While some cited the importance of managing stormwater as climate change becomes more serious, others worried that this could impact future growth prospects by imposing strict standards.

5. Update facility assessments at regular intervals to prioritize maintenance and repairs on public facilities to ensure their useful life and longevity.

Most participants agreed with this strategy, with a couple ideas of how town hall could be used. One concern was that school buildings weren't mentioned in the text of the strategy. Two groups questioned the length of these intervals and noted that since one was just done, another wouldn't be needed for ten years.

6. Evaluate staffing for the Parks & Recreation Department to ensure the current programming and operations are sustainable.

Participants were generally in agreement with this strategy idea because of personal knowledge of a lack of staffing and the impact of that on programs, but some mentioned that perhaps other funding for the Parks and Rec department, including field maintenance, should be considered as well.

Other participants felt that growth in town departments should be more balanced; and perhaps an overall assessment of staffing needs is merited.

7. Consider the creation of a new Town Hall and the intentional repurposing of the existing Town Hall.

Most participants agreed with this idea; one facilitator noted that those who work in Town Hall have a strong agreement. Those who marked lower than 5 thought that this was a nice idea, but that the priority should be fire and police.

8. Consider creating a joint fire and police station to further support and coordinate public safety.

Participants had mixed feelings on this strategy. One group said that while it's important to provide appropriate facilities to support fire and police, combining the two may not be the best solution. Another group strongly supported this strategy, saying that it is necessary in the next ten years.

9. Implement recommendations of the feasibility study that will evaluate the creation of a joint dispatch center for police calls with surrounding towns.

Participants had mixed feelings about this strategy as well. Some liked the idea of regionalization because of its potential for efficiency, but others don't see this as a priority. One group noted that this idea has not been popular in the past.

10. Pursue federal and state grant programs to leverage local funds to expand pedestrian and bicycle facilities in town.

Participants agreed that walkability and bike-ability should be encouraged around town, especially within a mile of schools, but existing road widths were a concern. The overall cost of these improvements and complying with state design regulations were concerns in several groups.

11. Expand public shuttle options for Medway commuters who use the MBTA commuter rail facilities, seniors and those with disabilities requiring transportation to daily needs and services, and the general public who would benefit from expanded transit options

The groups mostly felt on the fence about this strategy; they agreed it was good in concept but generally didn't support funding this through taxpayer money. One group noted that shuttle options for MBTA commuter services would receive a lower rating than commuter options for seniors and those with disabilities.

12. Invest in installations of additional electric vehicle charging stations in commercial areas to capture anticipated economic benefits to support Medway's small businesses

Participants had mixed opinions on this strategy. Most participants gave it a 2 or 3, though a few ranked it more highly. One group questioned who would be paying for the energy – if the stations are public, would the town be paying for energy consumption? Another group member felt that it was contradictory to support this initiative while at the same time lack support for a battery storage facility in Medway. One participant said that they were on the fence because they don't like the concept of "stop and charge in Medway and then head elsewhere". There were concerns about town money being spent on this initiative and about locations of these charging stations.

13. Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways your local regulations can encourage EV charging infrastructure on private properties

One group thought that this strategy should be incorporated into strategy #12; however, other participants thought it was a good idea to strategically place EV chargers.

More Ideas:

1. Education/videos/field trips about infrastructure, including wastewater, recycling, etc.
2. New conversation about CRWA and dam removal, including Sandford Mill Dam and Choate Park Dam
3. Build a gazebo on the GAR property across from the police station using CPA/Tri-Valley/Eagle Scouts. The site has been overlooked for many years but close to seniors in the area that can walk to it and gather.
4. Create a requirement to reuse graywater or be able to recharge some clean water from CRCPD into local aquifer
5. IT Issues: there is a need for better communication equipment, ensuring the radio dispatch reaches the whole town, and considering cybersecurity issues
6. Important to maintain a stable and healthy bond rating. The financing of infrastructure relies heavily on the economic stability of Medway

7. Introduce strategies to find leaks in the water system and reduce inflow and infiltration issues before they become critical
8. Consider capacity at the recycling center and think of ways to remain environmentally friendly with regards to waste management
9. Incorporate renewable energy into municipal buildings and new development and incentivize new developments in the private sector to consider this
10. Consider school buildings; conduct a School Space Needs analysis
11. Upgrade and invest in IT on both the Town side and the school side, including software and hardware (i.e., phones, computers, etc.)
12. In 2028-2029, approximately \$2 million will be freed up (Norfolk County retirement obligation). That money should then be redirected to OPEB, which after 5-10 years should be taken care of, and then those funds can be directed towards increasing debt capacity.
13. Keep the town's AAA bond rating, which is very important for the borrowing/fiscal health of the town.
14. Create a walkable downtown, possibly with more municipal buildings which create additional foot traffic and activity
15. Continue strong financial leadership
16. Free WIFI in common areas of the community such as parks
17. The NW part of town has no public water, and this seems to be a deficiency not often discussed
18. Continue streetscaping work along 109

CONSERVATION, RESILIENCE, AND STEWARDSHIP

The focus group for the second core theme, Conservation, Resilience, and Stewardship, had 17 participants and took place virtually on March 15, 2022. The focus group discussed 16 strategy ideas that related to this core theme.

1. **Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.**

Participants rated this strategy highly as mostly 4s and 5s, although one group member rated it low as a 1. The main issue with the strategy was that it would be financially challenging and would require federal or state subsidy. One group said that infrastructure should be expanded to include important necessities such as grocery stores and gas stations. Another group saw this strategy as containing two different topics: they agreed about Net Zero but were on the fence about achieving independence from the grid. One facilitator summarized their group's discussion as: "Don't look back at the old buildings, look forward. When we build new buildings, build correctly."

2. **Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building**

Most participants rated this strategy idea as a 4 or 5. Those who expressed concerns cited the difficulty of making businesses comply, the trickiness of pinning down a specific rule or regulation, and the need to evaluate these zoning changes in more detail. One group said that they needed more information: is this only for new construction? Would residential construction be included?

3. **Review drinking water infrastructure to ensure that the system has adequate energy resources that enable pump and treatment systems to operate if the grid were down to ensure safe and clean drinking water for Medway residents in case of an emergency.**

Participants in three groups rated this strategy highly and skipped further discussion, but one group was more conflicted. Their reasons for being unsure were that water is on a gravity system, so should be able to be accessed in an emergency. However, after the discussion, that group agreed that this strategy was a possibility. One group that was in support suggested that this might be a lower priority since so many in town are not on town water.

4. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.

Most participants rated this strategy highly. A few said that they needed more information. One participant suggested adding redevelopment to the scope in addition to new development, as well as looking at the road holistically for these solutions when doing large road work projects. Two groups mentioned the MS4 land use regulation audit, which when complete will offer strategies that the town should implement.

5. Facilitate an education campaign to provide information to residents and businesses about the advantages of conservation, resiliency, and stewardship and incentivize actions that promote these values. Demonstrate these site design and management strategies on municipal properties so they can serve as demonstration sites that aid in this public education initiative.

Participants marked this strategy highly, with mostly 4s and 5s. One participant, who marked the strategy as a 2, said that the town needs to get to a certain level of compliance first to demonstrate these design and management strategies well. There was some concern about the difficulty of implementation. Some participants had questions about metrics and how success is measured. One idea was to recommend one idea per year per category, building in community outreach elements to find opportunities where the town already has an audience.

6. Promote and utilize Mass Save and the Commonwealth Energy Tool for Savings (energyCENTS) for Medway residents, which address heating, cooling, lighting, appliances, weatherization, air source heat pumps, etc.

Most participants rated this strategy highly, although there were a few mixed responses. One concern over this program is that the contractors aren't always good. One group suggested a rephrasing of the strategy to remove specific program names as they may change over time and the inclusion of the potential for new programs to emerge that would be appropriate for the town to take advantage of.

7. Expand the role of the Energy & Sustainability Committee.

Most participants rated this strategy idea highly and two groups completely supported it. Some concerns included the costs of staff support for an expanded role of the committee and more frequent meetings, as it is currently almost entirely volunteers. One group suggested reviewing the role of the committee first to determine if this expansion and the resulting additional staff would be needed.

8. Create a community-supported solar project for residents that don't own their homes or can't afford to install solar infrastructure.

Participants had mixed feelings on this strategy. Some feel as though while it's a good idea, it would be challenging to implement. Others were concerned about transitory renters that wouldn't benefit from this program and where the ground mounts for the solar panels would be placed. Participants mentioned that they didn't want to see forests clear cut for this purpose. Lastly, cost and funding sources were a concern.

9. Acquire the historic Shady Oaks Dairy Farm/Briggs Farm properties for Town ownership.

Participants were generally in support of this idea. One group agreed that an environmental impact study would be necessary before purchasing, as a lot of clean up may be required. There are concerns about the state of the property. Another group suggested that the acquisition go through the CPC. One participant suggested that the town's purchase of the land would be a good way to bring new farmers into the community and fill the need for more community garden plots.

10. Promote the use of regenerative farming practices on agricultural land through education and leadership to support carbon sequestration and preservation of water sources.

Participants had mixed responses to this strategy. One group was on the fence as they were unsure whether there was an application in Medway for this type of initiative. Another group was in full support, citing the Medway Community Farm's pilot idea regenerative agriculture program.

11. Strategically acquire and conserve unprotected open space in Town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.

All participants were in strong support of this idea, and no further discussion was noted in three of four groups. The fourth group suggested that the strategy could be state more broadly so it's not as targeted to specific areas and expressed concern that implementation could be an issue.

12. Consider adopting Natural Resource Protection Zoning as an alternative to the existing Open Space Residential Development Zoning.

Some participants were on the fence about this strategy idea while others rated it with 4s and 5s. One person wanted to understand more about how the current Open Space Residential Development Zoning is working and what more would be accomplished with the NRPZ. Another said that deed restrictions on marginally developable property would be necessary.

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

Participants highly supported this strategy. One group member said that a local bylaw to serve this purpose was already in process. Concerns expressed included finding the resources that are needed to do this inventory, potential resistance from residents, and the difficulty with rethinking how we look at trees from a climate resilience perspective that sees trees as essential infrastructure. One participant asked if this could be expanded to include checking the trees for disease, and another suggested education to change the mindset of residents.

14. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, including the history of Native American, immigrant, and other historically marginalized populations.

Most participants were in strong support of this strategy idea, although a few participants rated it as a 2 or 3. One group noted that there should be a limit on how much of the town can be declared historic, as it is a large town. One group that was fully in support saw this as a low-cost effort that could potentially be lumped together with other educational strategies.

15. Consider the establishment of local historic districts to further protect Medway's historic resources, including a Local Historic District for the Rabbit Hill neighborhood.

Participants had mixed opinions about this strategy. Some rated it highly because of the potential to protect the rural feel, but others were on the fence. One participant rated it as a 1 because they thought that it may make more sense to tear some older homes down to create multi-family housing. Other concerns were on behalf of homeowners in the historic district who may be restricted in the improvements they can make to their homes. Some participants had more questions on what a historic district entails.

16. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.

Participants had mixed feelings about this strategy as well. About half said that they would definitely support it, but others had similar concerns to strategy #15 about homeowners and a general lack of information and understanding on what this would mean.

More Ideas:

1. Preserve existing natural spaces to benefit Medway, including encouraging people to preserve natural habitats on their own property or within a neighborhood where natural spaces may be part of many individual properties. Consider an “edible forest” idea.
2. Encourage compliance with recycling, especially in the business community. Consider creating a town-wide composting program.
3. Improve zoning related to agrobusiness to incentivize keeping farms.
4. Need to consider the nutrient reduction requirements Medway must comply with per EPA regulations for the Charles River – a multimillion dollar expense to the town in the coming decade.
5. Place more emphasis on the Farmer’s Market, which is an avenue for local businesses to educate the public and sell their products.
6. Consider improvements to habitat areas like historic streams and wetland restoration areas, including planting pollinators and new trees.
7. Focus on nature-based solutions for new developments
8. The Energy Committee should take a bigger role in climate change mitigation and active climate resilience/adaptation
9. Involved integrated partners in implementing strategies, including schools, which could plant and sustain a pollinator garden and create more hands-on experiences for children
10. Keep in mind stormwater permit during town development projects, adding impervious surfaces to mitigate through permit process

A SUPPORTIVE COMMUNITY

The focus group for the second core theme, A Supportive Community, had 20 participants and took place virtually on March 9, 2022. The focus group discussed 14 strategy ideas that related to this core theme.

1. Consider the construction of a new, larger community center that could serve a wide variety of needs, including the Council on Aging, recreation, youth activities, and more.

While most people were in support, some emphasized the continued need for the senior center separate from a community center. One group noted that the VFW site might be a good, combined location for a community center for youth activities and a food pantry. Overall, participants felt that this could meet a lot of goals if it could truly be a multi-purpose space and have the appropriate amount of funding and staffing.

2. Consider the desire for more space dedicated to the arts and performance when spending on maintenance or renovation of town buildings, such as the VFW building or the Jacob Ide House.

Most participants rated this strategy highly and expressed support for the arts. Some suggested other locations for arts and performance, including the vacant lumber building east of Town Hall. There was some concern about the size and accessibility of the Jacob Ide house for this use. One

group wanted more information about capacity and location and noted that there are current spaces that can be used for this purpose.

3. Work collaboratively with social service organizations to create an easily accessible, centrally located food pantry/distribution facility in Medway

Participants had mixed feelings about this strategy. There was concern over whether centralization would help either food pantry. Both could use more space, and putting them together might be easier for staff, but both also have different target populations, particularly the one at Mahan Circle that serves the seniors that live there. One group thinks this strategy may be premature. One facilitator suggested talking to the people who are running the operations to assess the need.

4. Continue to invest in modernizing the Town's IT infrastructure and technology

Participants highly supported this strategy. The only question was whether the town is already doing this, as the town has an IT department. One facilitator noted that the town is in good shape, but that the concern is equity: making sure all community members have access to the technology.

5. Strategically invest in Medway School buildings, including in appropriate technology, to ensure the town's students continue to receive an excellent education.

Participants mostly agreed with this strategy, but while some felt that this strategy contained too many issues and too many different buildings to separate and discuss, others think that the schools are already being well taken care of and don't need any more emphasis.

6. Evaluate the current and future use of the Burke-Memorial Elementary School.

This strategy had mixed reviews, but most participants marked it in the middle. Some participants lacked knowledge about the school, and others pointed out that it was already serving a good purpose for the space that is available and shouldn't be changed. One group offered clarity that the Burke portion of the school is different than the Memorial portion of the school and should not be combined in this strategy idea.

7. Consider options for water recreation in Medway, including a public pool.

Some groups were strongly in favor of this idea, but others were more hesitant. Some participants expressed concerns about cost and liability, while others pointed out the potential for a pool to generate money for the town. One group suggested combining efforts with neighboring communities that also lack a swimming facility. On this note, another group acknowledged that the pool at Keefe Tech in Framingham is closing at the end of this year because of a lack of funding to do repairs and improvements. One group mentioned a municipal pool in Walpole that generates net positive revenue for the town and was a good investment.

8. Create initiatives to build relationships within the community and help neighbors connect with one another, including piloting a program like Front Porch Forum, a highly localized and moderated program to connect with neighbors and build community.

Some participants expressed that this strategy is a good idea, while others see it as unnecessary. One group said that while this online forum may not be needed to meet their neighbors, it is important to find a way to better integrate seniors into the neighborhood communities. Some participants felt that they needed more information.

9. Consider expanding the mental health clinician program shared by Medway and Franklin Police Departments to full-time to further meet the mental health needs of Medway residents.

All groups highly supported this initiative because of how much it is needed in Medway. One group suggested hiring a full-time staff member just for Medway. One facilitator noted that this strategy may be already in the works in the town.

10. Implement the recommendations of the Inclusion, Diversity, and Equity Committee, which is tasked with providing feedback and recommendations to the Select Board geared toward policy development that will promote and foster a community that is inclusive and welcoming to people of all backgrounds, beliefs, and cultures.

