



TOWN OF MEDWAY
COMMONWEALTH OF MASSACHUSETTS
MASTER PLAN COMMITTEE

Medway Town Hall
155 Village Street - Medway, MA 02053
Phone (508) 533-3291 Fax (508) 321-4987
masterplancommittee@townofmedway.org

Monday, June 27, 2022 @ 6:30 p.m.
Zoom Meeting

Master Plan Committee Members Present: Carey Bergeron, Jess Chabot, Susan Dietrich, John Foresto, Ellen Hillery, Siri Krishna Khalsa, Cassandra McKenzie, Denise Legee, Sarah Raposa (exited meeting at 7:25 PM), Linda Reynolds, Debi Rossi, and Kristen Salera.

Master Plan Committee Members Absent: Eric Arbeene, Rebecca Atwood, Tara Kripowicz, and Jack Wolfe.

Master Plan Committee Staff: Barbara Saint Andre, Community Development Director; Jeanette Galliardt, Recording Secretary. Ms. Susy Affleck-Childs, Planning and Economic Development Coordinator was absent.

Others Present: Laura Smead, Senior Community Planner, JM Goldson, LLC.

Call to Order

At 6:30 PM Ms. Chabot called the meeting to order and conducted a roll call of members present as follows: Carey Bergeron, Jess Chabot, Susan Dietrich, John Foresto, Siri Krishna Khalsa, Cassandra McKenzie, Denise Legee, Sarah Raposa, and Debi Rossi. It is noted that Ellen Hillery, Linda Reynolds and Kristen Salera joined the meeting within minutes after the roll call. Members Eric Arbeene, Rebecca Atwood, Tara Kripowicz, and Jack Wolfe as well as Planning and Community Development Coordinator Susy Affleck-Childs were absent.

As this meeting is entirely remote, any votes taken will be by roll call in accordance with the Town's Remote Participation policy.

Meeting Protocol

Members remained muted unless they wished to speak. There were no members of the public accessing the meeting.

Committee members and affiliated groups

Jessica Chabot, Planning & Economic Development Board - Chair

Debi Rossi, Board of Parks Commissioners - Vice Chair

*Eric Arbeene, At-Large Member | Becky Atwood, Cultural Council | Carey Bergeron, Energy & Sustainability Committee
Susan Dietrich, School Committee | John Foresto, Select Board | Ellen Hillery, Finance Committee | Siri Krishna Khalsa, Council on Aging
Tara Kripowicz, Conservation Commission | Denise Legee, Open Space Committee | Cassandra McKenzie, Economic Development Committee
Sarah Raposa, At-Large Member | Linda Reynolds, Lions Club | Kristen Salera, Medway Business Council
Jack Wolfe, Affordable Housing Trust & Committee*

Review Preliminary Draft Layout of Master Plan

The following information was reviewed: Medway Master Plan (Draft).

Present: Laura Smead, Senior Community Planner, JM Goldson, LLC.

Ms. Smead spoke briefly about progress up to this point and noted that the comments expressed at the last meeting have been incorporated into this draft. Additional changes can be made following review, and strategies can be reviewed again if there are questions or concerns. Utilizing a PowerPoint presentation, she began to review the Draft Plan, pointing out highlights as she went through the chapters. The first chapter is the summary of the process of updating the Master Plan, trying to detail the outreach, the engagement activities, and other efforts in each phase. Concern was expressed for the format, i.e., small fonts being difficult to read, instances where highlighted numbers didn't correlate to anything in the accompanying text, areas not labelled, old population counts and so on. Ms. Smead acknowledged that some of the graphics were more "placeholders" and that updated info would be plugged in when the data was ready.

At this time, Ms. Chabot suggested doing the **Discuss potential revisions to Vision and Goals** portion of the agenda now since that section was up on the screen. Discussion followed on whether to remove the word "family" from the vision as it isn't emphasized elsewhere and broaden the vision to encompass the whole community, i.e., "community-oriented" or similar verbiage.

Ms. Chabot suggested a revision to the footnote on page 17 that would be more in line with what would actually happen. It was noted that this refers to expansion of a zoning district which may be a somewhat controversial topic.

Ms. Smead pointed out that some of the graphics related to Oak Grove are small and may not be as helpful as hoped. Ms. Raposa theorized that the number of pictures or graphics was distracting when reading the text. There was discussion on including more of the history of this area and whether the Historical Commission might have more suitable photos.

Review continued; discussion included the following points:

- Under Goal 3, it was pointed out that statements regarding rezoning should be deleted as members had previously asked that it be deleted.
- Inconsistent use of area names such as West Business Park vs. West Industrial Park. Ms. Saint Andre clarified that one refers to the area's zoning while the other is what the area is known as.
- Concern was expressed that some of the formatting doesn't line up; this may have occurred when the original PowerPoint document was converted to a PDF. Goals 5, 6, and 7 in particular were affected. All formatting lapses will be corrected.
- It was suggested that photos of the routes and the GATRA vehicle could be added to Goal 7.
- Chapter 4 – Concern was expressed that language referring to a "new Town Hall" should be consistent with language elsewhere in the document. Mr. Foresto, speaking as a member of the Select Board, suggested that the wording should be less specific because no decisions have been made to ensure that a new building could be a reality in the next few years.
- It was suggested that there should be a photo or other graphic for every goal statement.
- Regarding overall appearance, Ms. Chabot noted that the coloring seems okay, but the blue is not a Medway blue which is closer to a royal or navy blue. Should the color be more reflective of what is on the

website? Ms. Dietrich added that there was significant work with a web designer when Medway Public Schools website was being updated.

- There was significant discussion around updating municipal buildings and whether school buildings should be included, added as perhaps an additional bullet to separate it out.

There was discussion on whether there needs to be so many graphics. Ms. Smead reported that Page 38 will feature a matrix displaying which strategies satisfy multiple goals. Lastly, she noted that comments regarding appendices have not yet been incorporated into the document.

Discuss Phase IV work plan

Beginning with tonight's meeting, we are now in Phase IV. Ms. Smead will be updating the Phase III report, making sure all comments have been reflected. Next, we will work on the Action Plan and Implementation Spreadsheet. Those should be ready by the July 25 meeting. A second round of revisions to the Action Plan will take place in September, distributed, and hopefully finalized in October.

At this time, Ms. Chabot asked members to RSVP if they are unable to attend the July 25 meeting.

Review of Correspondence

None

Member comments and questions

None other than those already presented.

The next meeting of the committee will be Monday, July 25 at 6:30 PM.

Public Comments

None at this time.

Topics for future meetings

None other than those already discussed.

Other business as may come before the Committee

None.

Adjourn

At 7:46 PM Ms. Chabot made a motion to adjourn; Ms. Dietrich seconded. No discussion. ROLL CALL VOTE: 11-0-0 (Bergeron, aye; Chabot, aye; Dietrich, aye; Foresto, aye; Hillery, aye; Khalsa, aye; Legee, aye; McKenzie, aye; Reynolds, aye; Rossi, aye; Salera, aye).

*Respectfully submitted,
Jeanette Galliardt
Recording Secretary*

*Reviewed and edited by,
Susan E. Affleck-Childs
Planning and Economic Development Coordinator*



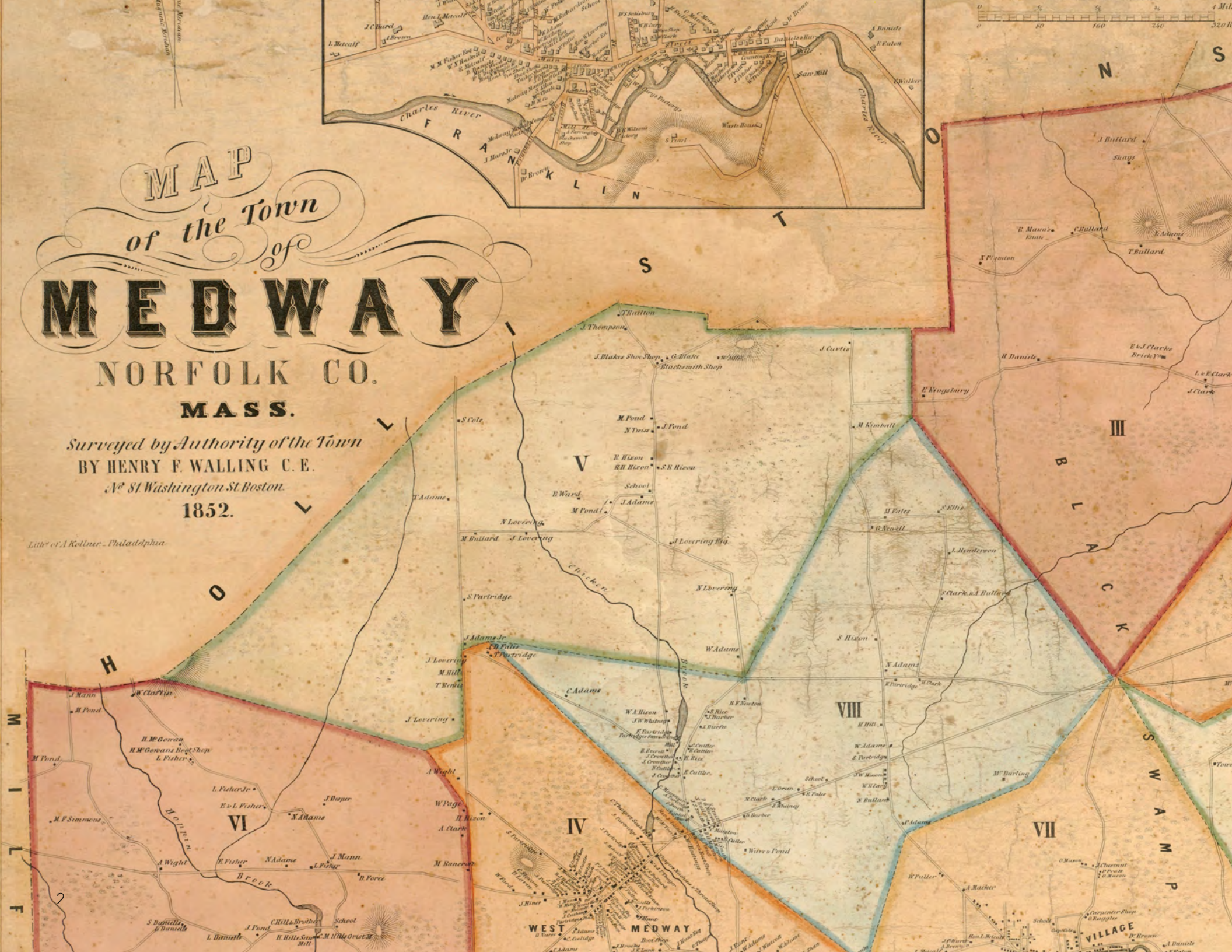
MEDWAY TOMORROW

A MASTER PLAN FOR
THE FUTURE

MAP
of the Town
MEDWAY
NORFOLK CO.
MASS.

Surveyed by Authority of the Town
BY HENRY F. WALLING C.E.
At St Washington St Boston.
1852.

Letter of A Kollner Philadelphia



Left: Medway Historic Map



Choate Park in the Fall

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An aerial photograph of a suburban town during autumn. A prominent white church steeple with a cross on top is visible in the upper left. The surrounding area is filled with trees in various shades of green, yellow, and orange. In the lower right, a parking lot and some residential buildings are visible. A teal-colored rectangular box is overlaid on the left side of the image, containing the chapter title.

CHAPTER 1

INTRODUCTION: HOW DID WE GET HERE?

Medway is a maturing suburban town with a small-town feel, open space and farmlands, and a strong sense of community. When the Town's last Master Plan was completed in 2009 approximately 12,800 people were living in Medway (*U.S. Census Bureau*). Since that time, the town's population has grown roughly 2.5 percent (13,115)—adding about 315 residents¹. At the same time, the town was experiencing issues with the quality and quantity of drinking water in addition to vehicular and pedestrian traffic safety.

PURPOSE

What has changed? What remains the same? What do community members value? How do they envision the Town's future?

The Medway Master Plan seeks to answer questions like these. It provides local policymakers with a road map to shape future development, prepare for future challenges, and preserve its existing community. With

a long-range horizon of 10 years, the Master Plan provides a basis for local decision-making about land use planning and development.

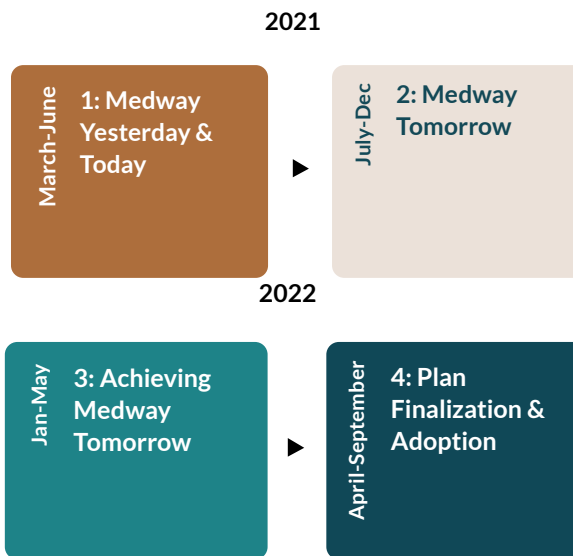
A comprehensive master plan is a way to respond to change over time. It is a long-range (10-year) visionary plan for the community's physical evolution. This plan helps the community imagine—and create—a better future.

PROCESS

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 was critical to this planning effort.

To create a meaningful and effective Master Plan the elements of the plan are not planned in silos, but rather integrated systematically so that they consider and reinforce each another—and support the regional planning framework.

The planning process consisted of four phases:



What is ONE ADJECTIVE that describes a quality that you love about Medway?

thoughtful approach sidewalks self-governed diverse enthusiastic transparency participation patriotic small-business residential verdant entrepreneurial slow-paced accessible appeal welcoming peaceful friendly farms private family-friendly sustainable quaint safe trees agriculture pretty pleasant participants progressive accepting historic supportive small quiet walkable education engaged dedicated smart village charming casual family feel neighborly traditional caring engaged shire comfortable small-town simple

COMPONENTS OF A MASTER PLAN:

①

An analysis of existing conditions that builds on past and current plans with the most current available data

②

A 10-year community vision with measurable goals to support the vision

③

Specific regulatory, programming, and physical improvement strategies

④

A 5-Year implementation action plan

2021 PHASE I: MEDWAY YESTERDAY AND TODAY

The Medway Master Plan process launched in March 2021 with a study of the community's key challenges and opportunities through an existing conditions analysis. The Town's consultant team reviewed relevant plans, studies, and current data – and held focus groups and interviews with key community members and town officials to understand and identify the community's sentiment, values, priorities and set the direction for a community vision and goals developed during Phase II. Phase I also included the first community forum for the Master Plan to introduce the community to the master planning process and gather initial community feedback.

2021 PHASE II: MEDWAY TOMORROW

Phase II took place in the June 2021 through January 2022. Community engagement efforts included

pop-up events, independently organized Meeting-in-a-Box submissions, an online mapping survey, a community survey, and a survey for high school students. Through these efforts, the project team sought to understand the community's key assets, concerns, and challenges in addition to how residents envision the future and what they want to achieve as a community over the next ten years. Phase II concluded with a draft vision statement and a set of draft goals.

2022 PHASE III: ACHIEVING MEDWAY TOMORROW

As the master plan 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 Medway's leaders and organizations. Community engagement efforts included focus groups, independently organized strategy discussion sessions, a public community forum, comments

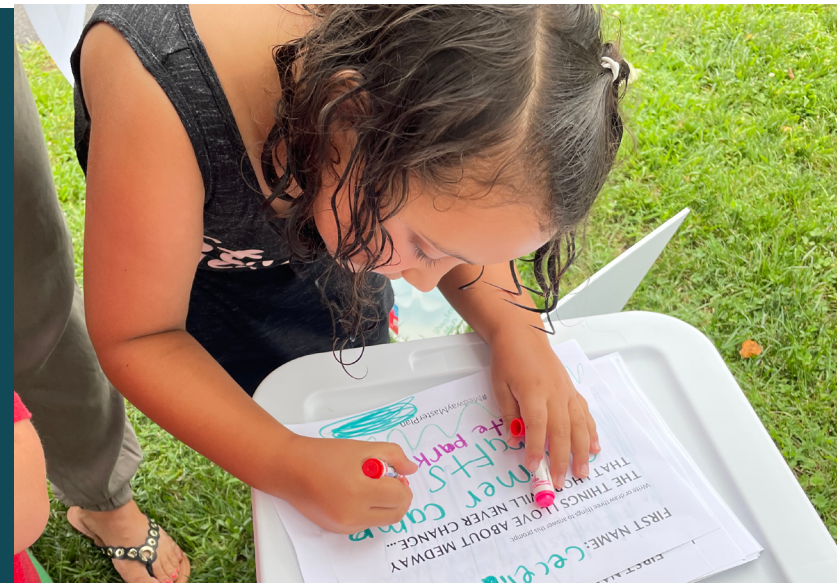
on the online strategy engagement platform, and a Department Manager's meeting to review strategy options. Through these efforts, the project team sought to understand the community's preferred strategies to achieve the community's goals over the next ten years.

2022 PHASE IV: PLAN FINALIZATION AND ADOPTION

The draft Master Plan was released for public comment and vetted by the Master Plan Steering Committee, town leadership, and key boards. The plan was locally approved by the Planning and Economic Development Board in [insert date of approval - anticipated October 2022] and filed with the Massachusetts Department of Housing and Community Development (DHCD). Engagement Process. [THIS SECTION TO BE REVISED IN THE FALL OF 2022]

Strategy is about making choices, tradeoffs;
it's about deliberately choosing to be
different [than you are now]

- Michael Porter, Professor and World's Best Management Thinker





Caption here



Caption here



Caption here

(March -May 2021)

- 9 Focus Groups (67 people invited)
- 34 Interviews
- 93 attendees at first Community Forum
- Master Plan Steering Committee meetings

2021 Phase II: Medway Tomorrow (June 2021 – January 2022)

- 10 Pop-Up Events, 25 participants
- 9 Meetings-in-a-Box, 32 participants
- Crowd Map, 150 comments
- Community survey, 818 responses
- Survey for High School Students, 18 participants
- Clergy Meeting, 3 participants
- Individual Dialogues, 26 participants
- Master Plan Steering Committee meetings

2022 Phase III: Achieving Medway Tomorrow (January – May 2022) - 406

- 4 focus groups, 75 participants
- 9 April Roadshow submissions, approximately 73 participants
- Community Forum, 37 participants
- Online strategy survey, 110 responses
- Department Manager's meeting, 16 participants
- Individual and Small Group Engagement, 24 participants
- Master Plan Steering Committee meetings
- Medway Pride Day, 50 responses

Over 1682 points of participation shaped this plan²

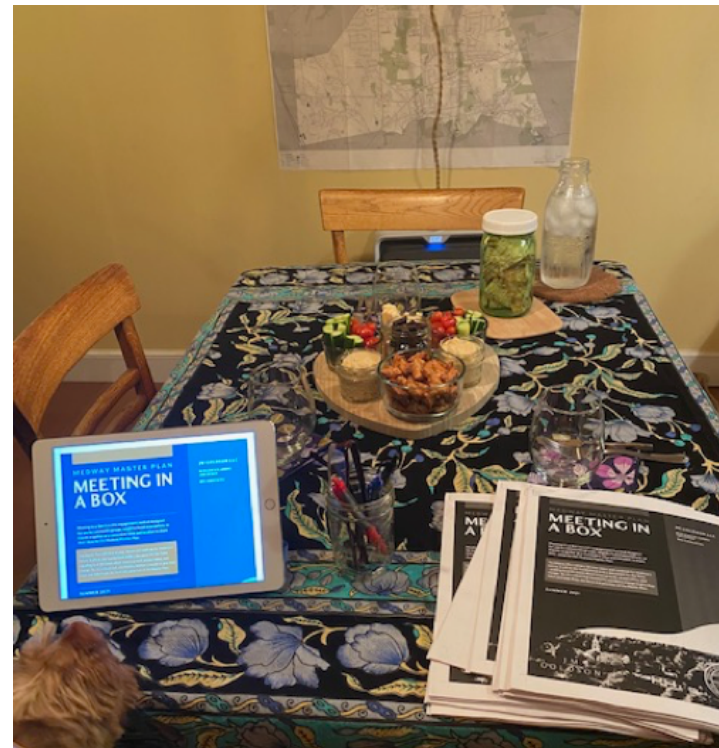
² This number includes the total raw number of all the people who attended any event and the number of "unique visitors" to the project site. It does not account for people who may have participated through multiple engagement methods.



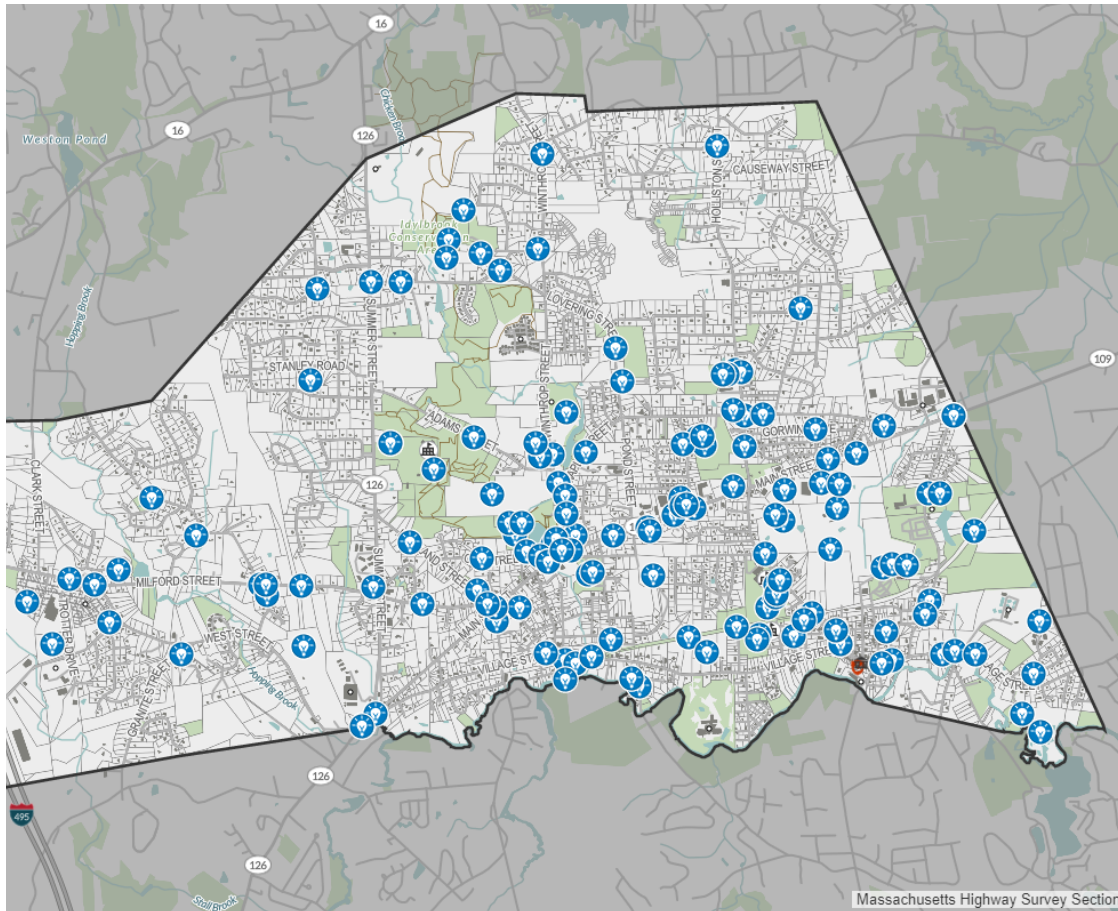
Medway Vision Board



Master Plan Committee



Meeting in a Box



Medway Crowd Map



Tabling

MEDWAY IN CONTEXT

Medway is a suburban community located southwest of Boston between interstates 495 and 95 and bisected by Route 109 (Main Street). The community's proximity to these major transportation corridors is a critical driving factor of issues and opportunities for the community and the region, creating development opportunities, growth pressures, and demands on environmental resources. Medway is bordered by the Charles River and the towns of Holliston, Millis, Norfolk, Franklin, Bellingham, and Milford.

In the past 100 years, the town experienced two major periods of significant growth: between 1950 and 1970, the population more than doubled from about 3,700 to almost 8,000, and in the 20 years between 1980 and 2000, the population grew almost 50 percent from about 8,500 to almost 12,500. The Town of Medway has experienced some additional population growth over the last several decades and is presently home to 13,325 residents within its 11.5 square miles.

Medway has always had a close relationship to nature and to the land, from its long agricultural history to its tapping of the Charles River as a source of power,

to its current wealth of protected open spaces. According to the UMass Native American Trails Project, Medway is located near the border of the historic Nipmuc and Wampanoag tribal territories. Medway's colonial-era development began with its formation as an agricultural community and its subsequent growth and adaptation to the area's changing economic needs. Incorporated officially in 1713, what started as a small agricultural community expanded to include light industry, and the Town eventually established larger mills and factories.

The industrial expansion drove a housing boom and established village centers. However, like in many New England towns, times and economic need changed and mills and their goods were no longer in demand. While many of the mills fell into disrepair or were destroyed by fire, some stand today to provide housing—the Sanford Textile Mill—or space for small businesses. Medway has evolved into a “bedroom community”, with many residents commuting to surrounding cities and towns for work. This was aided by the construction of I-495 in the 1960s and subsequent highways in the area that provided commuters easy access to nearby cities and towns.

While Medway has several nodes with commercial uses and historic buildings that provide primarily vehicular-oriented access via several major streets, it lacks a distinctive town center. Route 109 exhibits auto-centric sprawl patterns with 1950s-60s originated shopping plazas and strip mall commercial development. The density of future nodal development alternatives with mixed residential and commercial uses would consume less land, provide greater mobility alternatives including pedestrian and bicycling modes, and reduce energy consumption and emissions for a more sustainable land use pattern.