Most participants were in support of this, though there was some hesitancy because some people didn't know what the recommendations would be. One group said they would have given this all 5s if they knew what the recommendations are.

11. Coordinate with the Medway Business Council (MBC) to assist new business creators, especially non-white and immigrant entrepreneurs.

This strategy received mixed results. There was general agreement that more diversity is a good thing but concerns about the success of the businesses and the role of the town. One group came to the consensus that MBC's support is important, but it must be done carefully and wisely, with far-reaching support.

12. Create affordable housing opportunities for older adults that are integrated into neighborhoods in Medway, including small single-family homes, rental units, and condos.

Most participants gave this strategy a 5. There were some questions about the difference between affordable housing and senior housing, but overall participants agreed that seniors need more housing options.

13. Seek designation as an AARP Livable Community to advance local efforts to help people of all ages and abilities live easily and comfortably in the community

Participants were mixed on this strategy. Some were in strong support, although others said that Medway was doing well in these areas anyways and it may not be worth pursuing an AARP branding.

14. Look for opportunities to regionalize senior transportation services to provide added services to those who need it most.

While some participants highly supported this strategy, others were on the fence. Some were concerned that regionalizing services would likely result in longer waits and more complicated routes. However, all the groups recognized the need for more transportation options for seniors, and one group acknowledged a wider need for transportation for all age groups.

More ideas:

1. Welcome opportunities for collaborative activities. One example of this in the past is the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue.
2. A commission for public art with a juried artist collaborative to make decisions and give direction and support. There is no current defined town process for approving and creating public art. The commission would increase focus on the arts, which in turn can foster diversity and bring multi-dimensional enrichment to town, including drawing businesses.
3. A skate park would enrich the community and provide more welcome options for recreation
4. More sidewalks are needed to provide easier walking for the disabled and to be a more walkable town

5. A welcome center in a town building would help new residents figure out how and where to get things done in town and find resources
6. More parking is needed at Choate Park.
7. Should the house between the Ide Property and Choate become available, the town should try to buy it to provide more parking space.
8. Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.
9. Find a way to change Town Meeting or find other regular vehicles for feedback that can be implemented so that people in town can express their views. Record more meetings in town to make available for the public to view to keep up with everything that happens.

APPENDIX II: APRIL ROAD SHOW SUMMARY

Prepared by JM Goldson LLC 05/09/2022

SUMMARY

During the April Roadshow, various boards and committees discussed the strategy approaches supporting one or two different goals at one of their regularly scheduled April meetings. After discussing strategies' pros and cons, they then rated the levels at which each of these strategies should be priorities for the master plan (5=high priority; 3=medium priority; 1=low priority). Board members were encouraged to refer to more information on the engagement website ahead of the meeting: which included descriptions, focus group summaries, graphics, and links to resources.

The April Roadshow activity produced feedback from residents representing an array of stakeholders. Groups who provided feedback include the Design Review Committee, Zoning Board of Appeals, Planning and Economic Development Board, Facility Review Committee, a Senior Center focus group, Conservation Commission, Cultural Council, Open Space Committee, Historical Commission, a presentation at the Medway Community Farm, the Agricultural Commission, and the Energy and Sustainability Committee. This activity allowed for opinions about the strategies for Medway in 2032 to be expressed and discussed among various boards, committees, and produced helpful comments about which actions are strongly supported, some that need more clarification, and a few that low on the priority list. In total, about 73 people provided feedback during the April Roadshows.

High Priority Strategies (rated mostly 4 or 5):

- Placemaking
- Village-style commercial
- Variety of housing types
- Modernization and rebuilding housing authority properties
- Expand opportunities for recreation, education, and the arts
- Strategic acquisition
- Natural resources protection zoning
- Historic education
- Local historic district
- Electric vehicle infrastructure
- Renewable energy
- Green building
- Business potential (farm)
- Farmer's market

Medium Priority Strategies – or Mixed Results (rated mostly 3 or mixed results)

- Tax Incentives for Redevelopment
- Special Designation
- Tax Incentives for Industrial Growth
- Free Public Wi-fi
- AARP Designation
- Tree canopy bylaws

- Floating historic district
- Composting program

Low-Priority Strategies (rated mostly 1 or 2)

- Expanding Industrial development zoning
- Dam removal
- Edible food forest

Strategies not Evaluated:

- Complete Streets
- Expand public shuttle
- Regionalize senior transport
- Skate Park
- Additional parking for recreation
- Expanding recreation services
- Solar Power
- Zoning for a Battery Storage Facility
- Welcome Center

New Strategies Proposed:

- Co-housing or shared services for housing.
- Broadening accessory dwelling units being allowed for the general population to rent.
- Expanding options at Medway Community Farm (reduction in food share costs to low income individuals)
- Historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.
- Multi-purposed buildings (Town Hall, Fire, Police)
- A more generalized towards healthy aging, with a separate strategic plan for health and human services.
- Council on Aging Department needs additional money, staff, and space.
- Moving Town Meeting to a weekend day to boost participation.

Strategy Module 1: Town Center/Route 109 Notes

Feedback on this module was provided by the Design Review Committee (3 people) and the Zoning Board of Appeals (5 people).

Goal: 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.

Strategy Approaches:

Placemaking: Build on Medway's streetscape improvements by leveraging public and private investments in the public realm to bring visible cohesion and create an attractive identity in the future town center and Village Center areas.

- Both the Zoning Board of Appeals and the Design Review Committee unanimously agreed that this was a high priority (5).

- The DRC thinks it's important to connect the Shaw's Plaza to the 109 area, making ways to make the roads feel safe, and develop a cohesive plan for the area.

Tax Incentives for Redevelopment: Explore tax incentives to promote private development in the Route 109 future town center area.

- The Design Review Committee individually rated this as a low priority - between 1 and 3. Likewise, the Zoning Board rated this a 3.
- The DRC either fundamentally disagreed with tax breaks, felt like it could be sticky depending on what it was developed into, or felt like they didn't have enough information and was concerned it could be used as a loophole.
- The ZBA all supported the concept of using Tax Increment Financing (TIFs) to encourage development, and that TIFs were a better fit than District Increment Financing (DIF) for the area. However, they were not as enthusiastic about this action as placemaking.

Special Designation: Consider special designation as an urban renewal area for a portion of the Route 109 corridor to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

- The Design Review Committee felt this was a medium-to high-priority and rated this action 4-5. The felt It was a good option to explore, would like to see the zoning rewritten, and felt it was a critical step to be taken if the town was really committed to moving the town hall to the area.
- The ZBA thought this was more of a low priority (2), and not a great fit for the 109 commercial area. They preferred to encourage business investment.

Strategy Module 2: Non-Residential Tax Base

Feedback on this module was provided by the Planning and Economic Development Board (PEDB) (5 people).

Goal: Promote significant commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

Strategy Approaches:

Tax Incentives for Industrial Growth: Consider offering property tax incentives to encourage redevelopment in Medway's industrial areas.

- One member of the PEDB thought tax incentives should be rated as a high priority (5), but the other two rate this as a low-medium priority (2-3).
- For Oak Grove this could be a great option, because even if you aren't getting full taxes on the property up front, you will get it eventually.
- However, others felt that while TIFs look good on the surface, they need to be done cautiously and by people that understand the big picture.
- There was a concern that we give too much away and then residents must pick up the burden.
- The relationship between the Economic Development Committee and the Planning Board might have to be strengthened.

Allow smaller village-style commercial areas: Rezone existing commercial nodes around Medway to allow these uses and promote village-design.

- This goal was unanimously rated highly by the ZBA (4 or 5).

- Changes may be needed to the zoning bylaw, such as taking some of the items from the Central Business district and applying them to the Village Commercial District.
- There was a desire to be progressive and achieve strategies to reduce the residential tax burden.
- The ZBA also thought the Town should look at the zoning on East Main Street towards the 40B district. The Central Business district could be extended towards that area.

Expand Industrial Development: Expand the number of industrial-zoned properties, look for new locations for industrial zones, and promote additional industrial development opportunities, including creative industries.

- The Zoning Board mostly rated this strategy as a low priority (1) although one member rated it as a high priority (4).
- There are many active industrial developments, and they would like to see how the existing industrial developments pan out and impact that tax base before expanding the industrial park. So this may not be a short-term strategy, but it could be a long-term one (6-10 years).
- Rezoning the property on West Street might make sense as it's already being used as an industrial use.
- One member liked the option of having more land available to industrial use, but wanted strategy, controlled change.

Strategy Module 3: Housing & Affordability

This module was reviewed by a focus group at the Senior Center (10 people), and the Facility Review Committee (5 people).

Goal: 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.

Strategy Approaches:

- **Promote a Variety of Housing Types:** Revise zoning provisions to promote greater variety of housing types and affordable options in accordance with the most current Housing Production Plan. The Senior Center thought it was a high priority (5) to improve people's ability to stay in their own homes or find a place to safely and affordably downsize in town - especially with one-story living. They emphasized the importance of creating deed restricted units, access for those with mobility disabilities, deeply affordable units, and finding ways to cap condo fees. They wondered whether co-housing or shared services could be explored. Finally, they were open to broadening accessory dwelling units being allowed for the general population to rent, and not just family or caregivers. The Facility Review Committee unanimously agreed this was a high priority (5).
- **Modernization and Rebuilding of Housing Authority Properties:** Support and promote the modernization and rebuilding of Housing Authority properties at Lovering Heights and Kenney Drive to provide safe, decent, accessible housing for low-income elderly and individuals with disabilities by leveraging federal and state funding with local seed funds. The Senior Center group felt that this was needed (5) but expressed frustration that Medway residents could no longer be prioritized. The Facility Review Committee unanimously agreed that this was a high priority (5).

Strategy Module 4: Multimodal Connectivity

No boards or committees evaluated these strategies during the April Roadshow.

Goal: Support multimodal transportation by improving walking and biking accessibility and connections both on and off roadways, expanding local and regional public transportation service, and investing in physical traffic calming measures to slow automobile travel speeds and make multimodal transportation a safe choice for all.

Strategy Approaches:

- **Complete Streets:** Adopt a Complete Street Policy and Prioritization Plan to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities targeting commercial areas and other priority development areas, like those with more municipal buildings, which create additional foot traffic and activity.
- **Expand Public Shuttle Options:** Expand public shuttle options for Medway commuters who use the MBTA commuter rail facilities, seniors and those with disabilities requiring transportation to daily needs and services, and the general public who would benefit from expanded transit options.
- **Regionalize Senior Transportation Options.** Look for opportunities to regionalize senior transportation services to provide added services to those who need it most.

Strategy Module 5: New Municipal Facilities, Services, & Technology

Feedback on this module was provided by the Medway Cultural Council (11 members, unclear how many were present) and the Facility Review Committee (5 members).

Goal: Invest in municipal facilities, gathering spaces, infrastructure, and technology to promote public safety, foster strong community connections, and modernize the Town.

Strategy Approaches:

Expand Opportunity for Recreation, Education, and Arts. Create space(s) for community activities in Town. The Medway Senior Center is very popular and offers a wide array of activities. Build on the success of the senior center by creating an intergenerational community center.

- The Cultural Council agreed this was a high priority (5). They liked the idea of an intergenerational community center. An addition of a community pool and an adjoining skate park could go together with the community center. If Town Hall were moved, perhaps the site of the old Town Hall and surrounding land could work for this purpose.
- The Facility Review Committee unanimously agreed this was a high priority (5).

Create Free Public WiFi. Consider providing free WiFi service in common areas of the community, such as parks or other community gathering spaces.

- The Cultural Council did not have time to review this strategy.
- The Facility Review Committee rated this a medium priority strategy (3), as they had concerns over how it would be funded, and the potential quality of service.

Strategy Module 6: Open Space

Feedback on this module was provided by the Planning and Economic Development Board (5 people), the Open Space Committee (6 members present), and the Conservation Committee (5 members).

Goal: Permanently protect Medway's tree canopy and at least 30% of open space land prioritized for carbon sequestration to remove carbon from the atmosphere, for biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, and for passive recreation and trails.

Strategy Approaches:

Strategic acquisition: Strategically acquire and conserve unprotected open space in town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions.

- The PEDB all rated this as a high priority (4-5). They pointed out that properties have been identified and supported acquiring or otherwise permanently protecting them. They were concerned about the process, and how it related to the MBTA community program, but generally felt that open space and development were not mutually exclusive.
- The Open Space Committee (OSC) unanimously ranked this as a high priority (5).
- The Conservation Commission rated this highly (5), and felt there was a conflict between expanding zoning laws to make the town more business friendly and retaining and expanding open space.

Zoning: Consider adopting natural resource protection zoning as a stronger open space protection alternative to Medway's existing zoning.

- The PEDB all rated this as a medium priority (3-4). They had concerns around giving up the special permit control over architectural quality. The group felt that the Town needed to learn more about this strategy.
- The OSC all rated this a high priority for new subdivisions (5), however there was a question about how this would affect the 40b developments.
- The Conservation Commission rated this highly (5) - liked the natural resources zoning, but also felt that the Town doesn't do enough to communicate about Medway's existing zoning options (OSRD) and should expand its communication and outreach about other environmentally friendly options.

Tree canopy bylaws: Inventory the existing tree canopy in Medway and consider adoption of a tree canopy bylaw.

- The PEDB had very different rankings of this priority individually (1,3,4). The group thought there would be issues having this bylaw apply to single-family residences. They thought that a broader tree bylaw should apply to new construction only, and that the administration of such a program would require more staffing (e.g., more active tree warden or tree committee). However, a tree replacement program would be a nice option for existing homeowners who need to remove a tree, to plant a new one on their property.
- The OSC had a lot of discussion on this strategy, but ultimately ranked it as a medium priority (3) as they felt there was not enough detail to make an informed decision. There would need to be very clear guidelines and concerns about how this would be handled on different lot sizes. However, they agreed it was worth investigating further.

- The Conservation Commission thinks this is a high priority, and is working on a tree preservation bylaw for an upcoming town meeting.

Dam removal. Consider removing dams, like the Sandford Mill Dam and Choate Park Dam.

- The PEDB generally ranked this as a low priority (1,1,4). Concerns included costs, questions about ownership, and consequences of dam removal, and the need for more information.
- The OSC did not feel this was a high priority. However, they thought a study on the subject would be a high priority in the next master plan cycle - to look at all dams in town and decide which to remove. Like the PEDB the OSC was concerned about ownership, consequences of removal, and the need for more information.
- The Conservation Commission did not feel this was a high priority, as mercury was discovered behind the dams (USGS) and it was better left undisturbed until a full environmental study was done.
- The Historic Commission also thought this was a low priority (1), as the dam is a historical site within the Medway Village National Historic District. The Commission suggested a new historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.

Create an edible food forest. Consider preserving natural spaces in Medway in ways that benefit the community, such as an edible food forest.

- The PEDB ranked this as a low priority (1,1,2). It was thought to be a positive idea, but there were other issues of a much higher priority.
- The OSC ranked this as a low priority (1). They thought there were other issues of higher priority.
- The Conservation Commission thought this was a low priority (1). Rather, they would prefer to tackle food insecurity issues by expanding options at Medway Community Farm (reduction in food share costs to low income individuals) or other ideas on how the existing farm can serve the community.

Strategy Module 7: Recreation

No boards or committees provided feedback on this strategy module.

Goal: Meet community needs for inclusive indoor and outdoor recreation opportunities that can be used and enjoyed by people of all ages and abilities.

Strategy Approaches:

- **Skate Park.** Consider constructing a skate park in Medway to enrich the community and provide more options for recreation.
- **Additional Parking.** Consider adding additional parking at recreational locations in Town like Choate Park and Thayer Homestead.
- **Expand Services.** Consider the expansion of recreational services and options at existing recreational facilities, like Choate Park.

Strategy Module 8: Historic Resource Protection

Feedback on this module was provided by the Design Review Committee (3 people) and the Historical Commission (7 members).