The Medway Master Plan's Existing Conditions Analysis (2021) included profiles for each of the following study areas: land use, housing and demographics, economic development, historic and cultural resources, natural resources, open space and recreation, transportation, and public facilities and services.



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



Historic: Medway has a wealth of historic resources, including antique Colonial and Federal homes that predate 1800 as well as 19th century and early 20th century resources. However, without any Local Historic Districts, which protect historic resources, combined with a strong real estate market, many historic resources are at risk of redevelopment despite a local demolition delay bylaw.³



Natural Resources: Medway's landscape offers a wide range of natural resources, each providing benefits to the people and wildlife that live here. The Town continues to make coordinated efforts to conserve and sustain these resources; however, pressure from development and population growth, and the uncertainty associated with climate change, will require continued vigilance to ensure the function of Medway's natural systems and resilience to future hazards.



Economic Development: The Town faces daytime population drain resulting from net negative commuter flows – approximately 3,600 more people leave Medway for work than come to town for work (these are based on pre-COVID figures). Increasing the number of jobs in Medway would help support commercial uses and amenities that serve residents, as well, while diversifying a tax base that relies overwhelmingly on single family residences (71 percent of all assessed value).



Cultural Resources: Medway has several cultural resources, including a well-loved community library with a makerspace, town-wide events, and many people dedicated to the arts. However, with a lack of event space and dedicated centers for arts and culture, access to the arts can be limited.



Open Space: Through the collective efforts of Town boards and committees and local volunteer groups, there has been significant progress in land conservation and trail development in the Chicken Brook corridor. Continuing to protect land can help prevent the loss of tree canopy and slow the increase in impervious surface area that can make the town more vulnerable to hazards. Medway currently has about 10.9 percent of land protected for open space and recreation. Compared to nearby communities, Medway has a lower proportion of protected open space.



Recreation: Medway has made significant investments to increase the capacity and diversity of athletic facilities, both on school properties and in Town parks. Organized outdoor activities require extensive coordination and ongoing maintenance and management of these facilities require dedicated staff resources and funding. In addition, several of Medway's ball fields and playground areas need improvements and the community needs additional park facilities on the west side.



Transportation: Medway is a growing and changing community, and accounting for these demographic and physical changes is key to evolving the existing transportation system to serve all users safely and equitably. Changes to the transportation infrastructure and how it interfaces with land uses also provide opportunities to reduce energy consumption and emissions related to vehicle trips.



Public Facilities: Several local facilities, particularly the schools, public safety buildings, Town Hall, and the VFW hall which need substantial repairs, expansions, or even new facilities. The water and wastewater infrastructure have significant needs including a new water treatment facility that is in progress and wastewater improvements including purchasing capacity from the district within two years.



Services: Future residential growth will continue to place demands on town services, particularly those that serve the growing senior population. It is anticipated that call volumes and responses to medical requests will rise, as will demands on senior services such as transportation, wellness checks, and programming at the Senior Center.

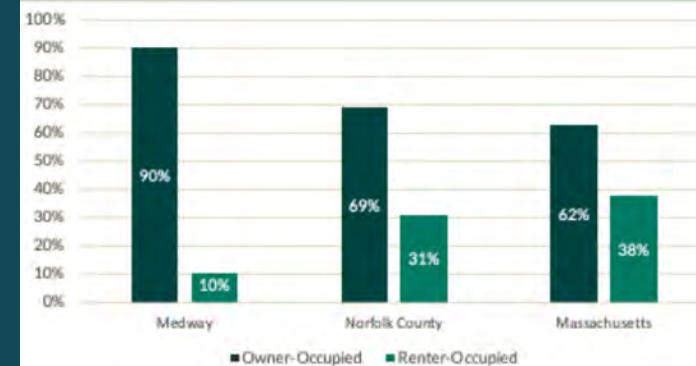
Where do workers go?

In Medway, about 6,500 people leave town to work each day, and almost 3,000 enter the town for work. Only about 700 people live and work in the town.



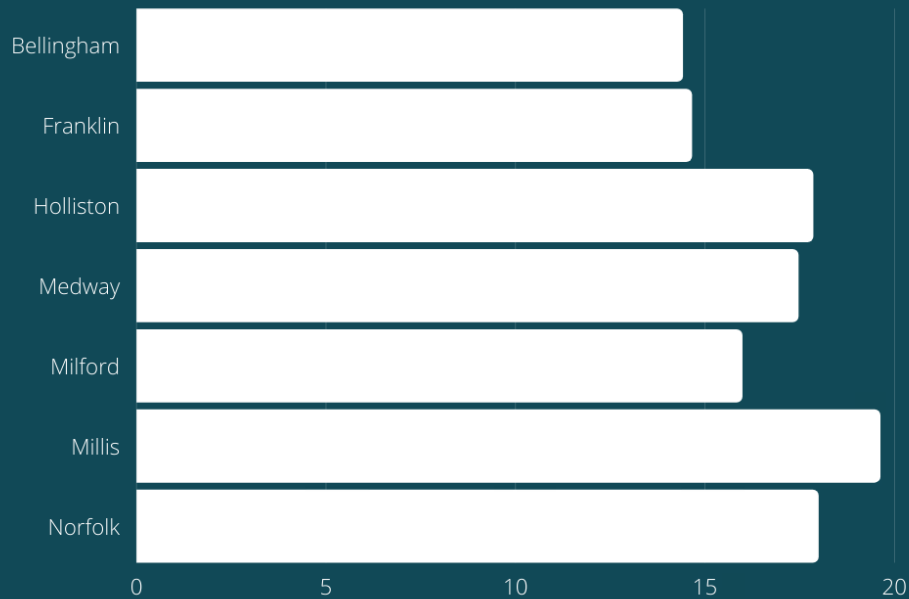
Fewer renters live in Medway:

Medway is primarily occupied by homeowners. Renters occupy about 10% of housing, compared to 31% in the county and 38% in the state.

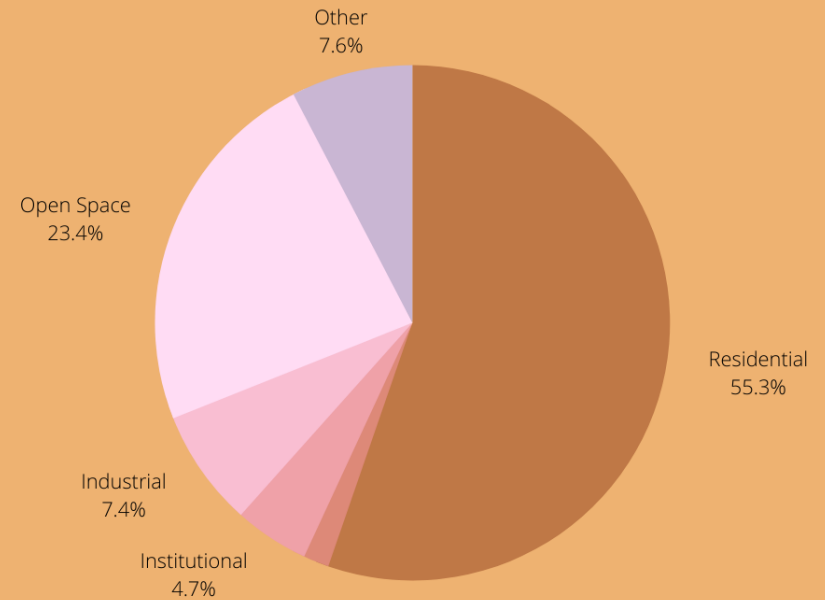


How do property taxes in Medway compare to other communities?

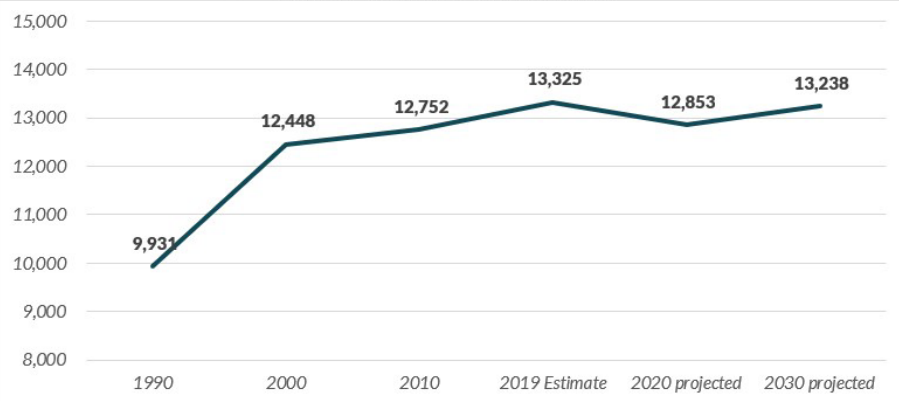
Residential property taxes in Medway are comparable to surrounding communities. In fact, the tax rate experienced the smallest increase between 2010 and 2021 of all seven communities.



The majority of land in Medway is for residential use, followed by open space (public, private, and vacant).



MEDWAY POPULATION, 1990-2030¹⁸



CHAPTER 2

COMMUNITY

VISION: MEDWAY





VISION 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.

IN 2032, 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

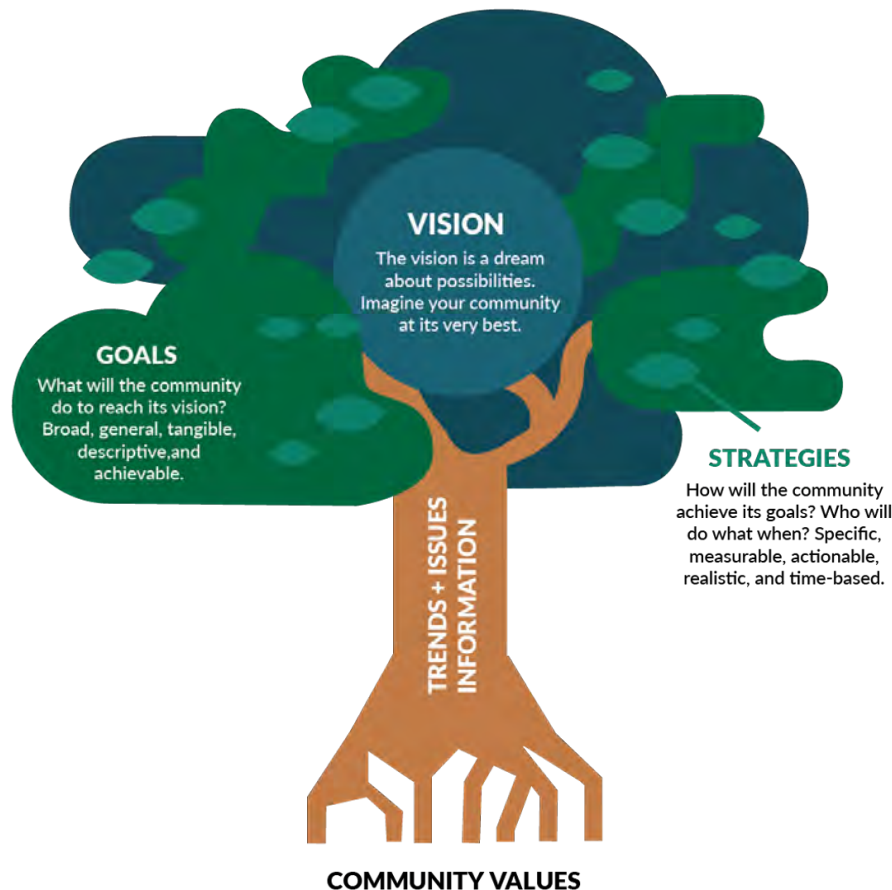
“I would like to look forward to a future of cautiously managed growth, investment in community center points such as the arts and outdoor space/access, and support for residents who need special support, such as the elderly or otherwise disabled.” – Survey Response

[2 page spread with future land use map – to be created]

PLAN FRAMEWORK

To create a meaningful and effective Master Plan, the elements of the plan are not planned in silos, but rather integrated systematically so that they consider and reinforce one another – and support the overall plan’s vision.

To best capture the synergies among the different community planning topics and reflect the community values and priorities that emerged from the planning process, this plan is organized by core themes that comprise the community’s vision. Each core theme has associated goals and strategies.



1

An aspirational view of what residents hope the community will be like in the future, at its very best. Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The vision statement then becomes the driving force behind the plan.

Core Themes

4

Four core themes emerged through the planning process based on the community’s values and priorities: 1) Balancing development with responsible and strategic growth, 2) Providing public infrastructure to support growth, 3) Sustainability through conservation, resilience, and stewardship, and 4) Building a supportive and welcoming community.

Goals

24

This plan includes a total of 13 goals that describe conditions to aim for to achieve the community vision over time. Goals describe what the community wants to achieve.

Strategies

93

This plan includes 68 strategies describing how to achieve the community’s goals. Strategies are ways that the town will work to achieve the goals. They are actionable and will involve funding, regulations, programs, and/or use of other town resources, such as staff or volunteer time.