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

Strategy Approaches:

Education. Expand and create walking tours, publications, and online information to promote awareness of Medway's history, including the history of Native American, immigrant, and other historically marginalized populations.

- The DRC felt this was a medium to high priority (3, 5,5) as it is important to help people understand Medway's significant history, however not everyone is interested in learning this history.
- The Historic Commission felt this was a high priority (5), and that including the schools, Historical Society, and Historical Commission in a joint effort.

Local Historic District. Consider the establishment of local historic districts to further protect Medway's historic resources, including a Local Historic District for the Rabbit Hill neighborhood.

- The DRC felt this was a high priority (5,5,4) as new development doesn't look like a rural town. Grant programs or tax incentives could help people preserve historic homes, and maybe only applicable to certain types of homes.
- The Historic Commission thought this was a high priority (5) and wondered why it was limited to the Rabbit Hill National District and did not include the Medway Village Historic District. Also, the Wood's Corner should be considered. They also want a new historic strategy to preserve historic structures such as dams, bridges, and monuments - not just buildings.

Floating Historic Districts. Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings.

- The DRC felt this was a medium priority (2,3,4). There was a split opinion on whether this was taking regulations too far, or whether this was an effective way to protect historic homes outside of the historic district.
- The Historic Commission ranked this as a high-priority (5), and also thought the scope should be broadened to consider buildings built pre-1900.

Strategy Module 9: Farming and Agribusiness

Feedback on this module was provided via a presentation at the Medway Community Farm (7 people), the Agricultural Committee (4 people), and the Open Space Committee (6 people).

Goal: Support farmers and agri-entrepreneurs in Medway through zoning provisions and other initiatives to help garner community support.

Strategy Approaches:

Business Potential. Create initiatives and collaborations to promote agri-entrepreneurs to unlock untapped business potential, such as farm-to-table initiatives, and review zoning provisions for areas with active farms to allow such business uses and programs to support the financial stability of local farms.

- Participants ranked this as a high priority (4-5). This could potentially be a valuable thing to Medway, bring the community together, and bring business to the Town while staying close to the agricultural use. There was some concern about using the farm for events, and whether the Town infrastructure would handle the influx.
- The Agricultural Committee thought this was a medium priority (3-4). They like the idea of zoning to allow temporary use of agricultural land for events (weddings, farm-to-table) but it would need food and alcohol permission. Egg selling has regulations and needs refrigeration. Connecting with the Medway Business Council is a good idea.
- The OSC all liked this idea and rated it highly (4). It will give farms more flexibility to expand business and make them more profitable, but would need guidelines.

Farmer's Market. Expand the Farmer's Market, which is an avenue for local businesses to educate the public and sell their products and promote its utilization.

- Participants unanimously felt this was a high priority (at first they rated it a 4, but upgraded to a 5). The Farmer's market could be run by the Town's Parks Department, expanded in size and number of vendors, and moving the event to the weekend. The Canton Farmer's Market was cited as a good example. There is an opportunity for music and other events alongside it to make it a larger event.
- The Agricultural Commission unanimously felt this was a high priority (5). The location of the market is an ongoing question. The market organizers don't want most of the vendors to be selling non-food items, and there needs to be more marketing, and auxiliary events (e.g., kid activities, storytelling, music, plant a seedling, and more parking).
- The OSC rated this as a medium priority (3). They would like to support expansion of the market, in an alternative location like Oakland Park or Adams Meadow. The Town should be willing to help with education and publicity.

Community Farm. Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.

- Participants questioned whether the Town could address the community farm in the Master Plan as an independent 501c3, and the wording should be how the Town can better support the MCF. The Natick Community Farm was cited as a good model. The MCF would like to expand options for K-5 camps and build bathrooms and have the Town help market local community supported agriculture at the farm, build a barn, or pay for a farm executive director. Right now, the farm is run by volunteers.
- The Agricultural Commission ranked this a 4. There were questions about what "expansion" meant.
- The OSC rated this as a high priority (4). They all wanted to keep the farm in town but were unclear on what role the Town plays with a private 501c3. The OSC would be willing to collaborate with the farm on publicity.

Strategy Module 10: Renewable Energy

Feedback on this module was provided by the Energy and Sustainability Committee (5 people).

Goal: 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.

Strategy Approaches:

Electric Vehicle Infrastructure. Consider measures to increase accessibility for electric vehicle infrastructure in Medway, such as the adoption of an Electric Vehicle Readiness Policy and a zoning audit focused on ways your local regulations can encourage EV charging infrastructure on private properties.

- The ESC rated this highly (4-5), as more electric vehicle infrastructure is needed now and in the future.

Renewable Energy. Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power.

- The ESC rated this unanimously highly (5). Switching from fossil fuels to renewables was seen as essential to mitigate climate change effects. However, it should be a phased approach. The Town should look at multi-purposed buildings (Town Hall, Fire, Police). It may be hard for Medway to leverage wind and geothermal energies.

Green Building. Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building.

- The ESC rate this highly (4-5). They felt it was good to Incentivize businesses to do the right thing or to penalize them when they don't do the right thing. Incentives are preferred to requirements. The Town should be looking at municipal buildings and residential buildings first because of the volume.

These strategies were not evaluated by any group:

- Solar Power
- Zoning for a Battery Storage Facility

Strategy Module 11: Sustainability

Feedback on this module was provided by the Energy and Sustainability Committee (5 people).

Goal: 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.

Strategy Approaches:

Nature-Based Design. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.

- The ESC rated this highly (5). While there are higher upfront costs, there would be lower overall operational costs. It would also help build resiliency to climate change via flood storage, mitigating the heat island effect, and increasing infiltration to mitigate effects of drought. It could help meet Charles River Watershed phosphorus removal requirements.

Composting Program. Consider creating a town-wide composting program.

- The ESC had diverse viewpoints on a composting program, rating it with a range between 1 and 5. Pros were seen as creating less burden on the solid waste stream, reducing costs from yellow trash bags, and improving soil quality. However, many people already compost at their own house, and there is potential for contamination entering the compost making it unusable. It may cause more pests and smells.

Strategy Module 12: Inclusivity

These strategies were discussed at a Senior Center focus group (10 people).

Goal : Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in town government.

Strategy Approaches:

AARP Livable Community. Seek designation as an AARP Livable Community to advance local efforts to help people of all ages and abilities live easily and comfortably in the community.

- While the group thought it was a high priority to provide a supportive community to older adults, there was concern that this approach was not the right one.
- There was a concern that this is tied to only one organization, while there were many others also offering good ideas, e.g., dementia friendly.
- Could the town do something more generalized towards healthy aging?
- There is a need for a separate strategic plan for health and human services (especially for seniors). The Senior Center is the de-factor social service organization of the community for all ages. The Department needs additional money, staff, and space to become a future "Human Service Department".

Community Feedback. Consider ways for the public to submit feedback to the Town so that community members can express their views. This could be a change to Town Meeting or another vehicle for public comment.

- The group thought this was a high priority (4-5), however no one has a clear idea how to fix it. There is a lot of community outreach to get the word out about Town meeting and elections already. Would changing the day/time of Town meeting to a weekend result in higher turnout?

Welcome Center

- This strategy was not evaluated by any group.

APPENDIX III: SUMMARY OF ONLINE ENGAGEMENT PLATFORM

ESRI STORYMAP ONLINE ENGAGEMENT PLATFORM

Created by JM Goldson LLC 05/25/2022

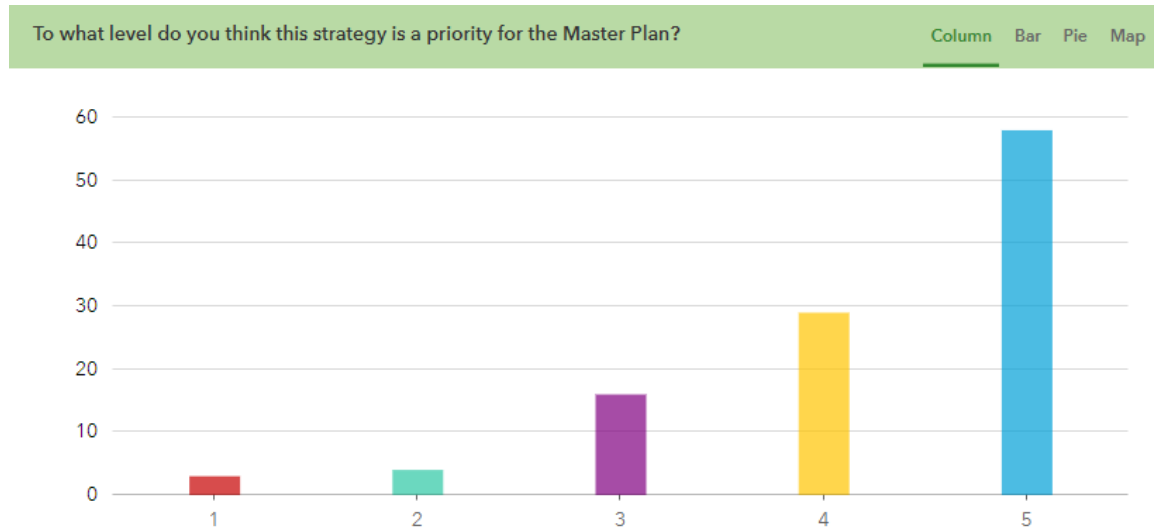
The Master Plan Story Map Engagement Platform, which was created by the project consultants and marketed via social media, the project website, and Medway town staff, was designed to gather community feedback on the strategies of the master plan. The survey was widely distributed and gathered an average of 66 responses from community members (range of 46 to 110 records per strategy).

KEY FINDINGS

- Online engagement participants strongly agreed placemaking for the town center and adding more village style commercial. Participants agreed with the creation of a variety of housing types, especially for older adults and low-income individuals, for example supporting the modernization and rebuilding of housing authority properties.
- They supported a number of environmental, conservation, and historic preservation strategies, including strategic acquisition of properties, natural resources zoning, nature-based design, a community composting program, creating tree canopy bylaws, historic education, electric vehicle infrastructure, renewable energy, green building standards, and expanding the business potential of the local farm.
- Finally, online engagement participants strongly supported additional opportunities to provide community feedback, the creation of an intergenerational community center, and complete streets initiatives and policies.
- Many participants were hesitant about strategies that were tax incentives for redevelopment on Route 109, expanding or incentivizing industrial growth, or seeking a special designation as an urban renewal area for Route 109. They were also mixed on the strategy of free public wi-fi. Participants were skeptical about AAPR designation for livable communities, expanding public shuttles, or regionalizing senior transportation. There was mixed support for expanding recreational services and facilities, including a skate park and additional parking. Participants also had mixed support for both a local historic district and floating historic districts. Finally, there were differences of opinion about solar power and battery storage facilities.
- Creating a welcome center or an edible food forest were mostly rated as low priorities, as was dam removal.

HIGH PRIORITY STRATEGIES (RATED MOSTLY 4 OR 5):

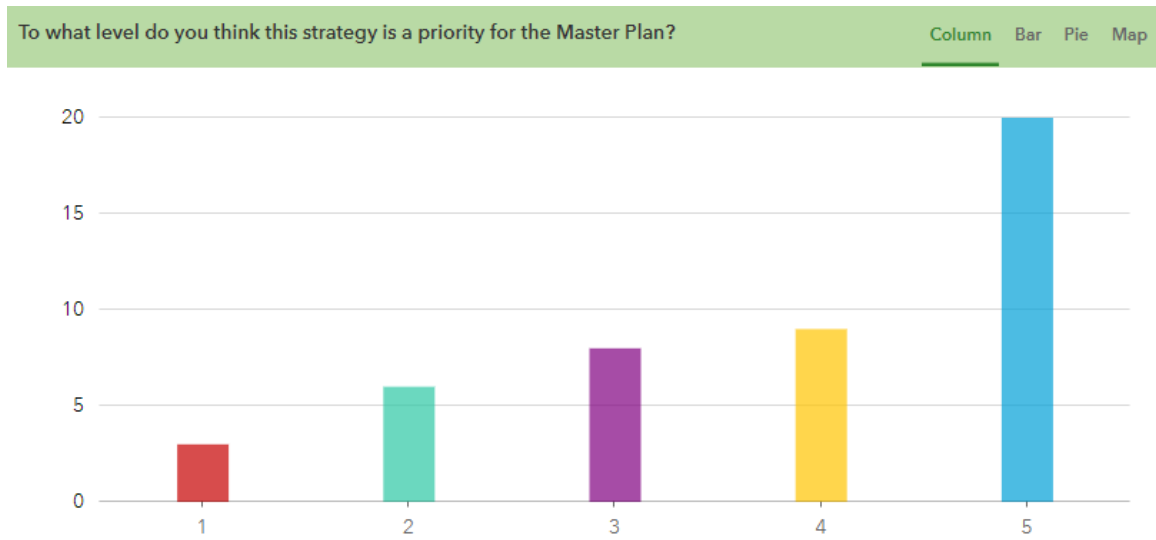
Placemaking improvements (110 records)



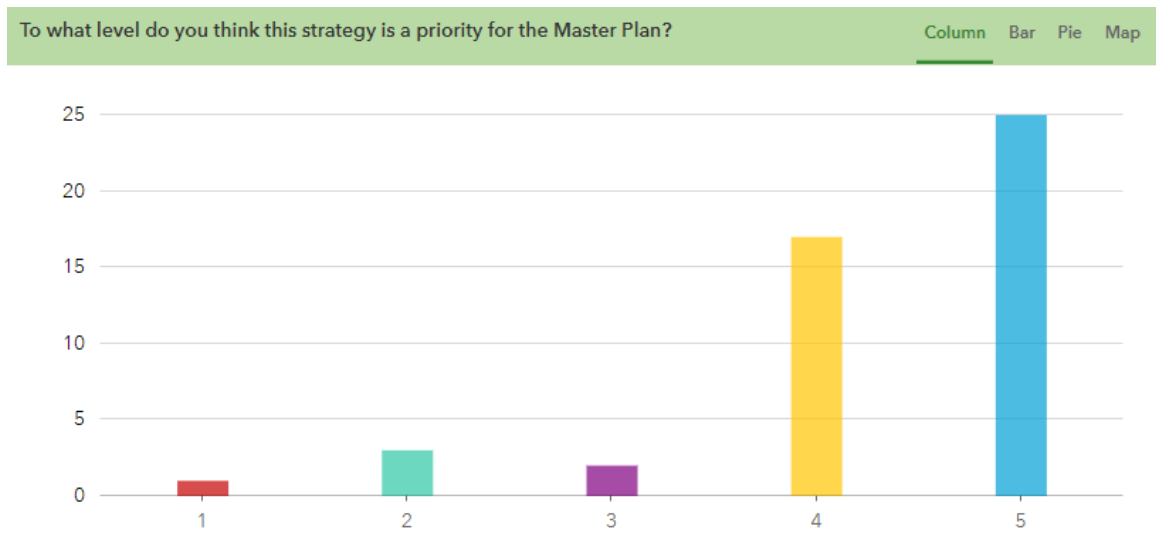
Community feedback (46 records)



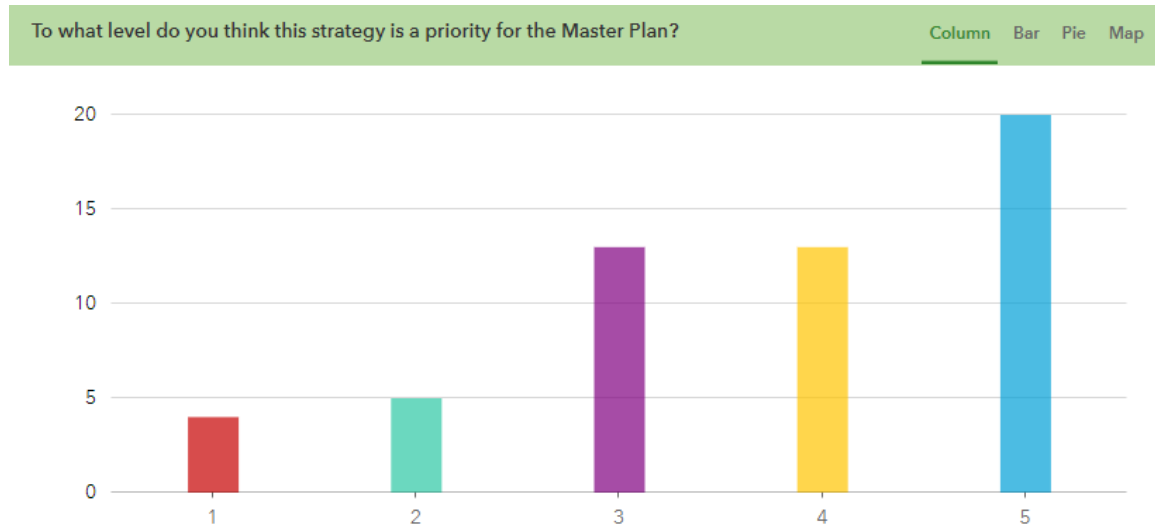
Composting program (46 records)



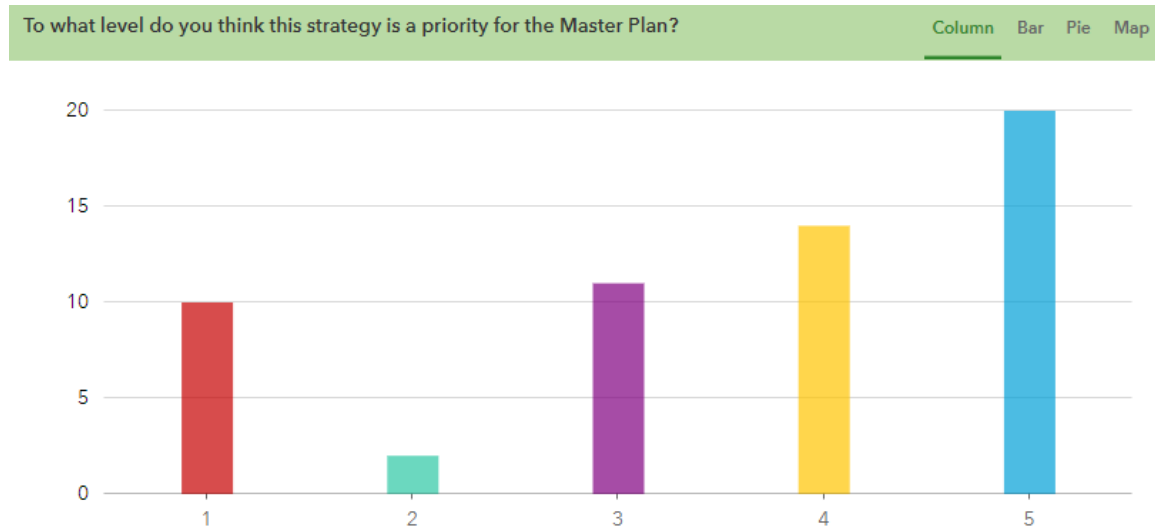
Nature based design (48 records)



Green building (55 records)



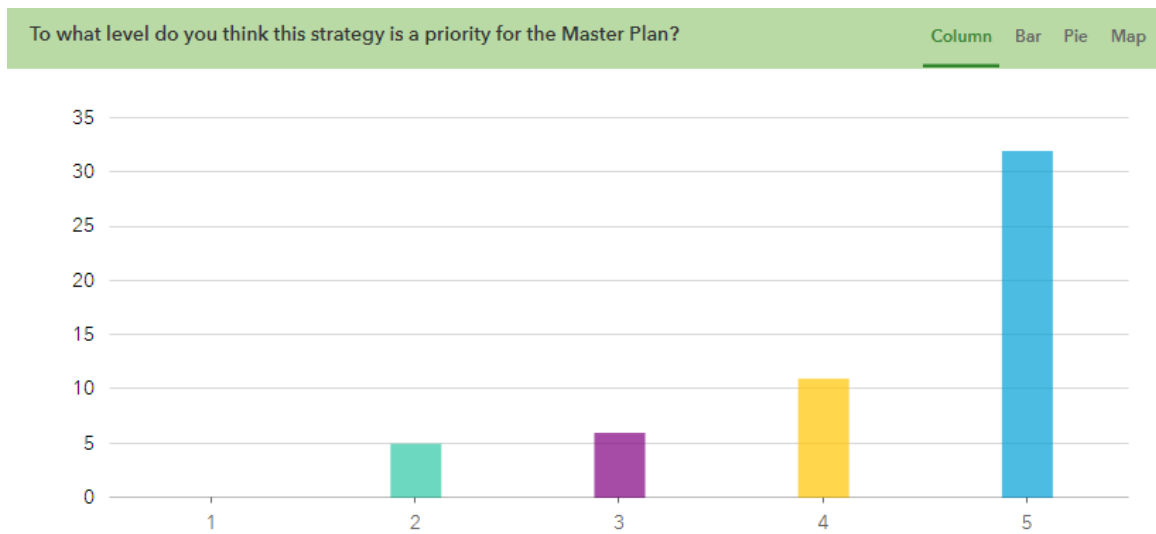
EV infrastructure (57 records)



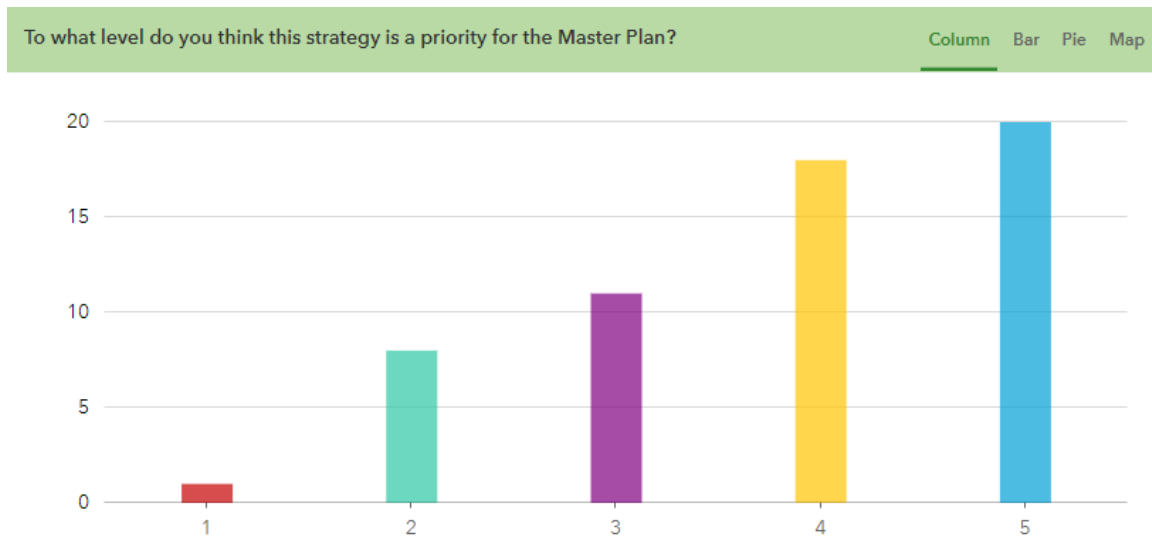
Renewable energy (59 records)



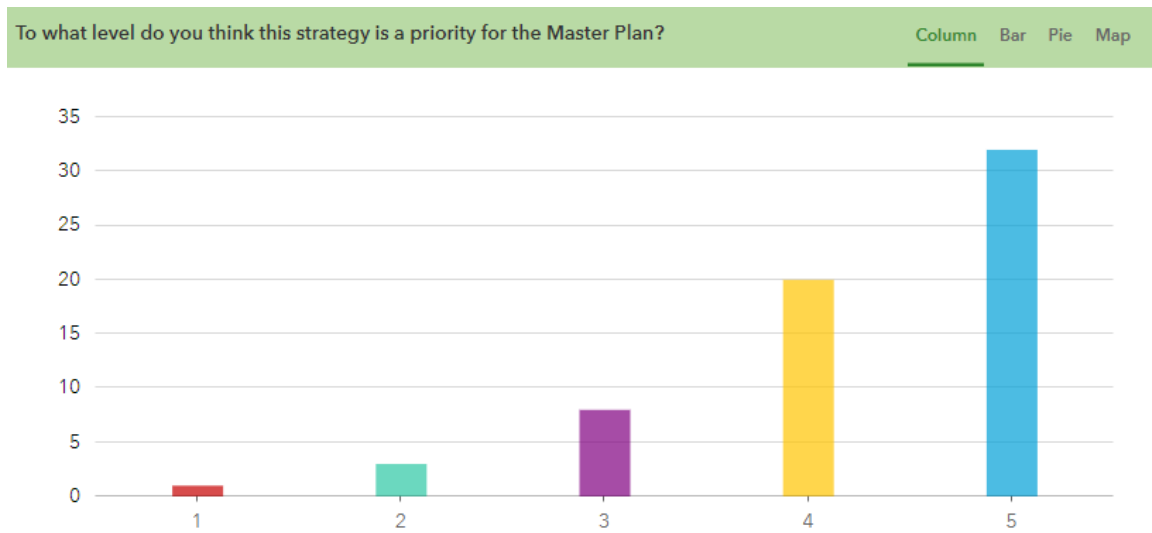
Community farm (54 records)



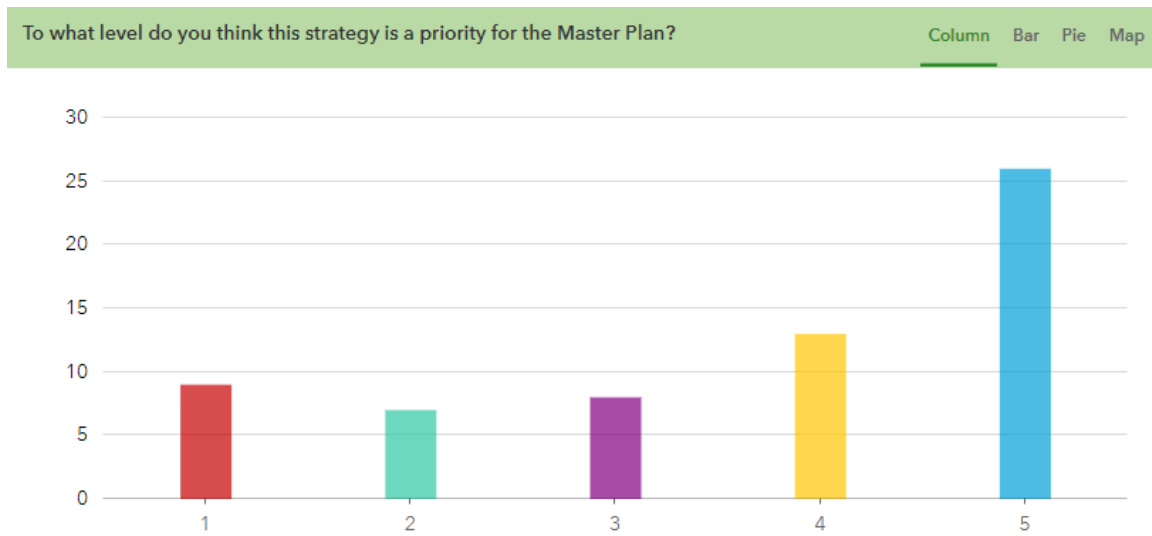
Farmer's market (59 records)



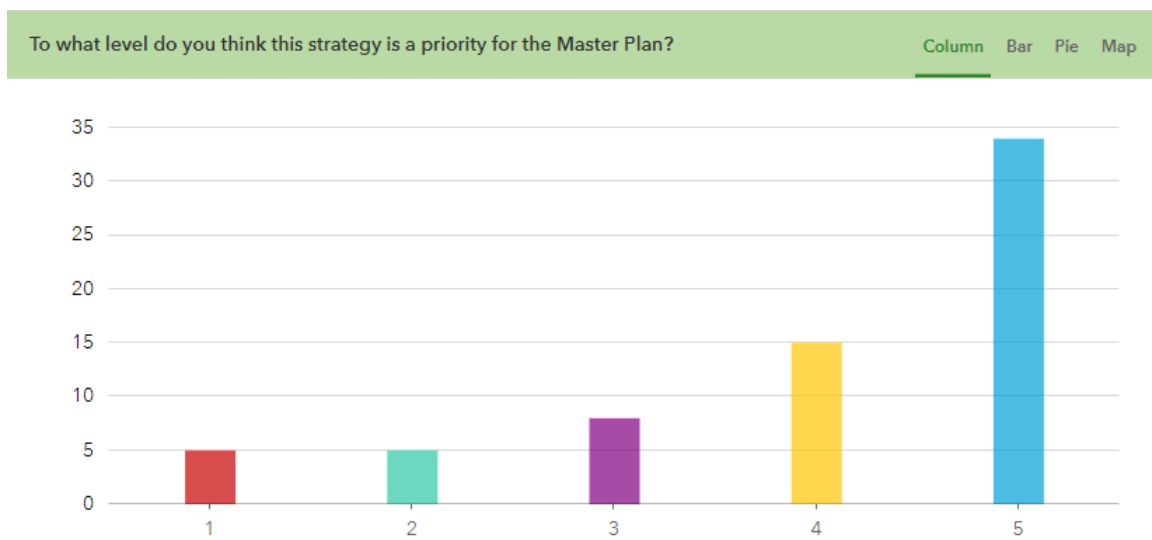
Business potential (65 records)



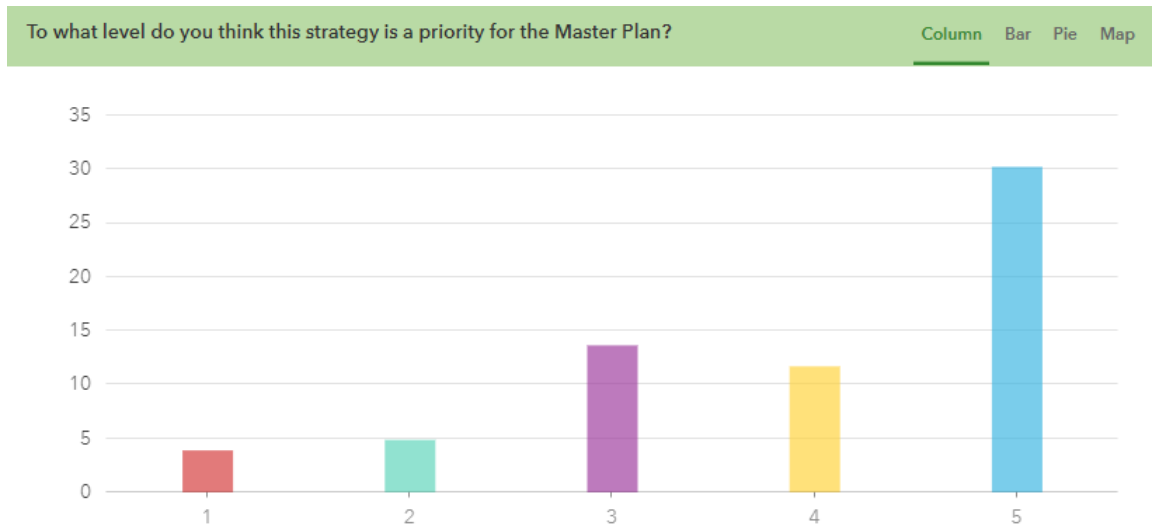
Historic education (64 records)