MASTER PLAN STATUTORY ELEMENTS

The 2021 Existing Conditions Analysis included eight topics, which follow the typical master plan statutory elements: land use, housing and demographics, economic development, historic and cultural resources, natural resources, open space and recreation, transportation, and public facilities and services. However, unlike a typical master plan, this plan is organized by the core themes, not by the statutory elements. However, all statutory elements are covered in the substance of the plan and the report includes these icons to indicate where they are addressed.

CORE THEMES

Chapter 3) Responsible
and Strategic Growth

Goals: 7 Strategies: 31

Chapter 4) Public Infrastructure to
Support Growth

Goals: 6 Strategies: 17

Chapter 5) Conservation, Resilience, and
Stewardship

Goals: 4 Strategies: 19

Chapter 6) A Supportive Community



Choate Park in the Spring

An aerial photograph of a town, likely Medway, showing a mix of historic architecture and modern development. The foreground features a large parking lot with several cars parked, adjacent to a long, low commercial building. Behind it, a prominent white, multi-story historic building with a dark roof and multiple windows stands out. The surrounding area is densely packed with trees displaying vibrant autumn colors in shades of green, yellow, orange, and red. Residential houses with gabled roofs are scattered throughout the landscape, interspersed with more trees. A road with a few vehicles is visible in the upper right portion of the image. The overall scene depicts a well-preserved historic town with a thriving commercial center.

CHAPTER 3 RESPONSIBLE AND STRATEGIC GROWTH

CORE THEME

In 2032, Medway has attractive, walkable commercial centers; thriving local businesses, strong commercial and industrial tax base, and employment opportunities; multi-generational, 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.

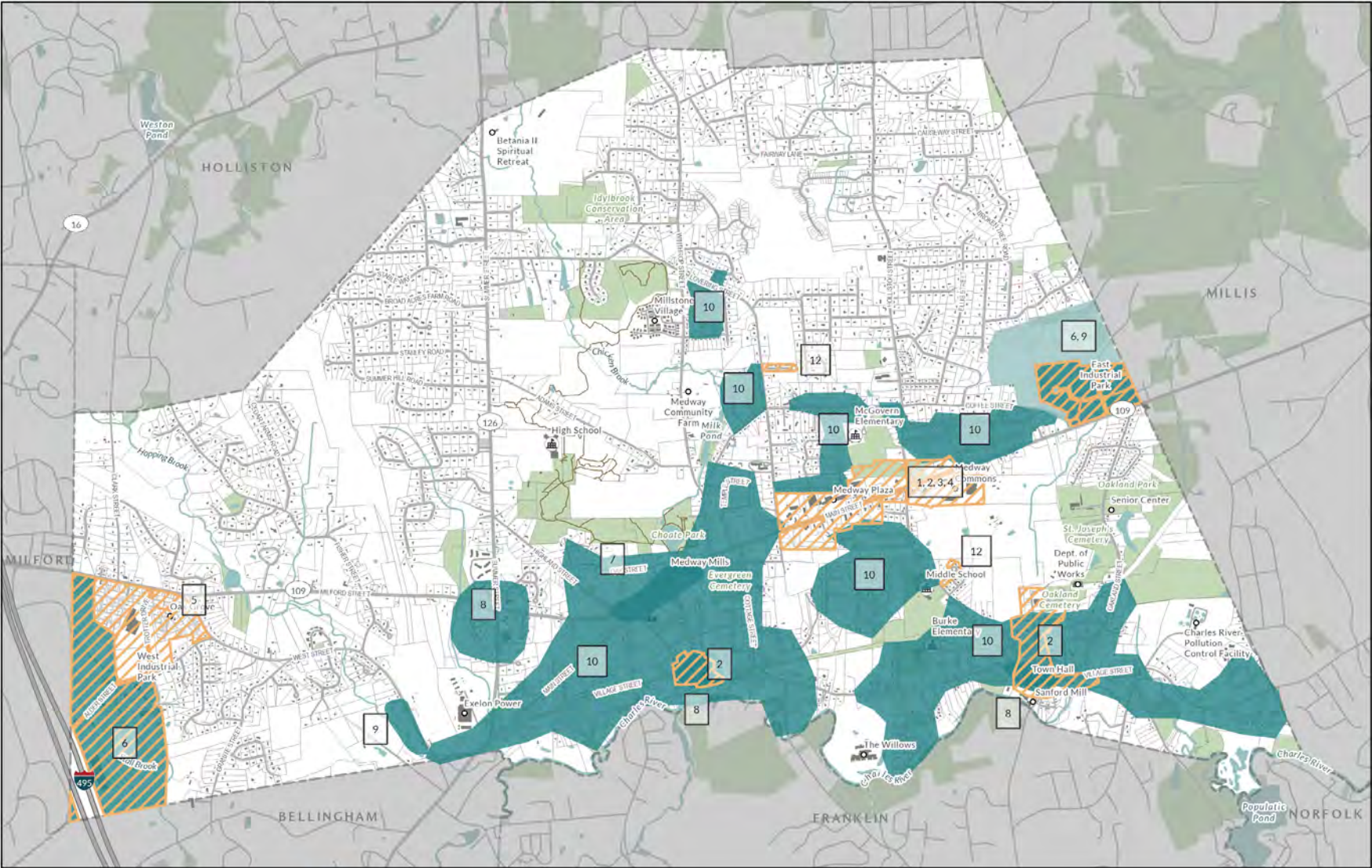
GOALS

- | | |
|---|--|
| 1. Catalyze redevelopment of key properties on Main Street (Route 109). | 5. Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway. |
| 2. Promote new development in the Oak Grove Area. | 6. Foster accessible and affordable housing options. |
| 3. Promote significant commercial and industrial development expansion. | 7. Consider the needs of all residents when planning future transportation |
| 4. Continue to keep Town finances on solid footing and maintain town's favorable AAA bond rating. | |

TOWN OF MEDWAY - RESPONSIBLE & STRATEGIC GROWTH

Prepared by JM Goldson LLC

J M GOLDSON



Town Hall

Fire station

Police station

School

Library

Parcels

Buildings

Water bodies

Open space

Existing trails

Local Initiative/Incentive

Zoning Amendment

Expand Existing Zoning District

00.250.5Miles

N

Sources: Town of Medway, MassGIS

GOAL 1

CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109

to create a traditional, walkable town center with public facility investments, public/private partnerships, creation of cohesive visual district branding, coordinated marketing and promotion, and a net increase to the local tax base.

Strategies

- a. Build on Medway's recent streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to create public gathering paces that 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 Central Business District (CBD) zoning district to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows.

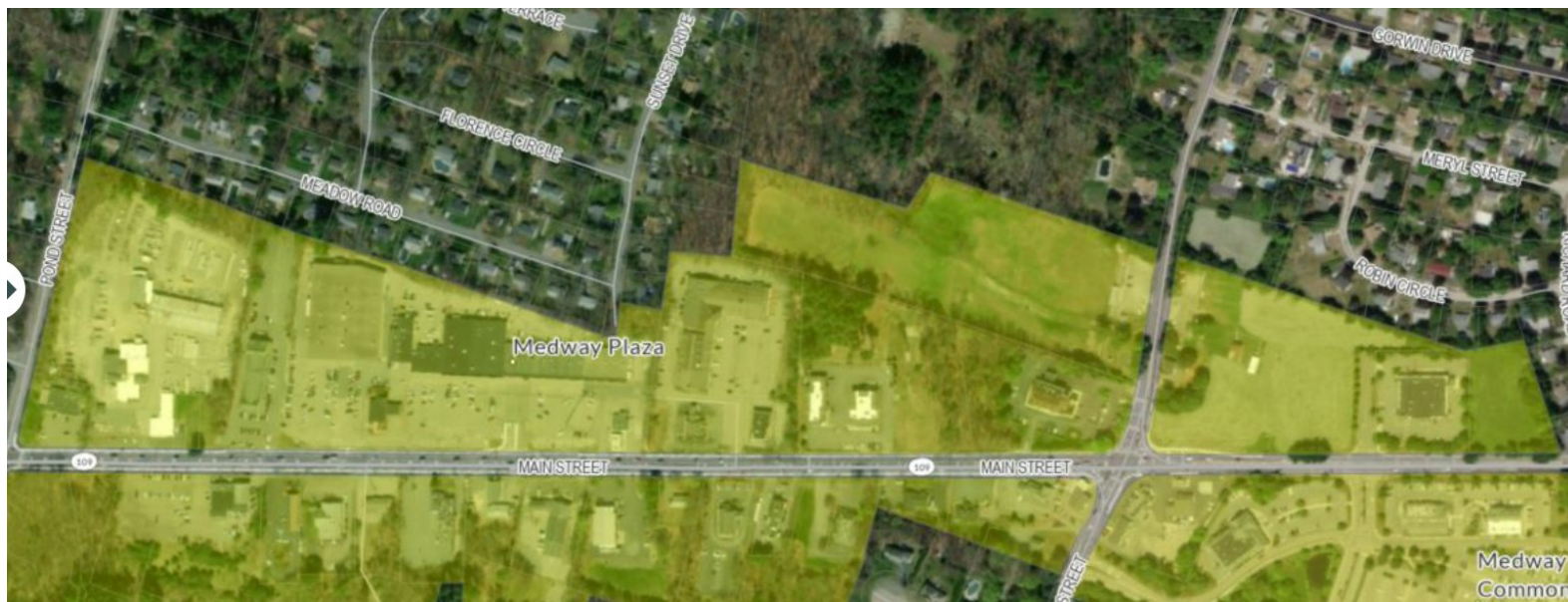
Resources

Massachusetts Downtown Initiative
Massachusetts Department of Housing and Community Development
Oak Grove Area Urban Renewal Plan
Rapid Recovery Planning Toolkits and Best Practices





Route 109 Vision from the
Medway Redevelopment
Master Plan (2004) vs. Aerial
Imagery from 2021



GOAL 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.

Strategies:

- 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.

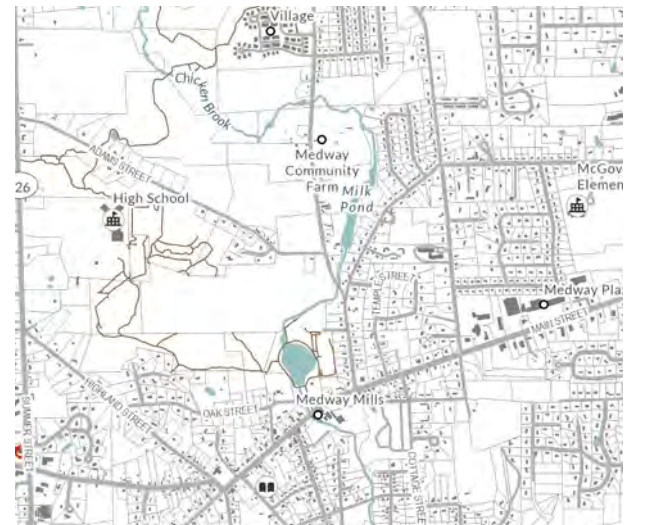
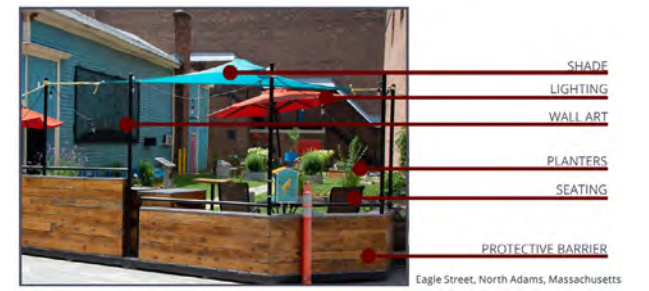
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Program Guidelines from the Economic Assistance Coordinating Council
495/MetroWest Creative Economy Network
Economic Development Incentive Program (EDIP)
Urban Center Housing Tax Increment Financing (UCH-TIF)
District Improvement Financing



GOAL 3

PROMOTE SIGNIFICANT COMMERCIAL AND INDUSTRIAL DEVELOPMENT EXPANSION

including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

Strategies:

- 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 the Business Industrial, East Industrial, and West 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 Business Park and West Business Park) to determine if additional land could be rezoned for industrial use and if there are opportunities to modernize industrial zoning to attract more commercial development.



Resources

AARP – Future of Housing: Addressing Housing Challenges Across the U.S.

MassHousing Partnership

Citizens Housing and Planning Association



GOAL 4

FINANCES ON SOLID FOOTING AND MAINTAIN TOWN'S FAVORABLE AAA BOND RATING.

Strategies:

- a. Municipal leadership will continue to formally monitor financial and economic conditions impacting the Town.
- b. 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.
- c. 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.
- d. Medway successfully meets spending parameters and target balances. For example, debt service as a percentage of the operating budget target is 5% to 8% and the unassigned fund balance as a percentage of the total ATM budget target is 10% - 16%.

GOAL 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,

Strategies:

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 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.

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 and 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. 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.