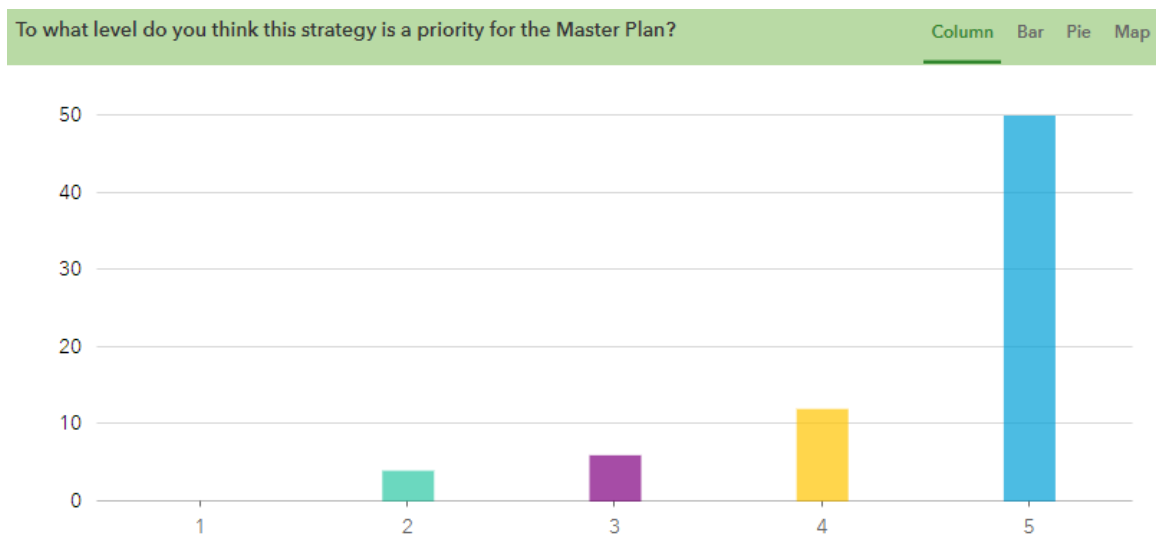
Tree canopy bylaws (68 records)



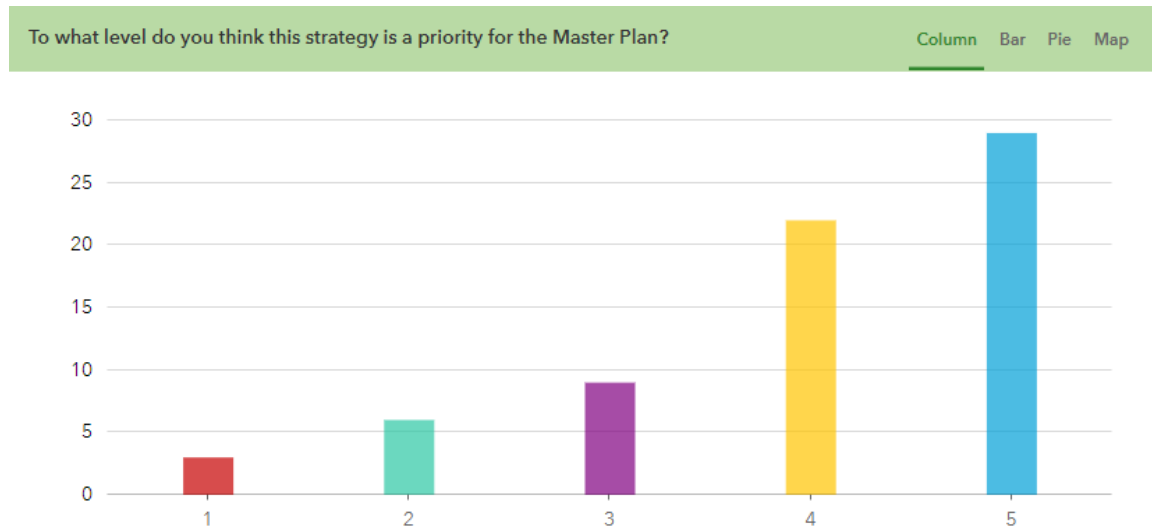
Zoning (open space) (67 records)



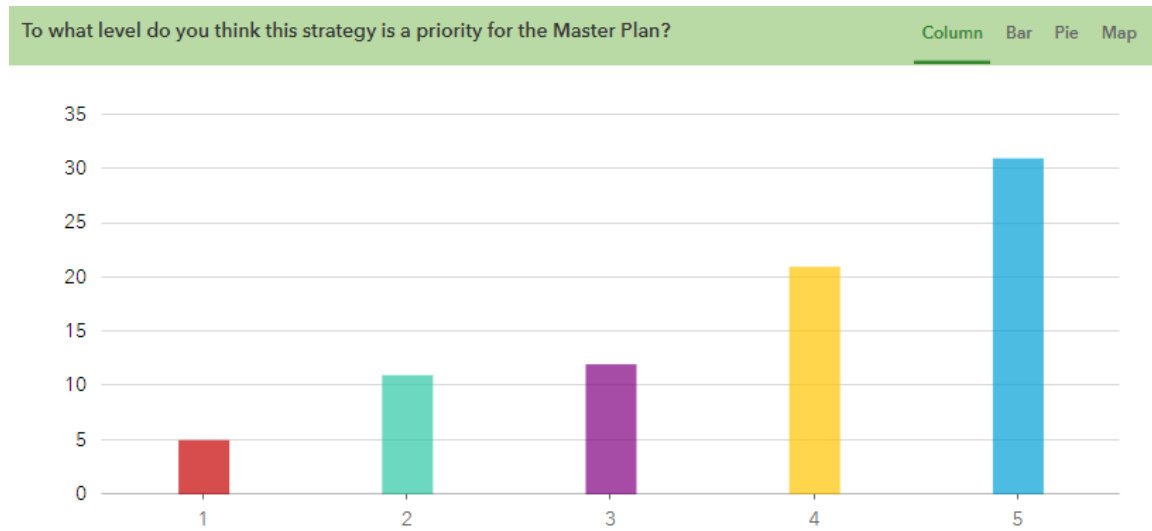
Strategic acquisition (71 records)



Community Center (69 records)



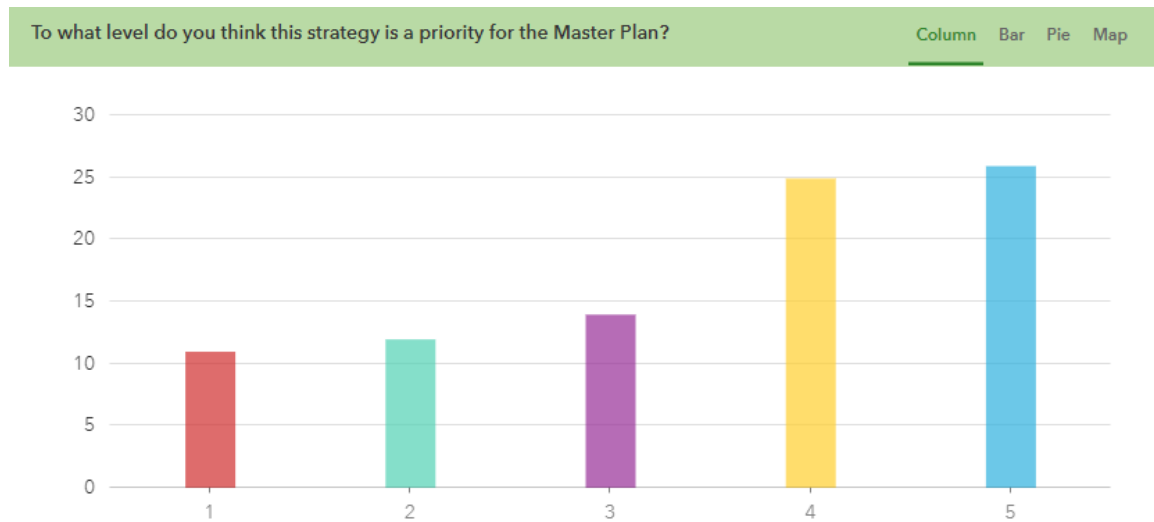
Complete Streets (80 records)



Modernization and rebuilding of housing (75 records)



Promote a variety of housing types (89 records)

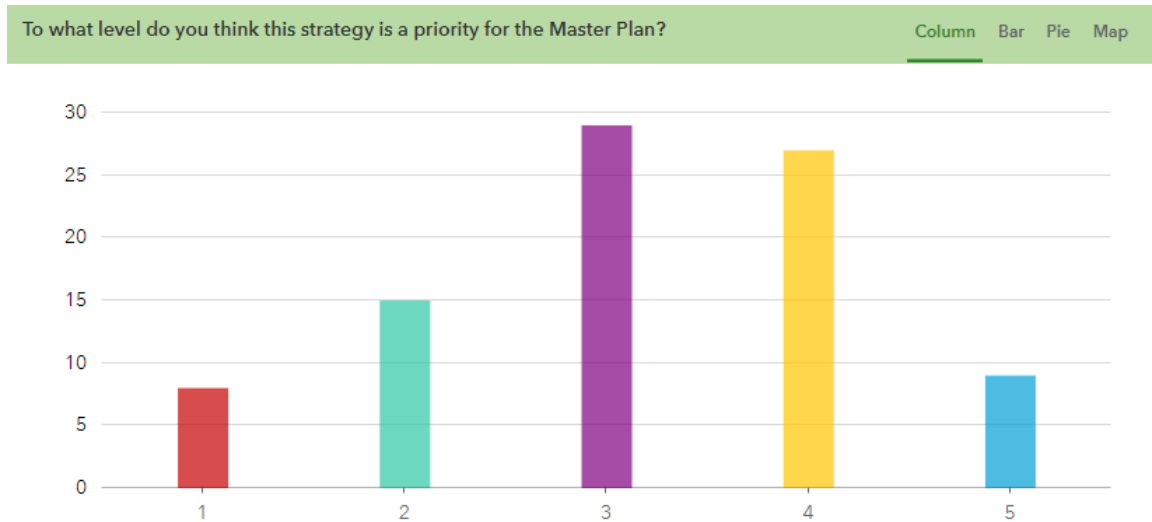


Smaller village style commercial (79 records)

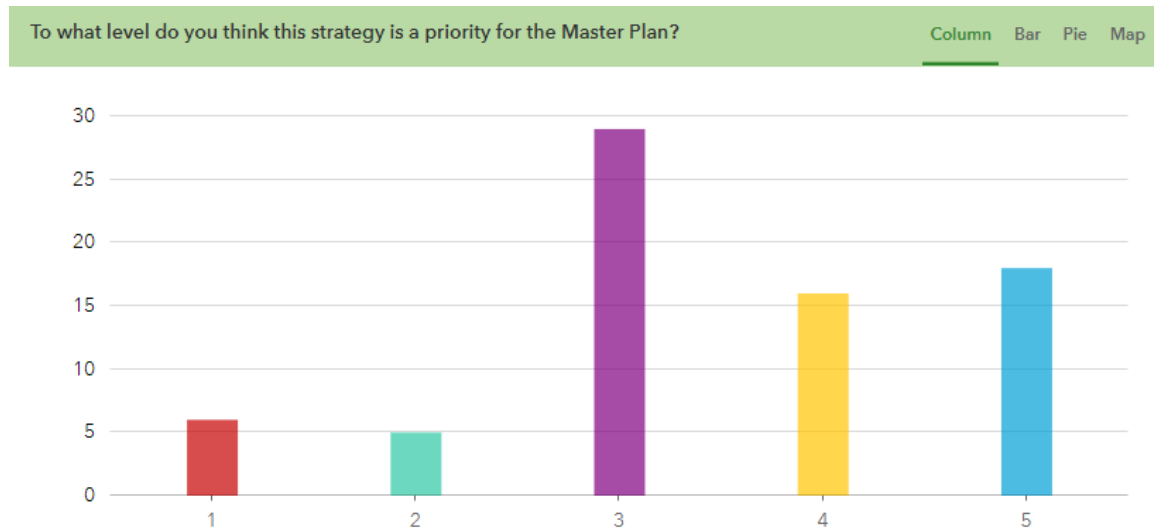


MEDIUM PRIORITY STRATEGIES – OR MIXED RESULTS (RATED MOSTLY 3 OR MIXED RESULTS)

Tax incentives for redevelopment (88 records)



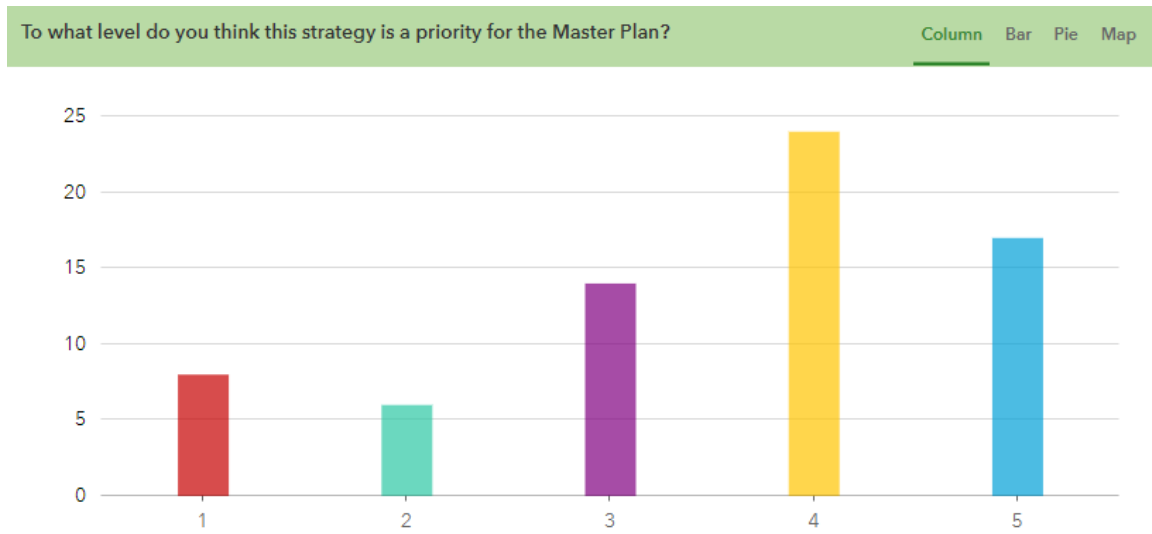
Tax Incentives for industrial growth (75 records)



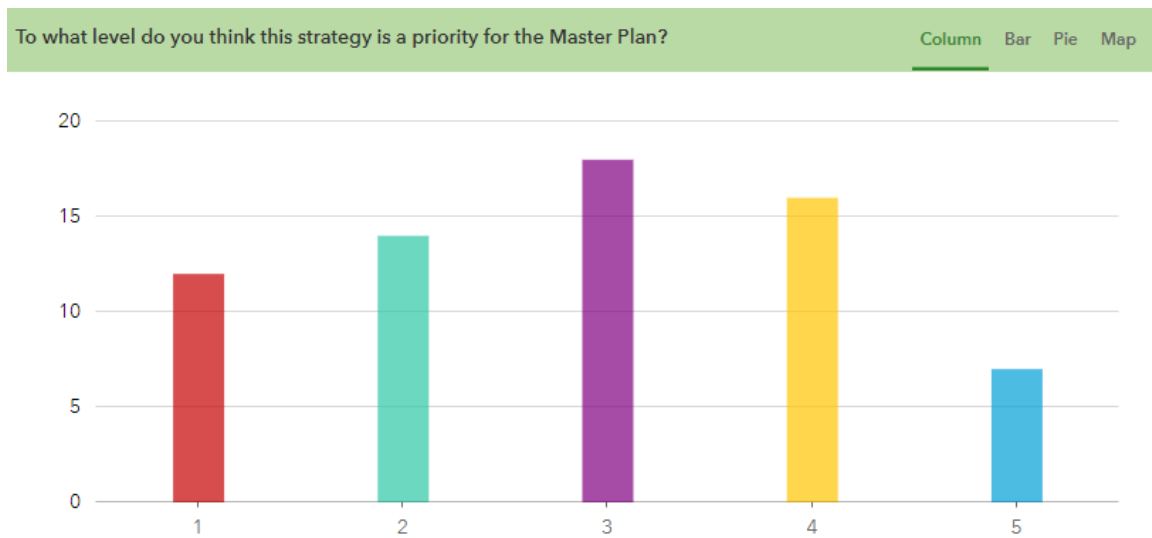
Special designation (81 records)



Expand services (70 records)



Additional parking (67 records)



Skate Park (67 records)



Battery storage (50 records)



Solar power (49 records)



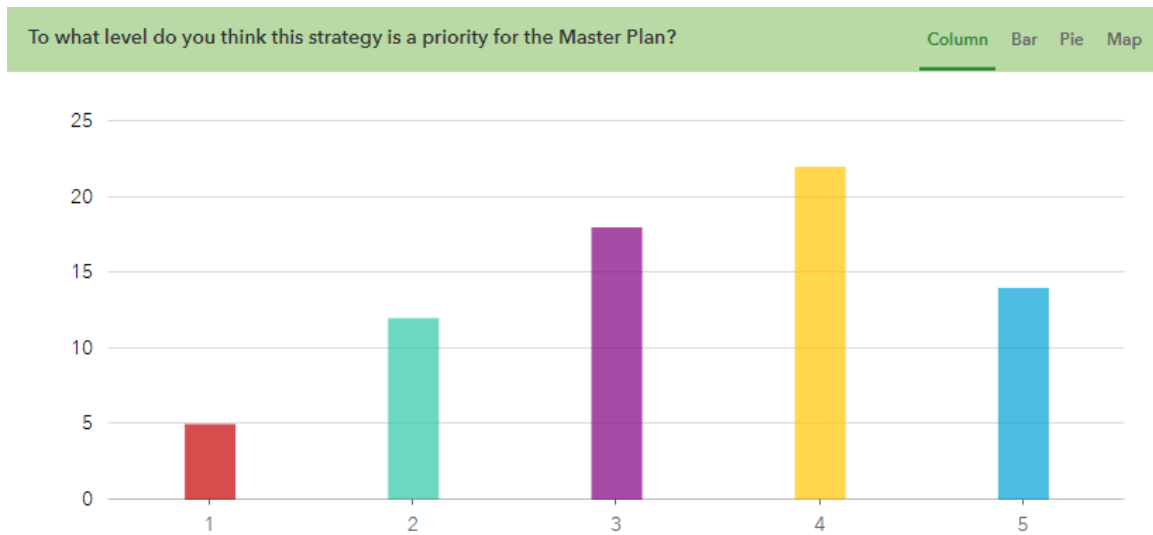
Floating historic districts (57 records)



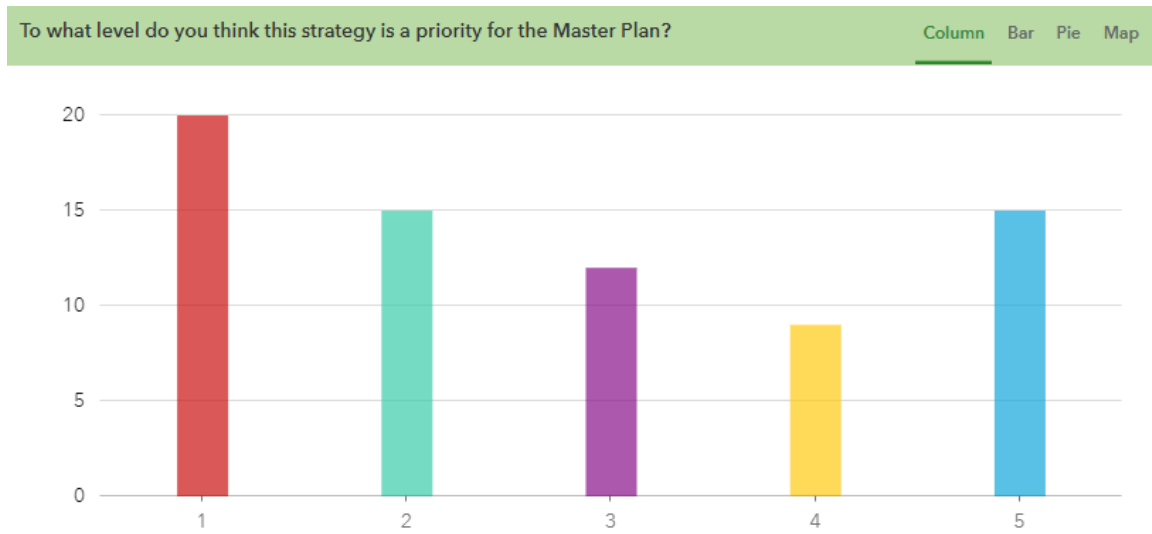
Local historic district (62 records)



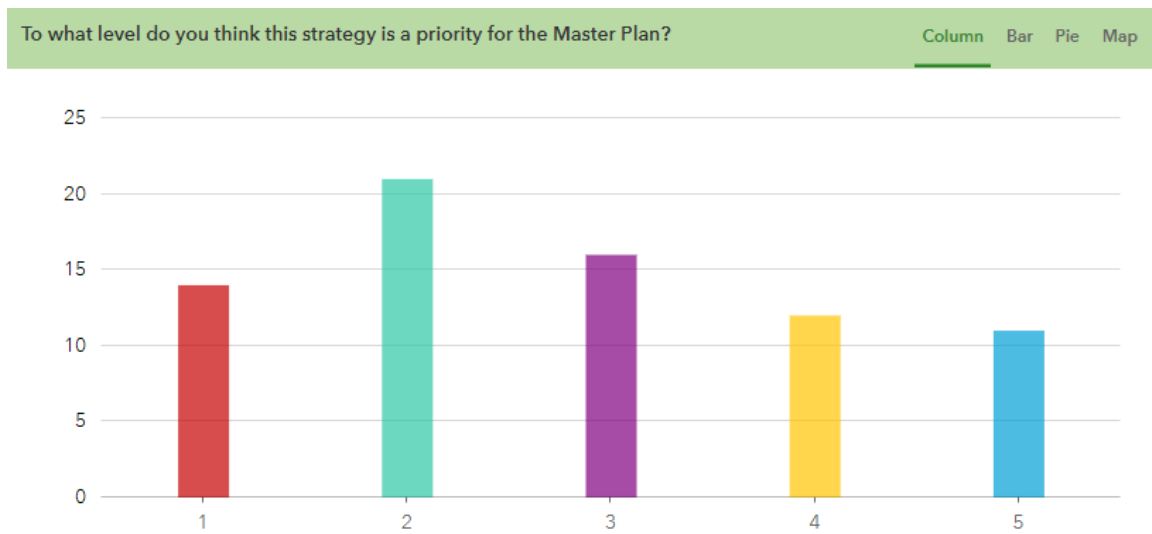
Regionalize senior transportation (72 records)



Free public wifi (71 records)



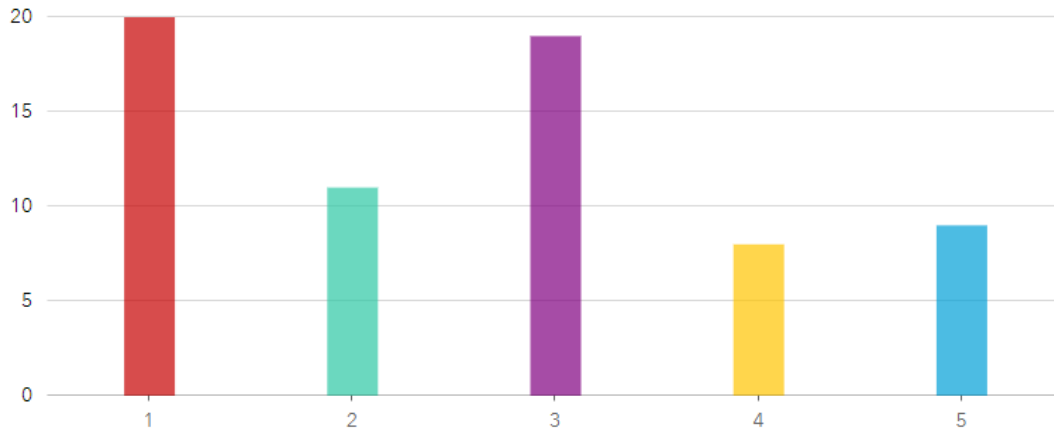
Expand public shuttle options (74 records)



Expand industrial development (67 records)

To what level do you think this strategy is a priority for the Master Plan?

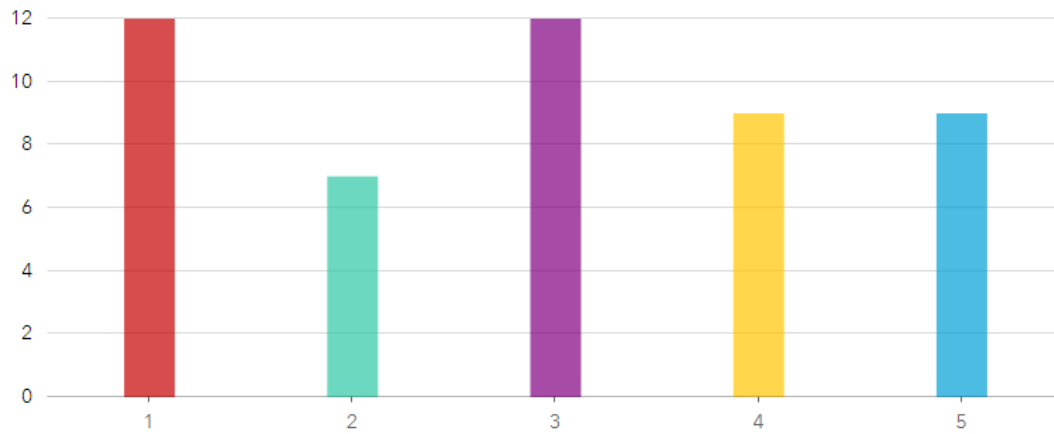
Column Bar Pie Map



AARP Livable Community (49 records)

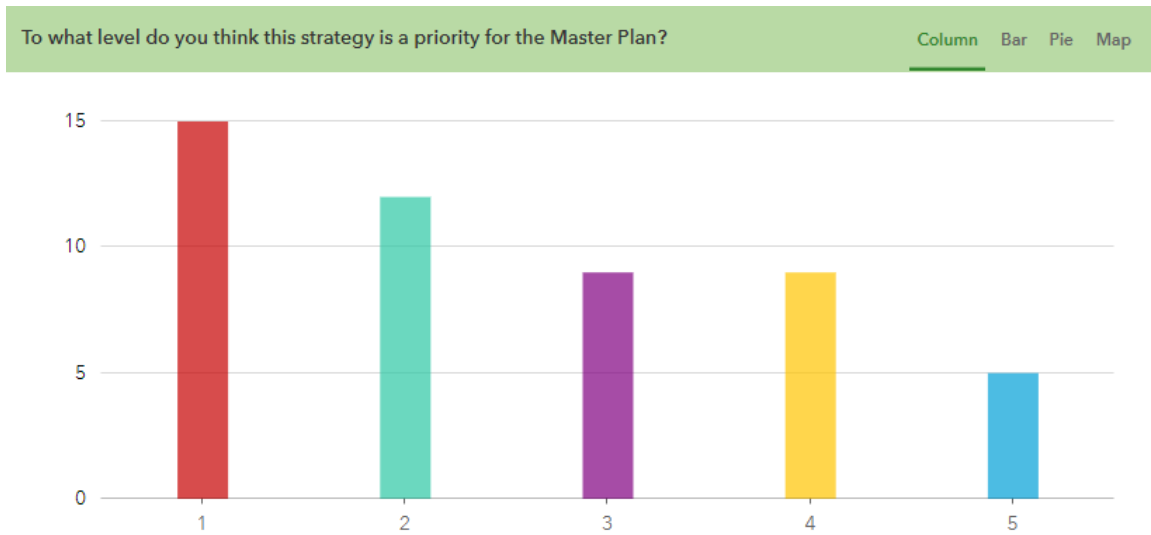
To what level do you think this strategy is a priority for the Master Plan?

Column Bar Pie Map



LOW-PRIORITY STRATEGIES (RATED MOSTLY 1 OR 2)

Welcome Center (46 records)



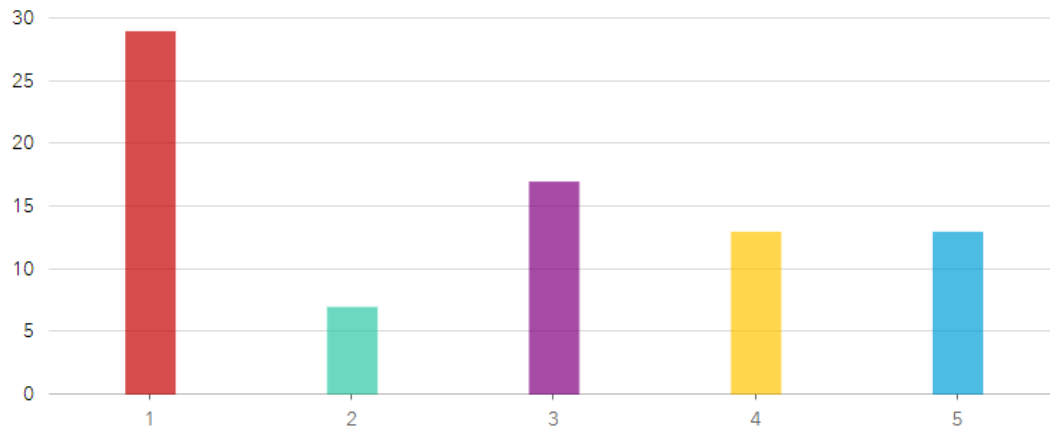
Edible Food Forest (65 records)



Dam Removal (80 records)

To what level do you think this strategy is a priority for the Master Plan?