FOSTER ACCESSIBLE AND
AFFORDABLE HOUSING
OPTIONS,
including affordable homes and options for middle-



GOAL 6

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 match the prevailing existing development patterns more closely to help preserve these types of

Strategies:

smaller housing options, such as the Brentwood neighborhood and other neighborhoods with modestly sized housing stock on smaller lots.

b. Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions; consider other zoning revisions 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 including Lovering Heights, Kenny Drive, Mahan Circle, and

Maple Lane 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 homes, congregate housing for individuals with special needs including older adults, and other supportive housing options through collaborations between the Medway 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



GOAL 7

with land use planning and regulatory changes that encourage focused residential or commercial growth.

- a. Consider adopting 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

Strategies:

the community.

Attleboro and Taunton Regional Transit Authority
(GATRA).

- b. Consider an on-demand 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 public who would benefit from expanded transit options. For example, through the Greater



CHAPTER 4 PUBLIC INFRASTRUCTURE TO SUPPORT GROWTH

CORE THEME

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:

- | | |
|---|--|
| 8. Protect drinking water quality, expand wastewater treatment capacity, and implement MS4 stormwater permit recommendations. | 12. Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use, |
| 9. Ensure ongoing stewardship and improve accessibility for public. | 13. Invest in traffic calming with physical improvements. |
| 10. Create new or updated municipal facilities | |
| 11. Improve walking and biking safety, accessibility, and connections. | |

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Growth_02222022]

GOAL 8

PROTECT DRINKING WATER QUALITY, EXPAND WASTEWATER TREATMENT CAPACITY, AND IMPLEMENT MS4 STORMWATER PERMIT RECOMMENDATIONS

Strategies:

- a. Construct the Populatic Street Water Treatment Plant 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. 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. Continue to monitor 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.



GOAL 9

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.

Strategies:

- 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. Continue to evaluate staffing for all Town and School departments on an annual basis to ensure the current programming and operations are sustainable.

Resources

Integrated Wastewater Resources Management Program

Facilities Assessments



Caption

Resources

Medway Boy Scout Troop 367/ Eagle Scouts

Community Preservation Act

Land and Recreation Grants & Loans

Example Community Center plan: Lincoln, MA

Example Community Center plan: Pembroke, MA

Rails to Trails Conservancy

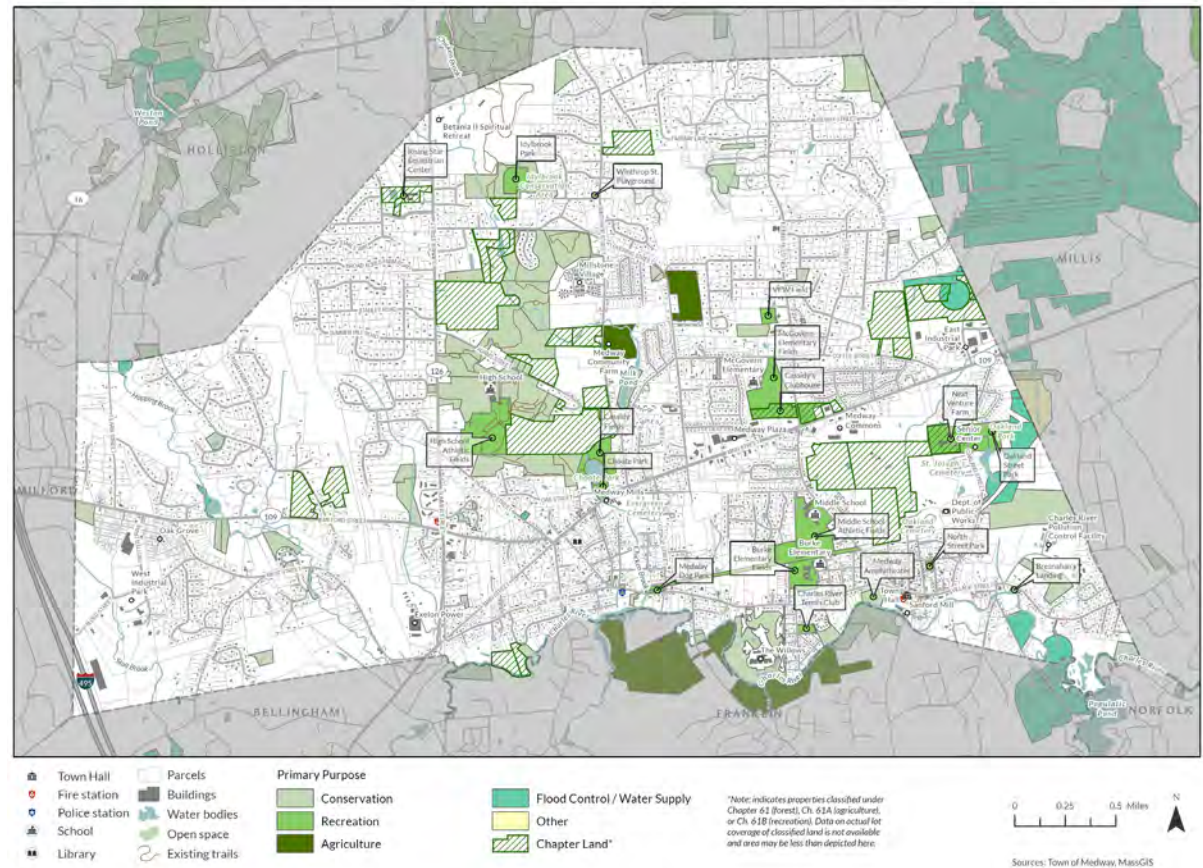
Land Water Conservation Fund Grant program

Parkland Acquisitions and Renovations for Communities (PARC) Grant Program

TOWN OF MEDWAY - OPEN SPACE AND RECREATION

Prepared by JM Goldson LLC

J M GOLDSON



GOAL 10

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.

Strategies:

- 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.



Caption

GOAL 11

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.

Strategies:

- 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 design and 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.



Complete Streets are streets for everyone. They are designed and operated to prioritize safety, comfort, and access to destinations for all people who use the street, especially people who have experienced systemic underinvestment or whose needs have not been met through a traditional transportation approach, including older adults, children, people living with disabilities, people who cannot afford or do not have access to a car. Complete Streets improve equity, safety, and public health.

- Excerpt from Smart Growth America Strategies

GOAL 12

SUPPORT THE INCREASED USE OF TECHNOLOGY AND INFRASTRUCTURE TO EXPAND ELECTRIC VEHICLE AND BICYCLE USE, including charging stations and bicycle storage.

Strategies:

- 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, parks, and playgrounds.



Caption

Resources

Shared Streets and Spaces Grant Program
Safe Routes to School
Complete Streets Funding Program
MassWorks Infrastructure Program
Greater Attleboro and Taunton Regional Transit (GATRA)
Massachusetts Funding for Community Transportation
Crosstown Connect

GOAL 13

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.



Caption

Strategies:

- Review speed limits on town-controlled roadways to determine if speeds could be reduced or if design interventions could help slow vehicle speeds.
- Continue to 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.



Resources

Medway Open Space and Recreation Plan

Open Space Design (OSD)/ Natural Resource
Protection Zoning (NRPZ)

Model Open Space Design/ Natural
Resource Protection Zoning

Guide to Local Tree Bylaws for Communities
in Massachusetts



CHAPTER 5 CONSERVATION, RESILIENCE & STEWARDSHIP

CORE VISION

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, 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

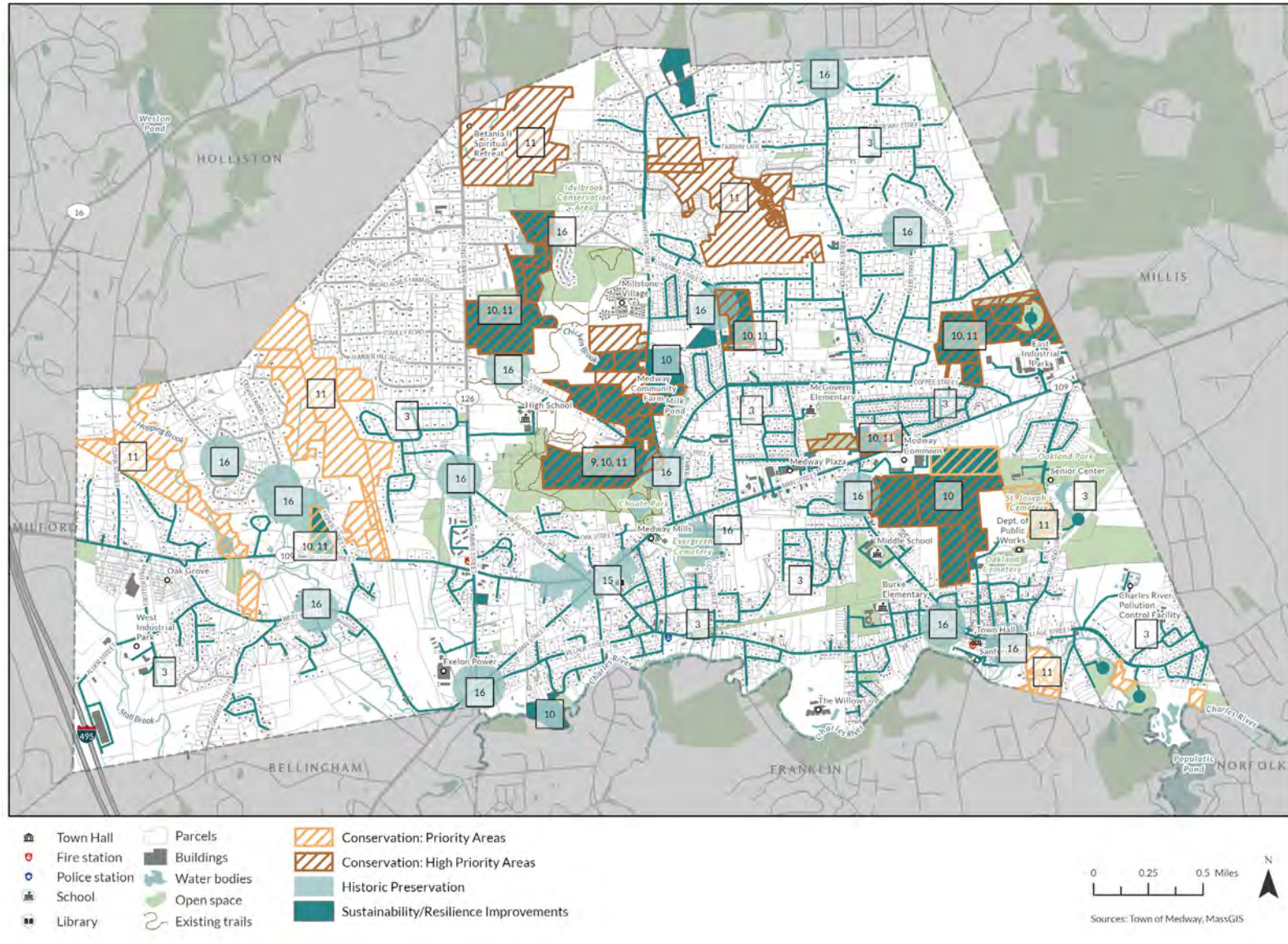
14. Actively work to achieve 40% emissions reductions below the FY2009 baseline by 2030.
15. Protect the tree canopy and work toward protecting 30% of open space land.
16. Celebrate and honor local heritage by increasing local awareness and protecting historic resources.
17. Reduce impacts on essential natural systems caused by human activity.

TOWN OF MEDWAY - CONSERVATION, RESILIENCY, AND STEWARDSHIP

Prepared by JM Goldson LLC

J M GOLDSON

Caption



GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030

in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.

Strategies:

- 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.
- 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.
- Support zoning changes to incentivize high performance green building initiatives and create ways for businesses to pursue sustainable building.
- Create a community-supported solar project for residents that do not own their homes or cannot 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.



Resources

Nature Based Solutions Initiative
Green Streets Handbook
Wenham and Hamilton composting program
Sharon composting program
Pay-As-You-Throw
Municipal Vulnerability Preparedness Program

Caption



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GOAL 15

PROTECT THE TREE CANOPY AND WORK TOWARD PROTECTING 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.