Column Bar Pie Map



NEW STRATEGIES PROPOSED

- There was also no mention of the library. When we consider resources for our community this should be one of them!
- Contiguous sidewalks to access all town buildings, parks, fields and schools should be a priority.
- I'd like to see more on infrastructure and services - e.g., public streets, sidewalks, utilities, buildings, recreation, etc., and their impact upon the tax base.
- More focus on positive incentives to CHOOSE options that also work toward the public good. The best example is the excellent idea of increasing the options available to agricultural owners.
- Reliable two-way communication for first responders (in progress)
- Regional dispatch should be a high priority
- Feasibility studies on VFW sites (need a plan)
- Changing the welcome center to be an online link or downloadable toolkit to print. Or incorporating into another building like the town hall, library, or future community center
- All board/committee meetings should be broadcast and recorded/ have alternative ways to tune in
- A way to include more voices at town meeting
- Focus more online and email outreach than in person meetings
- Inclusive communication - resources for the deaf, hard of hearing, and blind
- Utilize an existing resource for composting program (e.g. Hidden Acres Compost)
- Bring the compost to local farms
- Prioritize new community solar projects above parking lots or already deforested areas.
- Consider requiring benchmarking reporting for commercially or industrially zoned buildings like many large cities (I.E. Boston, New York) do.
- Integrate the schools more into the community farm.
- Create a winter farmer's market and hold it in the Thayer House.
- Create a matching grant fund to renovate historic homes in the proposed floating historic district
- Venue to offer arts, cultural, and historic programming
- Expand potential uses for the baseball fields when they aren't used, small skate park where the volleyball courts are/were - new basketball or volleyball courts - stuff for tweens/teens
- Ban on dogs lifted (keep 100% leashed)
- Expand offering for pre-teens
- Senior playground equipment <https://www.aaastateofplay.com/playgrounds-for-senior-citizens/>
- Nature playground for children
- Ice rink next to Thayer House
- Places for young people: roller skating
- Check trees for disease; Join the Arbor Day Foundation
- The town rent one or two retail spaces as rotating pop-up locations for new businesses to try out a brick-and-mortar spot. I thought that might be a good way to inspire new small businesses in town. I've seen it done elsewhere, sometimes seasonally only. <https://thecornerspotashland.com/>

APPENDIX IV: DEPARTMENT HEAD MEETING NOTES

Prepared by JM Goldson LLC 05/27/2022

Attendees at 4-27-22 Medway Dept Managers Mtg

- Sandy Johnson, Director of Communications
- Allen Tingley, Police Chief
- Barbara Saint Andre, Director of Community and Economic Development
- Beth Hallal, Health Agent
- Bill Kingsbury, Lieutenant Police Department (to be chief July 1)
- Bridget Graziano, Conservation Agent
- Carol Pratt, Town Accountant and Finance Director
- Erin Mallette, Animal Control Officer
- Jack Mee, Building Commissioner
- Julie Harrington, Director of Parks and Recreation
- Margaret Perkins, Library Director
- Rich Boucher, IT Director
- Pete Pelletier, DPW Director
- Stefany Ohannesian, Town Clerk
- Susy Affleck-Childs, Planning and Economic Development Coordinator
- Joanne Russo, Treasurer/Collector

DEPARTMENT HEADS MEETING – 04-27-2022 9 TO 11AM

Group 1

1. Encouraging village centers
2. Encourage renewable energy use and ensuring stability of electric infrastructure

Problematic –

- Recreational opportunities
- Expanded Senior Center in same location
- A community center and/or pool is a great idea – but a lot of funding
- Separate from the senior center preference
- Rail Trail – issues with ownership and expenses to design and construct it
- Urban renewal area on Rte 109 is very expensive
- Regional dispatch should be a high priority -

Others to add –

- #4 New things – Reliable two way communication for first responders (in progress)

Group 2

1. Town Center – walkability on 109 and connecting to town center feel
2. Town Hall is on 109 – be a part of that.
3. Fire/police station could be on 109
4. Affordable housing – especially for seniors
5. Open Space and farming – protecting existing farms, shifting to other open spaces? Older owners – protect space

6. Running out of land in town – how do we expand and find the money to protect these farms and spaces?
 7. Youth and family services – along with police department and mental health
- Nothing to eliminate
 - Nothing else to add

Group 3

1. Strategic growth – roadways to/from connectivity – (1.2, 1.14)
2. Water issues – high priority
3. Public facilities – town hall/fire/police, center of town idea – but land barriers
4. 2.11 Create more shuttles to popular destinations – additional options
5. 2.15 (highest priority) Keep town finances stable
6. Drinking water 3.3 – all of those valid goals
7. 4.5 mental health concerns (high priority)
8. Technology infrastructure – cyber security to protect finances – cultural aware

Roadblocks

- Roadblocks – how does growth make things more affordable?
- How does agricultural goals mesh with increasing industry and tax base? There is a tension there. Sustainability/agricultural preservation balanced with growth
- Expanding park & rec – reviewing and expanding all departments not just parks & rec (too narrow)
- Nothing to eliminate

Group 4

1. New Town Hall
2. Town Center / Route 109 placemaking, etc.
3. Support for recreation, new programming, continue growth and parking
4. Multi-modal connectivity/ transit – not liking the idea of going in with other towns on transit, but looking for within the community transit (lack of sidewalks, etc.)
5. Sustainability category – high community interest in this area – community composting program
6. Affordable housing issues – more variety/ diversity of options – coming up with programming/education for first-time homebuyers
7. Historical resources – more with community education
8. Welcoming center service – wrapped into some other service/ piggyback (Youth/recreation/arts/programming, etc.)
9. Feasibility studies on VFW Sites (need a plan)

Challenges- Money, Town Center/Rte 109 issues – major property owner is a big challenge and barrier – energy/focus might have to not be on the plaza but elsewhere

Group 5

1. Route 109 – add town facilities in this area
2. Open Space/farming/purchasing land/education – put these together into one goal – achieve all of them at the same time – goal of 30% land set aside for open space (Medway owns very low %), lines up with Charles River Flooding control MVP plan – nature based solution

3. Zoning – supported small Village District, adding tiny homes, granny pods, pocket parks, add sidewalks, add tree wells to accommodate for increase in impervious
4. Renewable energy solar panels, EV charging stations – requirements coming down the line – do it now
5. Oak Grove/redevelop areas
6. New affordable elderly housing & upgrades to existing housing, how much additional housing is needed

Concerns

- Adding bike lanes in congested traffic/ safety concerns
- Expanding industrial in conflict with open space
- Do not want public wifi – cyber security concerns
- Tax incentives for industrial – incentives for smaller businesses instead
- More info on dam removal – research (neutral on support)
- Complete Streets is a concern with traffic and push/pull of adding impervious surface
- Lots of land on 109 is privately owned, incentivizing redevelopment improvements, and working with the businesses (needs research/planning)
- Conflict with increasing impervious and green infrastructure? Accommodating stormwater, etc.

4/27/2022 Master Plan - Zoom

land acquisition
zoning issues

~~RT~~

Repts

maybe
change
these
Support ^{do not} _{environment}

IV. Complete Streets ^{traffic} dangers.
sidewalks
in conflict
Climate Change.

①. RT 109 → pedestrian ^{privately} _{brinkley} ^{owned?}

how do we achieve? goals
farming lost... Concerning
about achieving bike lanes on
busy street

✓ like tax incentives
✓ Cost on public transportation
↓
regionalization

②. New Rest Tav

✓ like Village Style

1 tax incentive not supportful ^{at}

Concerns about sprawling

Cont
Counter incentive
Expand Industrial
+
add open space

1. Given limited resources, what are the TEN most important strategies on the preliminary list that you think should be prioritized in the next decade years? Please list each strategy number and explain why you feel these are priorities.

1. 2.7 New Town Hall
2. 2.4 Implement Development Code Review recommendations
3. 1.7 Work on Neighborhood Commercial revitalization - Village commercial zones
4. 4.1 Community Center - programming and space for arts and cultural activities; recreational programming, welcome center;
5. 1.10 Zoning for housing diversity
6. 3.10 Land Acquisition for Open Space
7. 3.18 and 1.13 Supporting agri-business ideas
8. 3.14 and 3.15 Historic District bylaws
9. 4.6 Implement recommendations of IDEA Committee
10. 3.2 and 3.4 Zoning to promote energy conservation, sustainability, green buildings, etc.

2. Which, if any, strategies seem problematic given funding availability and/or the responsible department's current capacity? What suggestions do you have to overcome these issues?

Route 109 due to challenges of current ownership of the Medway Plaza property

\$\$\$ for all identified and desired capital improvements.

3. Which strategies, if any, would you recommend eliminating or significantly reworking? Why?

3.16 Edible food forest
2.13 Dam removal
3.9 Regenerative farming

These just are not highly compelling to me.

4. What other strategies do you think should be considered that are not included on the preliminary list? What is missing?

Zoning to address overbuilding/massing issues - concerns about tear downs of modest homes and rebuilding too big and harming neighborhood character

Feasibility studies on VFW and Jacob Ide House properties

More Priority Strategies from Question #1 - Can't limit myself to 10

1.4 Oak Grove implementation

1.11 Housing Authority properties - replace, rebuild, etc.

1.14 Complete Streets - Doesn't have to be in conflict with push for less impervious surfaces. Missed opportunity for valuable funding to do sidewalks where it makes sense

3.1 Town Buildings - Net 0 policy

3.12 Tree preservation bylaw

APPENDIX V: MASTER PLAN STEERING COMMITTEE STRATEGY MEETING SUMMARY

Created by JM Goldson LLC 05/25/22

At a meeting on May 12th, 2022 - 10 members of the Master Plan Steering Committee discussed the various strategies. **They confirmed the overall high priority and low priority strategies from the online engagement platform** and voted on the remaining "mixed" or "medium" ranked strategies. The strategies the MSC was asked to review included Route 109 town center tax incentives and special designation as an urban renewal area, complete streets program, local shuttle service expansion, creating a community center, expanding Industrial development/ tax incentives, free public Wi-Fi, AARP designation, a local historic district, a floating local historic district, composting program, and battery storage zoning.

KEY FINDINGS

The following "mixed" strategies were ranked as high priorities:

- Complete Streets designation to leverage other public funding
- Expanding Industrial development zoning districts
- Tax Incentives for Industrial growth (although 30% of respondents did rank this strategy as a low priority)
- AARP designation
- Floating historic district for antique properties (17th and 18th century)
- Composting program
- Battery storage zoning (participants noted that this was already in process)

The following "mixed/medium" strategies continued to be mixed:

- Route 109/Town Center Tax Incentives
- Route 109 - Special Designation as an Urban Renewal Area
- Creating a community center

The following "mixed/medium" strategies were ranked as medium priorities:

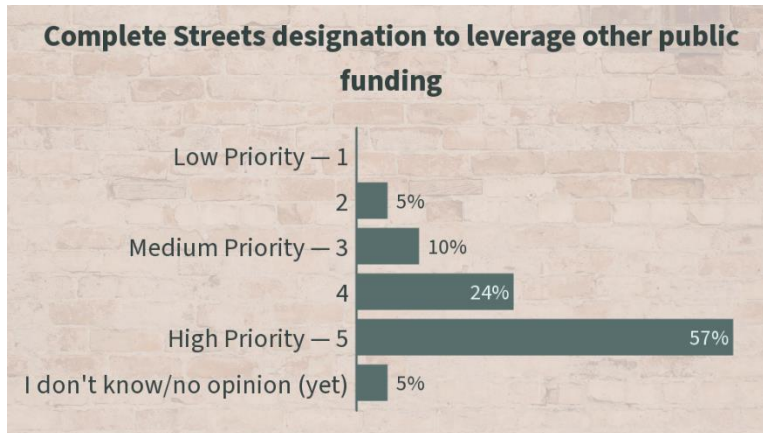
- Local shuttle service expansion. (Note: expanding shuttle service for seniors was a higher priority than for commuters)
- Local historic district - Rabbit Hill neighborhood

The following "mixed/medium" strategies were ranked as low priorities:

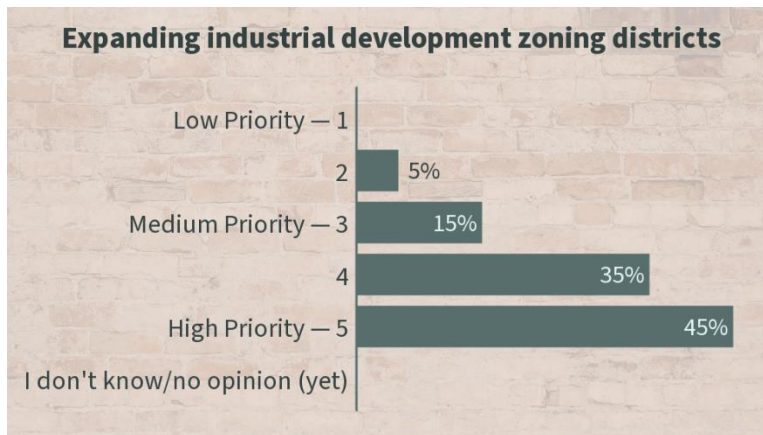
- Free public wi-fi (Although 24% ranked this as a high priority)

HIGH PRIORITIES

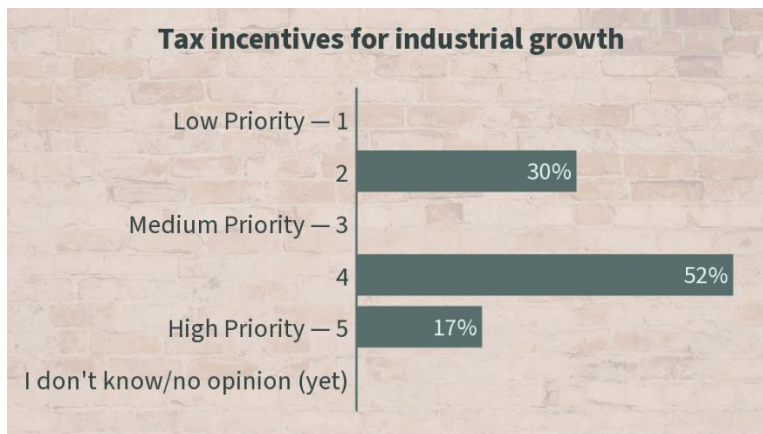
Complete Streets designation to leverage other public funding



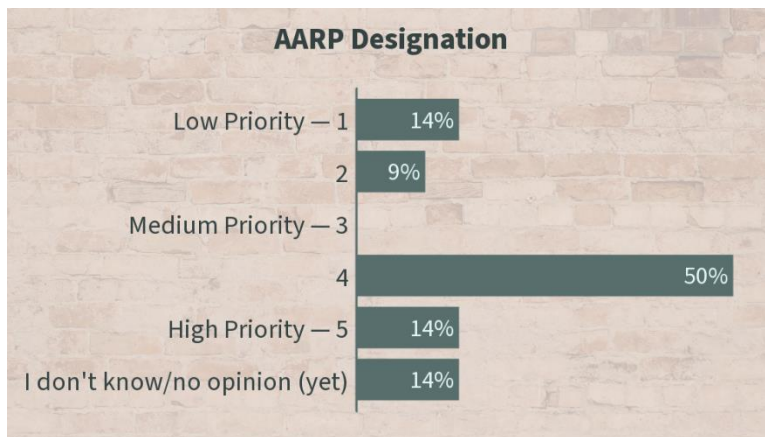
Expanding Industrial development zoning districts



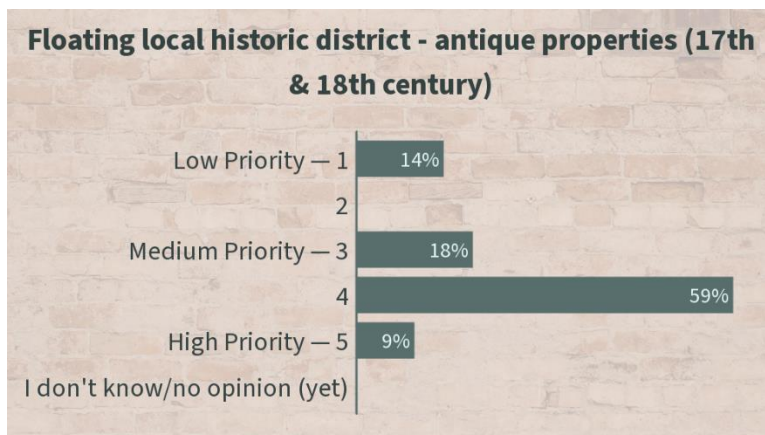
Tax Incentives for Industrial growth



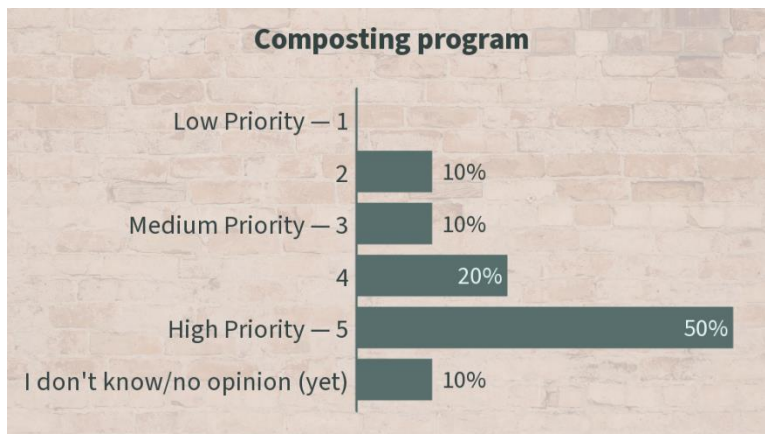
AARP designation



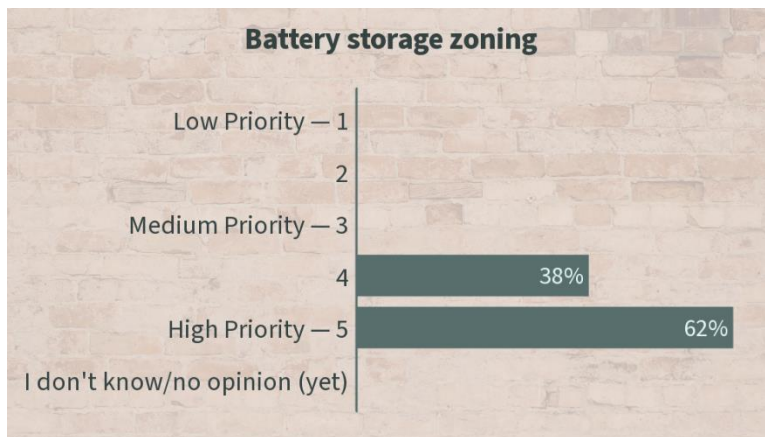
Floating historic district for antique properties (17th and 18th century)