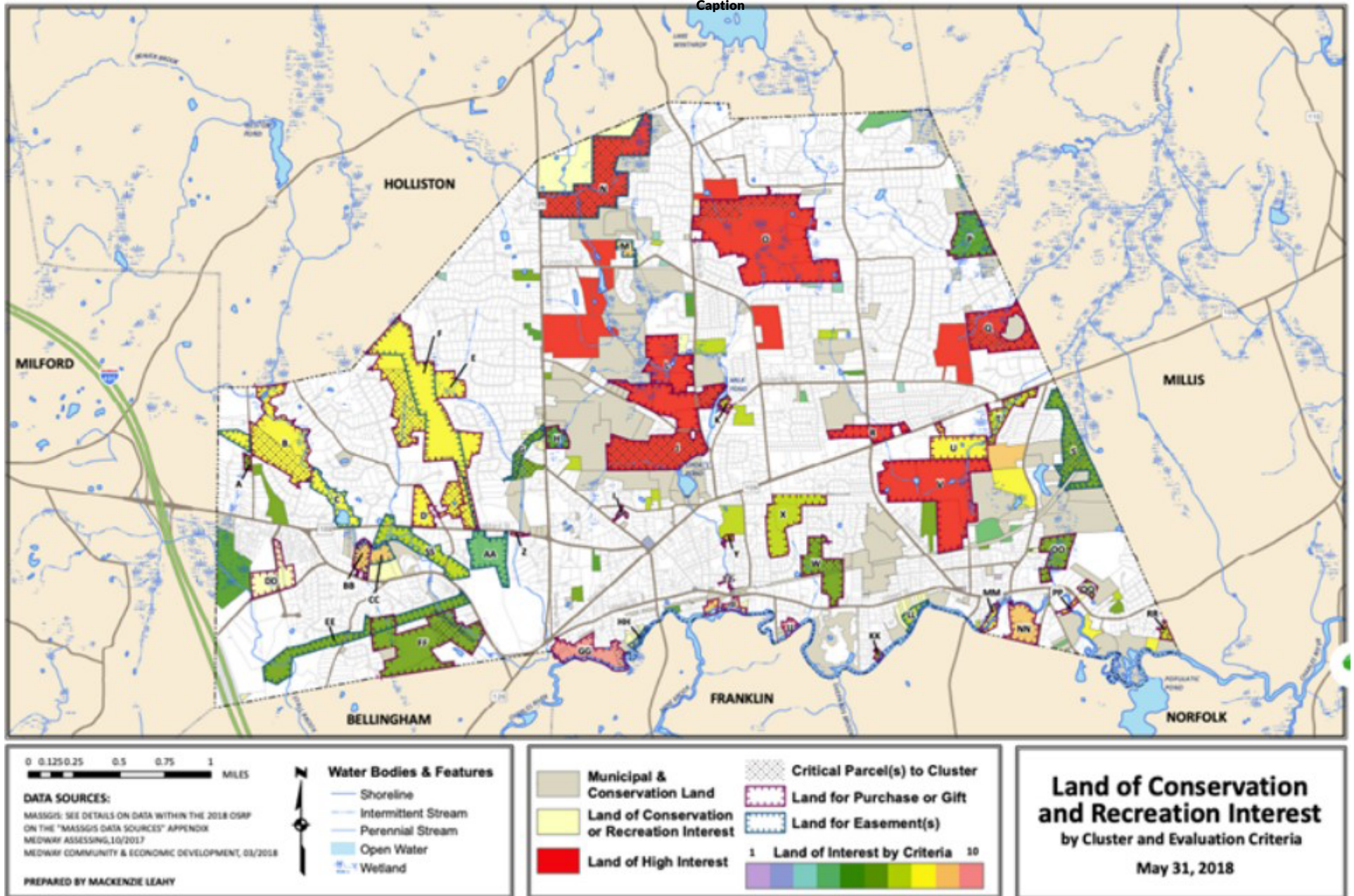
Strategies:

a. 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.

b. Consider adopting Natural Resource Protection Zoning (NRPZ) as an alternative to the existing Open Space Residential Development Zoning. NRPZ has a similar process to Open Space Residential Development (OSRD) zoning but allows for concentrated development with open space preservation as a right, while OSRD requires a special permit.

c. Inventory the existing tree canopy in Medway and consider adoption of a tree preservation program to protect Medway's public tree canopy.

Caption



GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE

by increasing local awareness and protecting historic resources including buildings, cemeteries, landscapes, archaeological resources, and other irreplaceable resources.

Strategies:

- 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 a Local Historic District 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 Community Preservation Act (CPA) dollars to provide preservation grants to fund renovations of historic homes for income qualified homeowners, like Cambridge's Affordable Housing Preservation Grants program.
- e. Develop zoning to further address protection of character of existing older residential neighborhoods including zoning to address massing and scale of new construction.



Caption



Caption



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GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY

through eco-friendly landscaping and waste disposal, and nature-based stormwater solutions.

Strategies:

- a. Facilitate an education campaign to provide information to residents and businesses about the advantages of conservation, resilience, 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 new trees and planting native species to support pollinators.
- 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.



“Nature-based solutions (NbS) involve working with nature to address societal challenges, providing benefits for both human well-being and biodiversity...”

—Nature Based Solutions Initiative

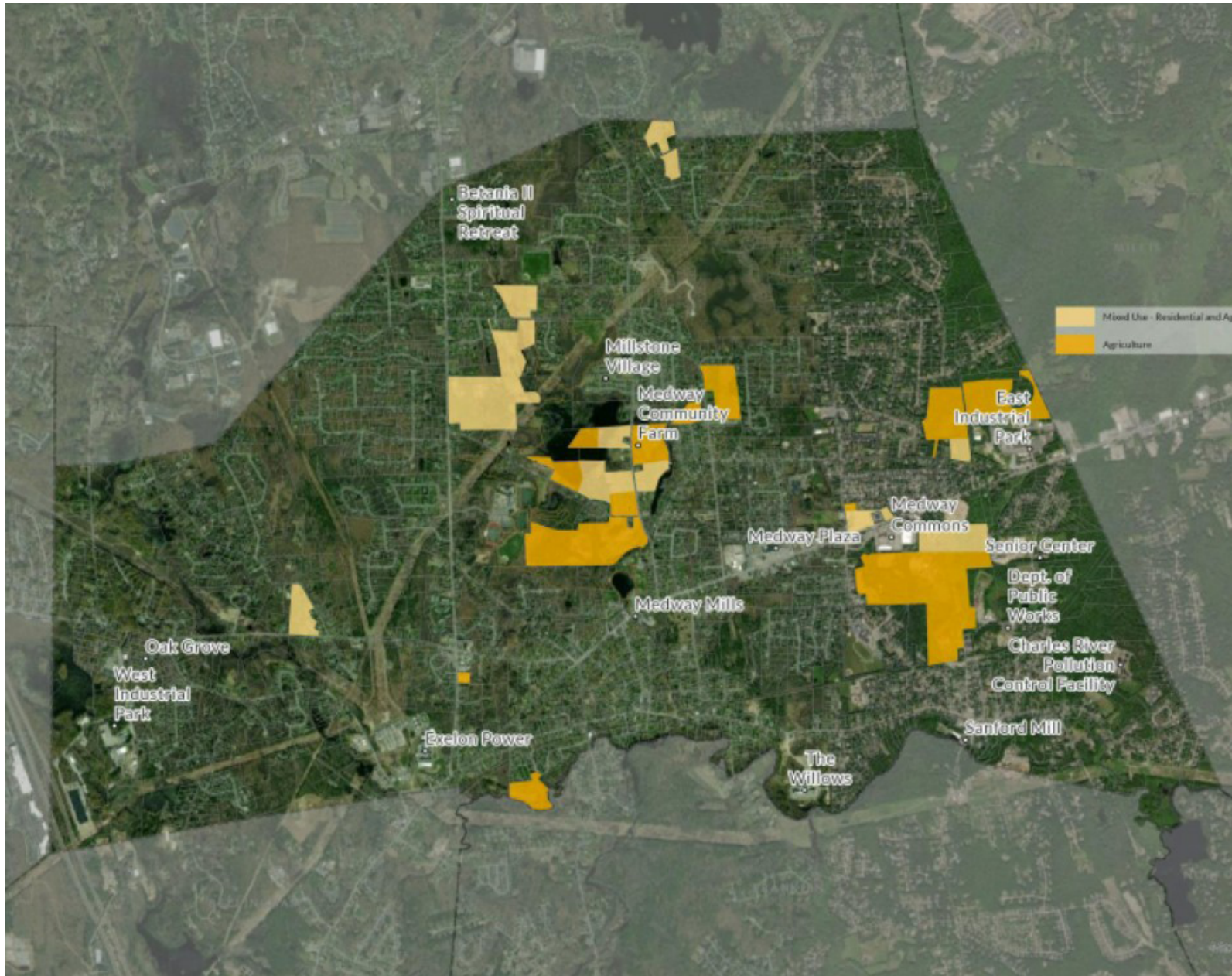
e. Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits.

Caption

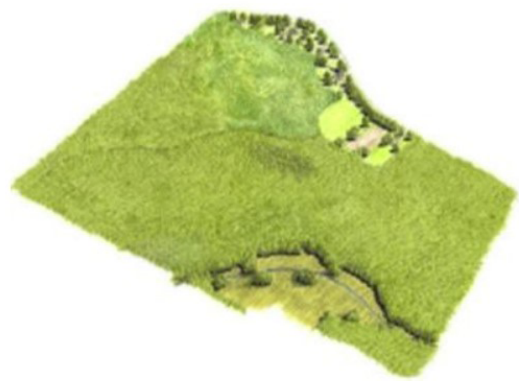


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100 acre wooded site with field, stream, and trail before development



Two-acre zoning; conventional subdivision (34 lots, no preservation)



Natural Resource Protection Zoning (14 lots, >75% preservation)



Caption



CHAPTER 6: A SUPPORTIVE COMMUNITY

CORE VISION

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 foster a socially connected community with strong support systems.

GOALS

- | | |
|--|---|
| 18. Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community. | 23. Meet community needs for inclusive indoor and outdoor recreation opportunities. |
| 19. Consider ways for the public to submit feedback to the Town so that community members can express their views. | 24. 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. |
| 20. Invest to maintain and modernize school facilities and technological resources. | |
| 21. Foster strong community connections and social participation. | |
| 22. Support affordable supportive community and health services. | |

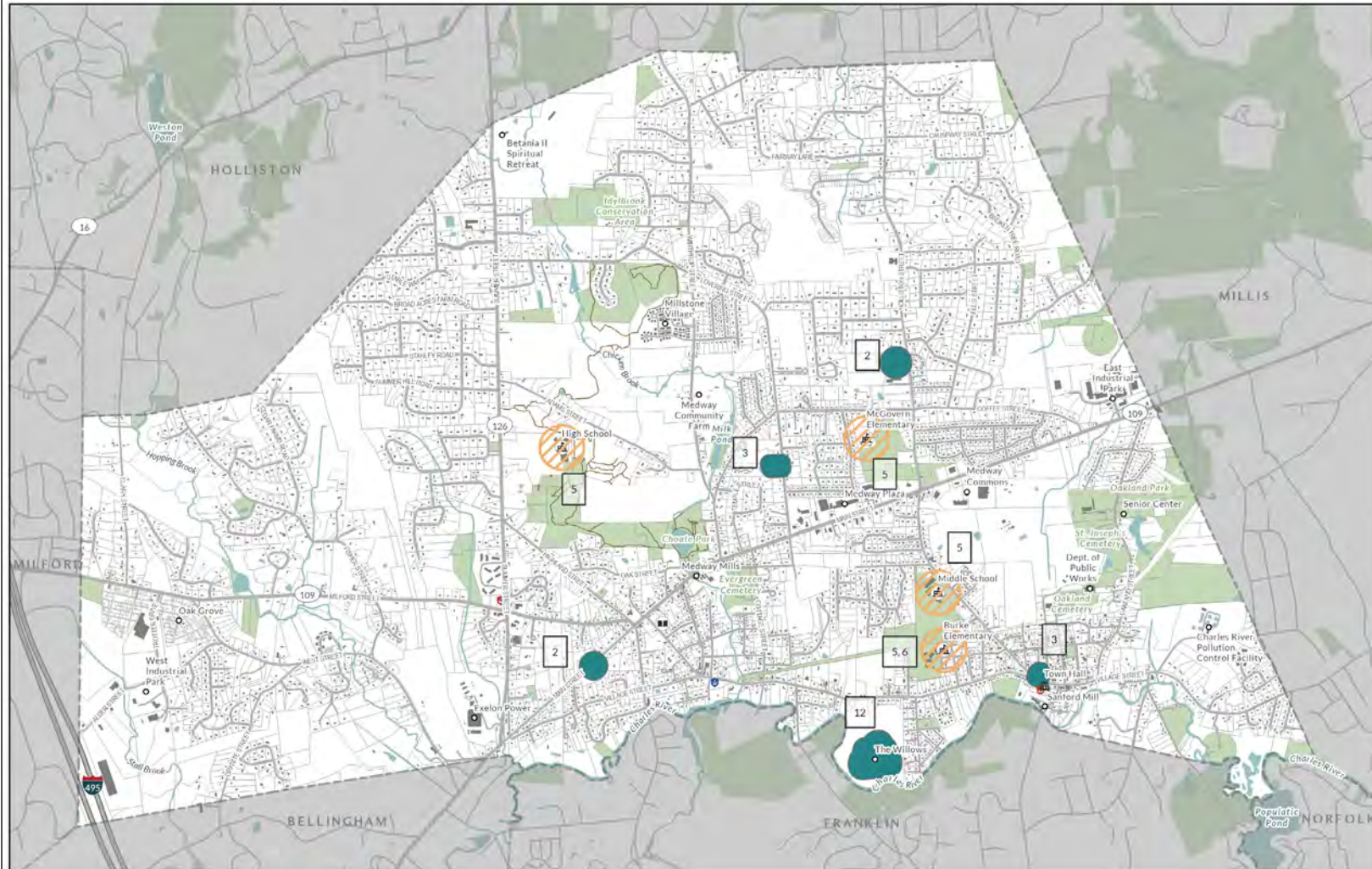
“I think it’s important to commingle all ages and genders. Everyone brings something and everyone needs a diverse group of people to shed light on all perspective and to ensure that all ages put a face to the young, teenagers and adults all the way to seniors. That way people build a respect for each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