Composting program

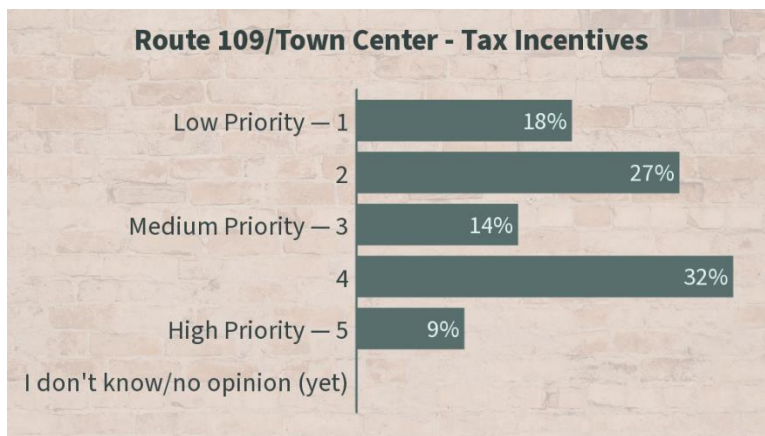


Battery storage zoning (participants noted that this was already in process)

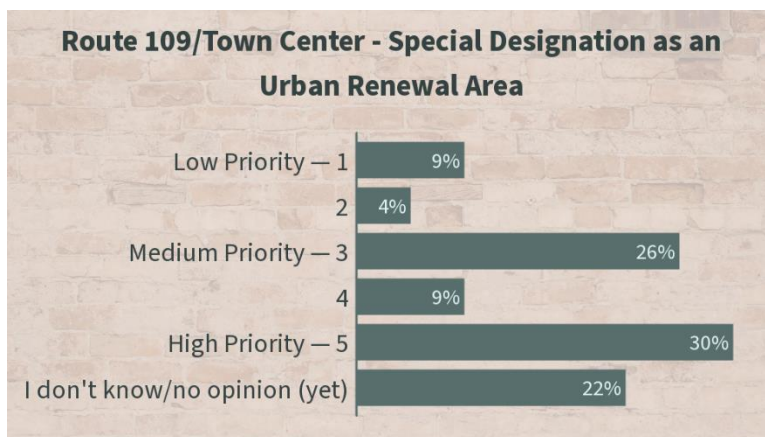


STRATEGIES WITH MIXED OPINIONS

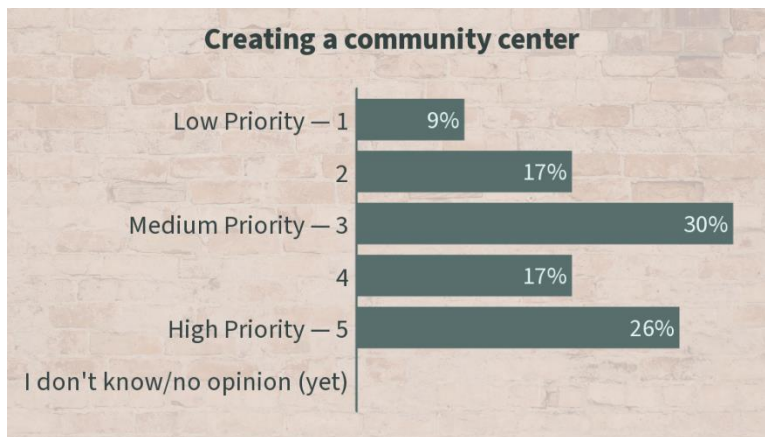
Route 109/Town Center Tax Incentives



Route 109 - Special Designation as an Urban Renewal Area

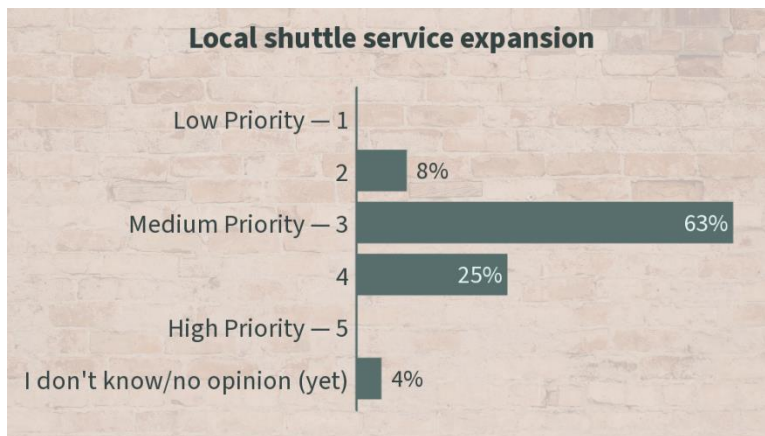


Creating a community center

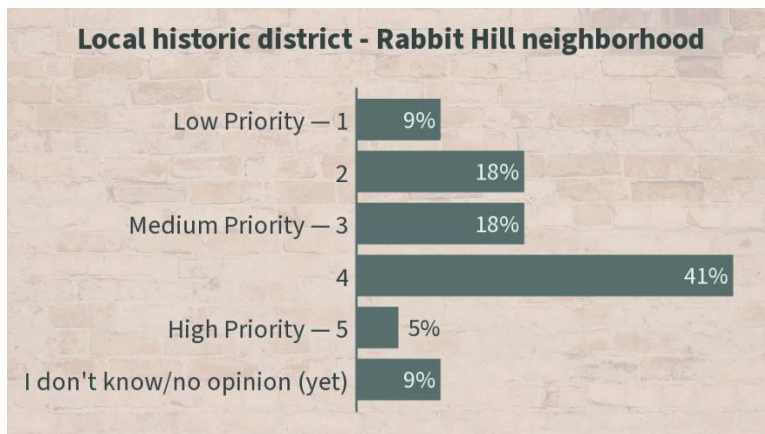


MEDIUM PRIORITY STRATEGIES

Local shuttle service expansion.

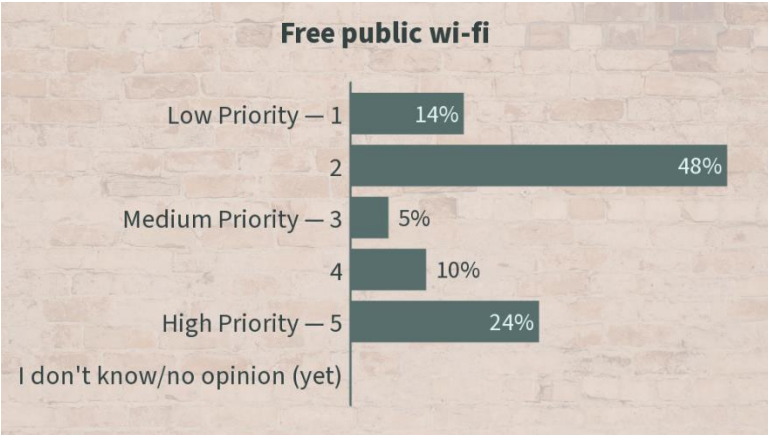


Local historic district - Rabbit Hill neighborhood



LOW PRIORITY

Free public wi-fi (Although 24% ranked this as a high priority)



APPENDIX V: MEDWAY PRIDE DAY

Prepared by JM Goldson LLC 05/24/2022

Medway Pride Day took place on Saturday, May 21st, 2022. Fifty (50) members of the public participated in answering the Medway Pride Day two-question survey, either in-person or via the online survey on the Master Plan website. Rather than asking about specific strategies, the questions focused on the relationship between property taxes and overall government services.

The overall survey results are as follows:

Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (23) 46%
- About right (22) 44%
- Too low (0) 0%
- No opinion (5) 10%

Would you rather have the Town provide more robust local government services (e.g. new or upgraded public buildings, sidewalks, open space acquisition, youth and senior services, etc.) if that meant more property taxes, less government services in order to reduce taxes, or keep services and taxes about as Medway has now?

- More services, more taxes (12) 24%
- Less services, less taxes (5) 10%
- Current approach (28) 56%
- No opinion (5) 10%

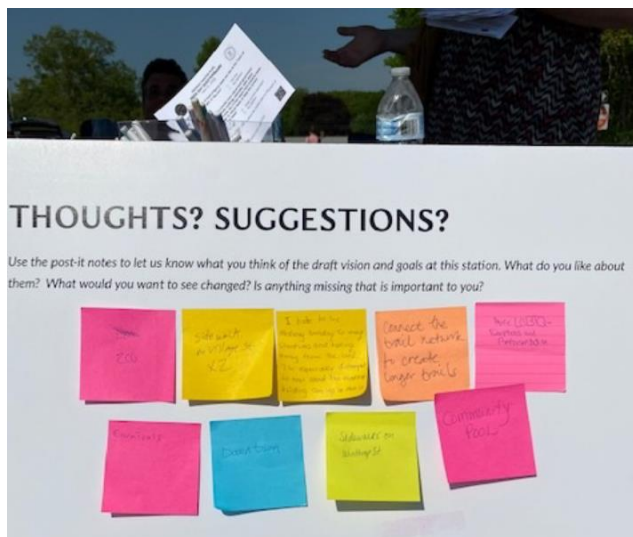
In-person postcard results

Q1. Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high: 18 (41%)
- In between too high/about right: 3 (7%)
- About right: 18 (41%)
- Too low: 0
- No opinion: 5 (11%)

Q2. Regarding changes to taxes and services.

- More Services, more taxes: 11 (25%)
- Less services, reduce taxes: 2 (4.5%)
- Keep current approach: 25 (57%)
- No Opinion: 4 (9%)
- Other: 2 (4.5%)
 - Maintain and keep current services/keep taxes low
 - Be good stewards of the money for the services



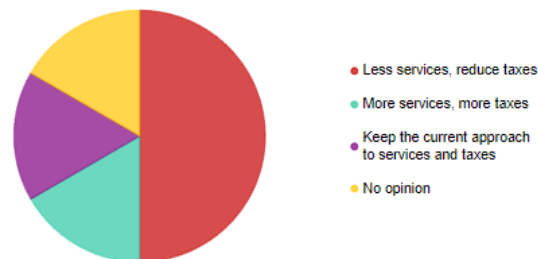
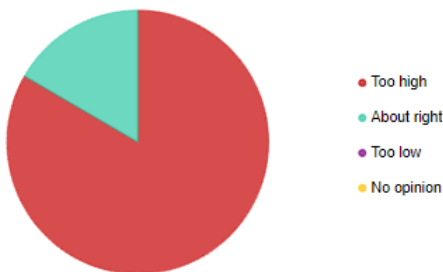
Other Thoughts and Suggestions

- Zoo
- Sidewalk on Village Street (x2)
- I hate to see Mdway building so many structures...
- Downtown
- Sidewalks in Winthrop Street
- Community Pool
- Carnivals
- Connect the trail network to create longer trails
- More LGBTQ +

Online Survey Results

Q1. Do you consider the amount of local property taxes you pay to the Town of Medway as too high, about right or too low?

- Too high (5) 83.3%
- About right (1) 16.67%
- Too low (0) 0%
- No opinion (0) 0%



Q2. Regarding changes to taxes and services.

- Less services, reduce taxes (3), 50%
- More services, more taxes (1) 16.67%
- Keep the current approach (1) 16.67%
- No opinion (0) 0%

MEDWAY MASTER PLAN

DRAFT
June 8, 2022

PHASE III DRAFT STRATEGIES

SUMMARY

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



PREPARED BY:
JM GOLDSON LLC

TABLE OF CONTENTS

Introduction.....	3
Vision for Medway 2032.....	5
Responsible and Strategic Growth.....	6
Infrastructure to Support Growth.....	9
Conservation, Resiliency, and Stewardship.....	11
A Supportive Community.....	13

INTRODUCTION

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

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

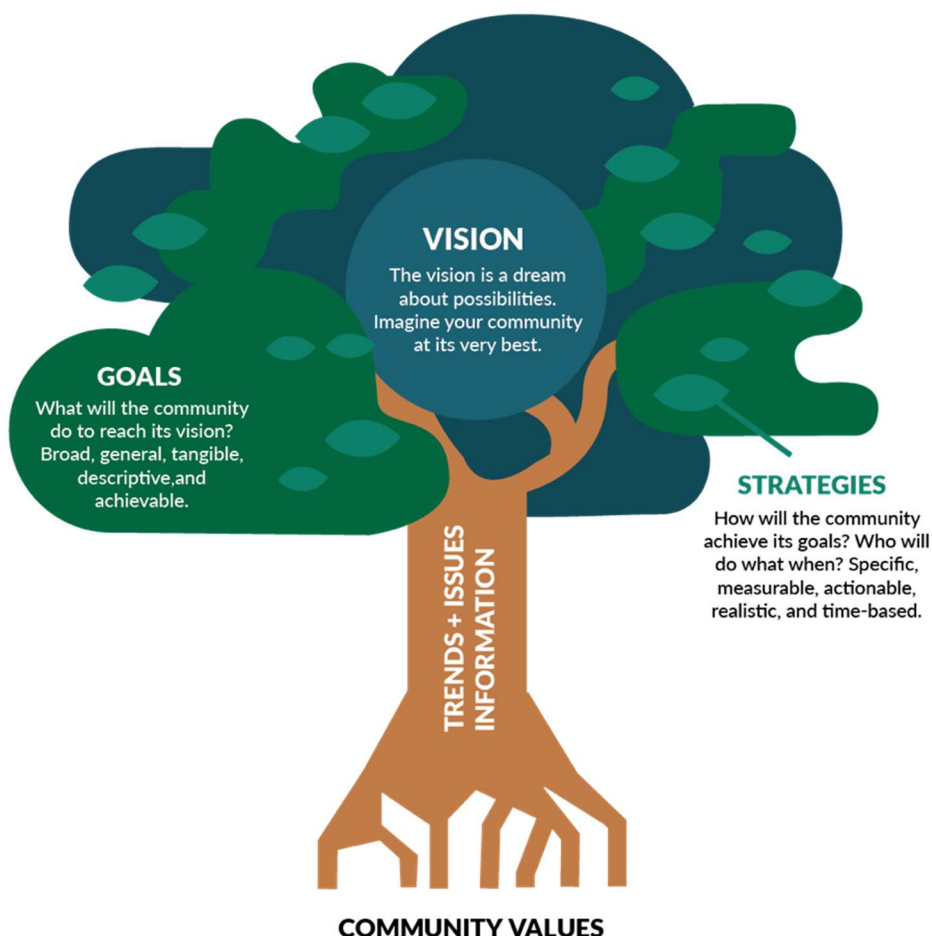
1. Responsible and Strategic Growth
2. Infrastructure to Support Growth
3. Conservation, Resiliency, and Stewardship
4. A Supportive Community

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

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

PROCESS

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



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

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

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

PROJECT SCHEDULE

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

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



VISION FOR MEDWAY 2032

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

Medway...

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



RESPONSIBLE AND STRATEGIC GROWTH

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

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

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

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

GOALS AND STRATEGIES

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

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

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

INFRASTRUCTURE TO SUPPORT GROWTH

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

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

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

GOALS AND STRATEGIES

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



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

CONSERVATION, RESILIENCY, AND STEWARDSHIP

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

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

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

GOALS AND STRATEGIES

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

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

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

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

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



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

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

A SUPPORTIVE COMMUNITY

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

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

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

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

GOALS AND STRATEGIES

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

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

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