– Online Forum Participant

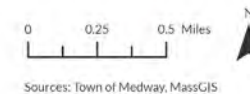
TOWN OF MEDWAY - SUPPORTIVE COMMUNITY

Prepared by JM Goldson LLC

J M GOLDSON



- Town Hall
- Fire station
- Police station
- School
- Library
- Parcels
- Buildings
- Water bodies
- Open space
- Existing trails
- Technology and Infrastructure Improvements
- Develop New Resources



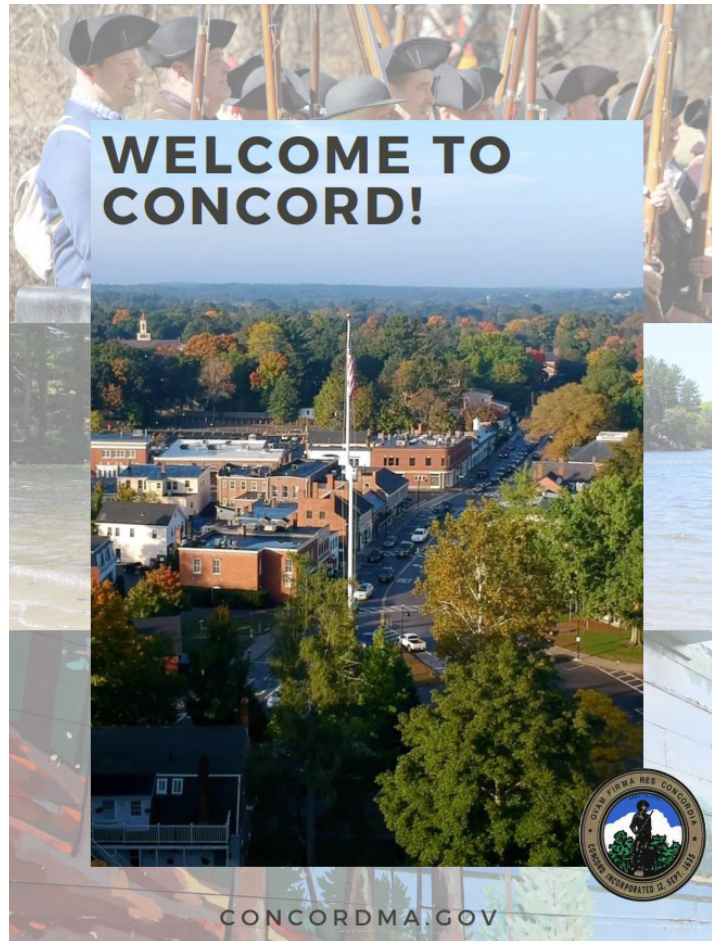
GOAL 18

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.

Strategies:

- Continue to invest in modernizing the Town's information technology (IT) infrastructure and technology to maximize community access to information.
- 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.
- 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 the recommendations of the Inclusion, Diversity, and Equity Advisory Committee (IDEA), 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.



Caption



Caption

GOAL 19

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.

Strategies:

- 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 using online and email outreach than in person meetings.
- c. Work toward all board and 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.



Caption

GOAL 20

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.

Strategies:

- 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.



Caption



Resources

Metropolitan Area Planning Council - MAPC
Community Engagement
Medway Diversity Equity and Inclusion
Committee
Medway Business Council
Problem Solving Through Arts and Cultural
Strategies
Welcome to Concord MA Packet
Fitchburg, MA Welcome Kit
Welcome to Charlton, MA

GOAL 21

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.

Strategies:

a. Consider the construction of a new community center that could serve a wide variety of needs, 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 in collaboration with the Cultural Council 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 to support implementation of the library's pending strategic plan.

GOAL 22

SUPPORT AFFORDABLE SUPPORTIVE COMMUNITY AND HEALTH SERVICES

including social and emotional health services

Strategies:

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. Address the Council on Aging Department needs for additional funding, staff, volunteers, and space.

c. Create a strategic plan for health and human services to coordinate and address Town and School needs and expand resources.

GOAL 23

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.

Strategies:

- | | | |
|---|--|---|
| <p>a. Continue to 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.</p> <p>b. Consider constructing more options for older adult outdoor recreation, such as outdoor fitness (senior playground) equipment, or building a gazebo on the</p> | <p>GAR property across from the Police Station using CPA/Tri-Valley Regional Technical School/Eagle Scouts.</p> <p>c. Consider the expansion of recreational services and options at existing recreational facilities, like Choate and Oakland Park.</p> <p>d. Identify any town-owned parcel(s) or private parcels for acquisition in the Oak Grove redevelopment</p> | <p>area and West Medway to improve the geographic distribution of open space and recreation facilities throughout the Town.</p> <p>e. Implement the 7-year Open Space and Recreation Plan (OSRP) Action Plan.</p> |
|---|--|---|

GOAL 24

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.

Strategies:

- | | |
|---|--|
| <p>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.</p> <p>b. Advance a program towards healthy aging, such as AARP Livable Communities or another, to support</p> | <p>local efforts to help people of all ages and abilities live easily and comfortably in the community.</p> <p>c. Explore zoning for co-housing developments, with shared services.</p> <p>d. Prioritize opportunities to increase senior transportation services to provide added services to those who need it most.</p> |
|---|--|

Resources

Age and Dementia Friendly Integration Toolkit
 Healthy Aging for All
 Massachusetts Councils on Aging
 Commonwealth Places
 AARP Livable Community
 Medway Public Library Strategic Plan



CHAPTER 7 GOING FORWARD - PLAN IMPLEMENTATION

This Plan has a ten-year planning horizon. From year-to-year, many actions will be required to successfully achieve the community's vision including funding appropriations, regulatory amendments, board and commission votes, new municipal staff positions, and numerous studies. There will be many decisions to make along the way and a significant amount of coordination to ensure successful implementation. Many strategies will be needed to make implementation successful – alone or coordinated with other efforts. Examples of different implementation approaches include built projects, plans at various scales, regulations/guidelines, incentives/pricing, commissions/boards, and programming/education.

To coordinate and oversee these varied actions, the Town intends to create a Master Plan Implementation Committee that will report to the Select Board and will be made up of a variety of community representatives including town officials, residents, and members of the former Master Plan Steering Committee. This new committee will have an important role to ensure that the vision, goals, and strategies of this Plan are effectively integrated into

the Town's priorities, that outcomes are regularly measured and evaluated, and that the plan is updated and adjusted as needed.

An associated Action Plan Matrix, a living document It's important for the Town to incorporate the Master Plan into everything it does and for the Master Plan implementation to be flexible to respond to unknowns that the future holds. The Master Plan is anticipated to change over time, should guide the Implementation Committee's and the Town's priorities from year to year. The Action Plan Matrix identifies a rough time frame, responsible Town entities, and potential funding sources for each Master Plan strategy. It is the Town Administrator's intent that the committee have access to funds to support its work. In addition, supplemental funding will be requested to support specific initiatives,

CONSIDERATIONS

Leadership: Master Plans need strong support and coalitions. This may be a politically powerful person (or people), such as the Select Board or Planning Board, or Town Administrator. Or they may be in a good position to advocate for planning and skilled at fostering collaborations between multiple public groups, such as the Planning staff. Without such a proponent, or team of proponents, there is often no voice for Master Plan implementation.

Alliances: Master Plan implementation requires input from multiple people and organizations over years. Comprehensive coordination is difficult due to the nature of government and its competing interests and internal divisions. It is vital to build alliances to ensure that implementing the Master Plan is a long-lasting goal of organizations involved.

Master Plan Implementation Committee: A Master Plan Implementation Committee should be created to shepherd the master plan over the long haul. Plans take a long time to implement. Infrastructure takes a long time to build. There needs to be a group in town that cares and can keep an eye on the bigger picture. The MPIC can work as ambassadors to department managers and/or invite various boards to the Master Plan Implementation meetings.

Monitoring Process: It can be particularly tricky balancing an initial, presumably good plan with



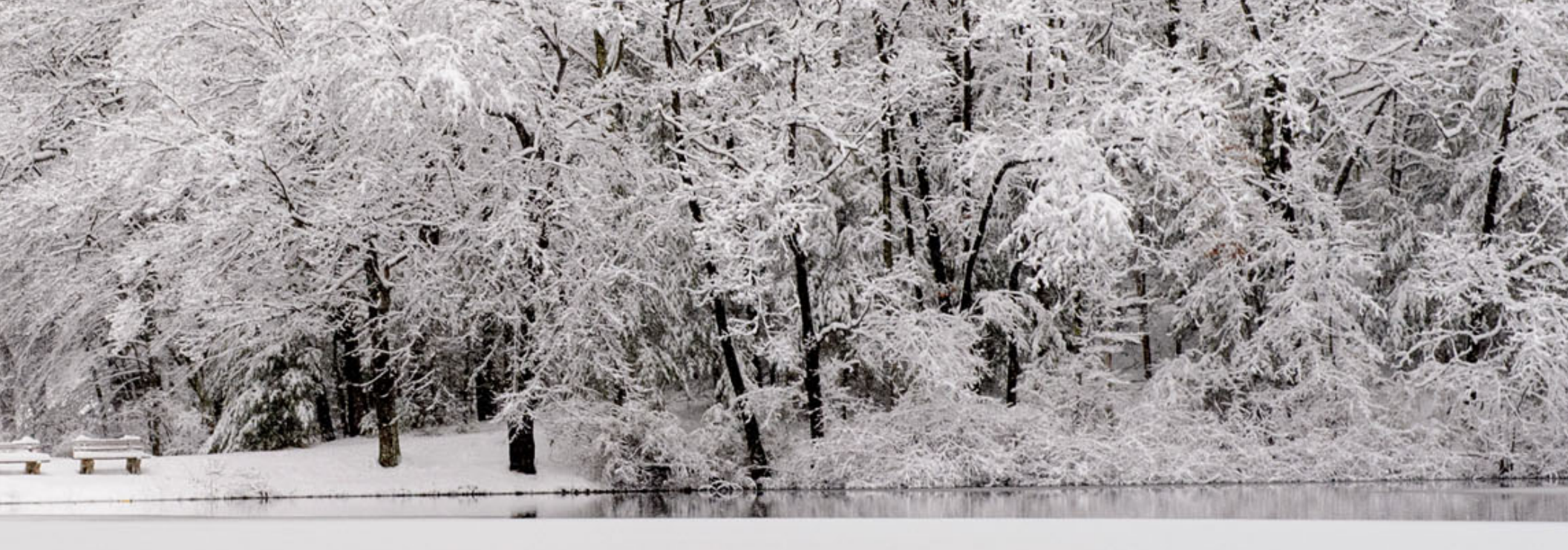
current needs. A monitoring and feedback process can help keep attention focused on the important issues. For example, tracking metrics or indicators of success, surveys or interviews, and an annual report to the Planning Board or Select Board, or Town Meeting.

Do strategies that meet more than one goal:

Implementing strategies that work for multiple purposes to further several goals can leverage local efforts and resources to create bigger impacts. Consider focusing efforts on such strategies.

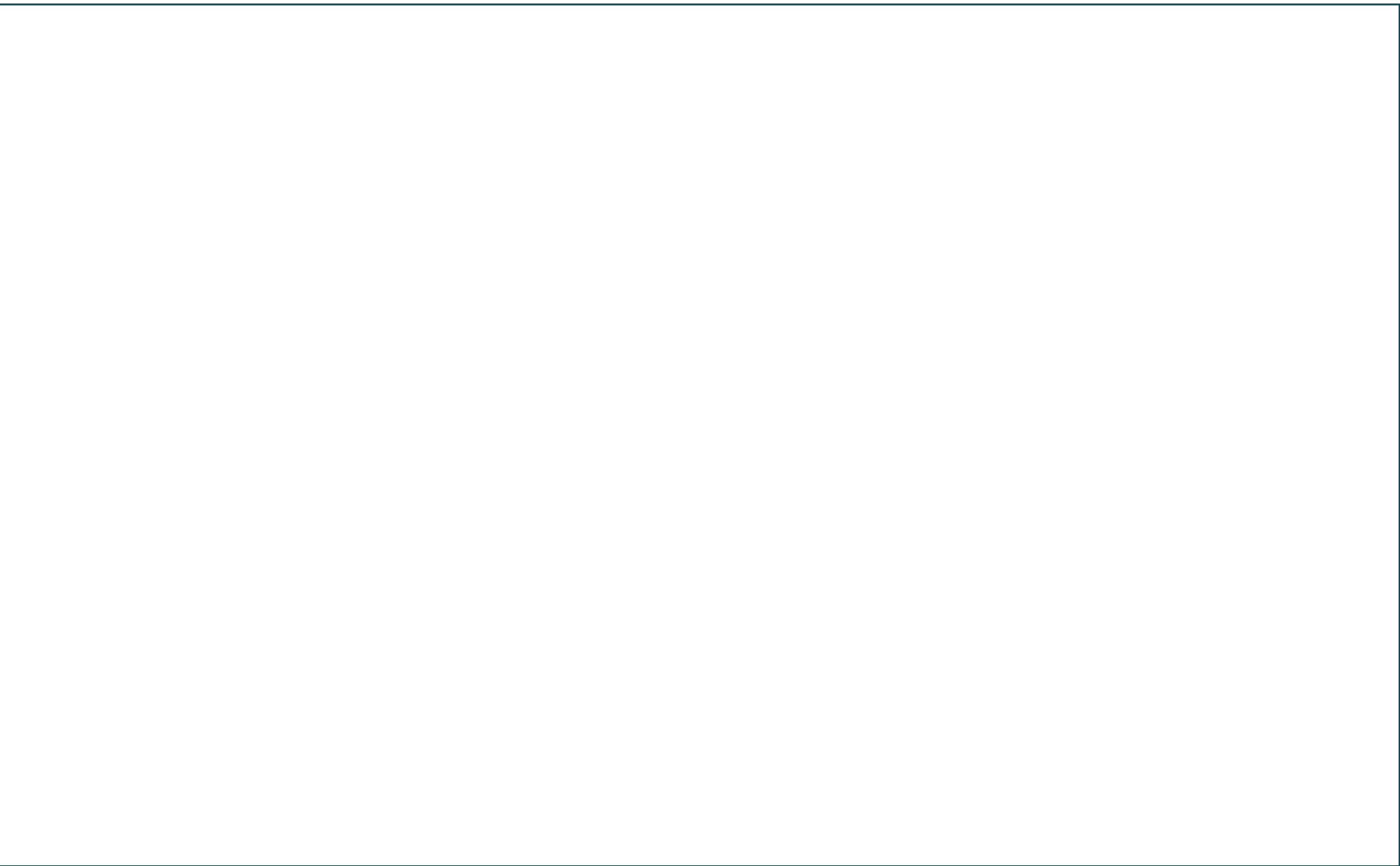
Quick wins: Master Plan implementation involves a lot of moving parts and a long list of actions. Some actions will be obvious priorities because they

implement important goals. Others will be time sensitive. Whatever the priorities, it is important to identify some quick wins to get things going and build connections. A quick win may be inexpensive, reversible, or just taking some initial steps.



Choate Park in Winter

Create matrix showing connection
between strategies and goals and
crossover among core themes.



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

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 an on-demand 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 public who would benefit from expanded transit options. For example, through the Greater Attleboro and Taunton Regional Transit Authority (GATRA).

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

a. Construct the Populatic Street Water Treatment Plant 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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.

14. 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.

15. 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.

16. 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 renovations of historic homes for income qualified homeowners, like Cambridge's Affordable Housing Preservation Grants program.

e. Develop zoning to further address protection of character of existing older residential neighborhoods including zoning to address massing and scale of new construction.

17. 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.

18. 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.

19. 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.

20. 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.

21. 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.

22. 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.

23. 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.
- 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 or 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.

24. 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.

KEY DEFINITIONS

This list of key definitions is intended to assist the reader and is not intended to replace applicable legal definitions of these terms. The following definitions are for key terms used throughout the document, many of which are based on definitions in statutes and regulations.

Adaptation – a retroactive approach to climate resilience that responds to events that have occurred in the past and alters processes and infrastructure based on lessons learned or damage done.

Areawide Median Income (AMI) – the median gross income for a person or family as calculated by the United States Department of Housing and Urban Development, based on the median income for the Metropolitan Statistical Area. For FY2021, the HUD area median family income (HAMFI) for the Boston-Cambridge-Newton MA HUD Metro FMR Area (which includes Medway) was \$120,800.⁴ AMI is referred to in the document as median family income (HAMFI).

Chapter Lands – Commonwealth of Massachusetts land classification and tax program that incentivizes landowners to maintain their property as forest, agriculture, or recreation areas in exchange for reduced property taxes and provide the town a right of first refusal but do not guarantee conservation. Chapter 60 applies to forestry land; Chapter 61A applies to agricultural and horticultural land; and Ch. 61B applies to recreational land, including golf courses, horseback riding, hiking, and nature study and observation.

Climate Resilience – the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks.⁵

Community-Supported Agriculture (CSA) – a program in which consumers support local farmers by subscribing to receive a portion of a farm’s harvest and sharing in the risks of farming.

Complete Streets – “streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders.”⁶ MassDOT offers a program through which registered municipalities can apply for funding towards eligible projects prioritized by the community.

Cost-Burdened Household – a household that spends 30 percent or more of their income on housing-related costs (such as rent or mortgage payments). Severely cost-burdened households spend 50 percent or more of their income on housing-related costs.

Demolition Delay Bylaw – a regulation that protects historically significant buildings (75 or more years old) by requiring a demolition permit that can be subject to a 12-month waiting period if the Historical Commission determines the structure to be historically significant.

Ecosystem Services – the many benefits humans and other species obtain from natural systems. These include:

- **Provisioning services** - including food production, pollination, and clean water
- **Regulating services** - such as flood control, temperature reduction, and carbon sequestration
- **Cultural services** - including spiritual, aesthetic, and recreational benefits
- **Supporting services** - like photosynthesis, soil formation, and habitat

Educational Attainment – the highest level of formal education achieved, as documented by the US Census American Community Survey.

4 U.S. Department of Housing and Urban Development. FY 2021 Income Limits Summary. <https://www.huduser.gov/portal/datasets/il/il2021/2021summary.odn> (accessed August 2021).

5 Center for Climate and Energy Solutions

6 U.S. Department of Transportation. Complete Streets. <https://www.transportation.gov/mission/health/complete-streets> (accessed June 2021)

Elderly Non-Families – a household of one elderly person as defined by in the US Department of Housing and Urban Development’s Comprehensive Housing Affordability Strategy (CHAS) data.

Farmland Soils – The U.S. Department of Agriculture’s Natural Resource Conservation Service (USDA NRCS) categorizes soils according to their importance for farming. The Soil Survey Geographic Database (SSURGO) includes three categories of prime farmland soils:

- *All areas are prime farmland: characteristics are suitable for sustained high crop yields for a variety of crop types, including food, livestock feed, and fiber.*
- *Farmland of statewide importance: nearly prime farmland, also capable of economically producing high crop yields of a variety of crop types.*
- *Farmland of unique importance: more suitable for specific high value crops, primarily cranberries in Massachusetts⁷*

Green Community – A designation from the Massachusetts Department of Energy Resources recognizing municipalities that have adopted clean

energy and energy-efficiency policies according to the following criteria:

1. Adoption of zoning that allows as-of-right siting of renewable or alternative energy generating facilities, R&D facilities, or manufacturing facilities in designated locations.
2. Adoption of expedited application and permitting for renewable energy facilities.
3. Establish a baseline inventory and Energy Reduction Plan (with a goal of reducing energy use by 20 percent) for energy use in municipal buildings, facilities, and vehicles.
4. Adoption of a fuel-efficient vehicle policy, development of a vehicle inventory, and planning to replace non-exempt vehicles with more energy-efficient options.
5. Adoption of “Stretch Code” that minimizes energy use in new homes and buildings.⁸

Green Streets – Primarily a stormwater management approach to street design that incorporates vegetation, soil, and engineering systems to slow, filter, and cleanse stormwater runoff from impervious

surfaces, removing up to 90 percent of water pollutants. Green Streets are designed to provide environmental, social, and economic benefits for a community by focusing on design to benefit multiple users of the streets as part of the public realm as well as energy cost reductions. Green Street design incorporates sidewalks and bike lanes to make streets safer for pedestrians, bicyclists, and drivers in addition to their environmental benefits. The U.S. Environmental Protection Agency has more information about Green Streets: <https://www.epa.gov/G3/learn-about-green-streets>

Heat Wave – In Massachusetts, it is defined as three or more consecutive days above 90° Fahrenheit (F). The National Weather Services will issue a heat advisory when the heat index is forecast to exceed 100°F for 2 or more hours, and will issue an **excessive** heat advisory when the forecast predicts temperature to rise above 105°F.

7 MassGIS. MassGIS Data: NRCS SSURGO-Certified Soils.

8 MassDOER Green Communities Division. Becoming a Designated Green Community.

KEY DEFINITIONS

Historic Resource – a building, structure, document, or artifact that is listed on the state register of historic places or National Register of Historic Places or has been determined by the local historic preservation commission to be significant in the history, archeology, architecture or culture of a city or town.

Household – all the people, related or unrelated, who occupy a housing unit. It can also include a person living alone in a housing unit or a group of unrelated people sharing a housing unit as partners or roommates.

Family Household – Family households consist of two or more individuals who are related by birth, marriage, or adoption, although they also may include other unrelated people.

Non-Family Households – Non-family households consist of individuals living alone and individuals living with roommates who are not related by birth, marriage, or adoption.

Income Thresholds – the U.S. Department of Housing and Urban Development (HUD) establishes income thresholds that apply to various housing assistance programs. These thresholds are updated annually and are categorized by household size. Medway is part of the Boston-Cambridge-Quincy, MA-NH HUD Metro FMR Area.

Extremely Low-Income (ELI) – the FY 2014 Consolidated Appropriations Act changed the definition of extremely low-income to an individual or family whose annual gross income is the greater of 30/50ths (60 percent) of the Section 8 very low-income limit or the poverty guideline. The FY2022 ELI income limits for a household of one is \$29,450 and for a household of four is \$42,050.

Very Low-Income (VLI) – an individual or family whose annual gross income is at or below 50 percent AMI. The FY2022 VLI income limits for a household of one is \$49,100 and for a household of four is \$70,100.

Low/Moderate income (LMI) – an individual or family whose annual gross income at or below 80 percent of the area median income (AMI).⁹ The FY2022 LMI income limits for a household of one is \$78,300 and for a household of four is \$111,850.

Labor Force – all residents within a community over the age of 16 who are currently employed or **actively** seeking employment. It does not include students, retirees, discouraged workers (residents who are not actively seeking a job) or those who cannot work due to a disability.

Living Infrastructure – all the interconnected natural ecosystems within a municipality. This includes the rivers, forests, wetlands, meadows, soils, and the species of plants, animals, microorganisms, and other biodiversity.

Location Quotient – a metric that reveals the concentration of industries. It is a ratio that compares employment by industry between a community—Medway—and a comparison geography— the state of Massachusetts.

Mitigation – a proactive approach to climate resilience that looks ahead to predicted or potential risks and planning accordingly with the intention of reducing or eliminating foreseen threats.

Nodal Development – A dynamic activity center with a strong sense of place that has distinctive elements – one knows when one is entering and leaving the nodal development. These types of centers can be pedestrian centered and include mixed-uses to create a multi-function activity center. Downtowns are one type, a larger type, of nodal development. Communities can have multiple nodal developments of various sizes that can serve different areas of the community and/or have different combinations of activities. Nodal development is an alternative development pattern to auto-oriented strip development.

⁹ For purposes of MGL c.40B, moderate income is defined as up to 80 percent AMI.

Open Space – land to protect for existing and future well fields, aquifers and recharge areas, watershed land, agricultural land, grasslands, fields, forest land, meadows, wetlands, rivers, streams, lake and pond frontage, scenic vistas, wildlife or nature preservation, and/or land for recreational use.

Road Categories:

Arterial Roads – Arterials are roadways that provide the highest level of mobility at the greatest vehicular speed for the longest uninterrupted distances and are not intended to provide access to specific locations.

Collector Roads – funnel traffic from local roads to arterials and provide an additional layer of access to abutting properties compared to arterials, which usually have limited points of access.

Local Roads – provide access to abutting lands with little or no emphasis on mobility. These local roadways provide direct access to properties along them, have slower posted travel speeds, and feed local traffic onto collector roads.

Safe Yield – the yield or capacity of the Commonwealth’s major river basins.

Subsidized Housing Inventory – a list of housing units in each municipality that count towards the affordable housing stock under Chapter 40B.

Unemployment Rate – the percentage of the labor force who is not employed but actively seeking employment.

Vacancy Rate – the percentage of residential, commercial, office, or industrial properties that are not currently occupied by a household or business.

Wetlands Protection Bylaw – Medway’s local ordinance that provides additional protections for wetlands, water resources, and adjoining land that go beyond the Massachusetts Wetlands Protection Act, including a 25-foot no-disturb zone. Activities within these resource areas are subject to approval by the Conservation Commission.

ACRONYMS

40B

Comprehensive Permit, per MGL Chapter 40B

AADT

Annual Average Daily Traffic Counts

ACS

US Census Bureau's American Community Survey

ADA

Americans with Disabilities Act

ADD

Average Day Demand

ADU

Accessory Dwelling Unit

AMI

Area Median Income

APR

Agricultural Preservation Restriction

ARCPUD

Adult Retirement Community Planned Unit Development

AVT

Average Weekday Trips

BDR

Baseline Document Report

CHAS

Comprehensive Housing Affordability Strategy

CIP

Capital Improvement Program

COA

Medway Council on Aging

COVID-19

Coronavirus known as SARS-CoV-2

CPA

Community Preservation Act

CR

Conservation Restriction

CRB

Community Resilience Building

CRPCD

Charles River Pollution Control District

CSA

Community-Supported Agriculture

CTPS

Central Transportation Planning Staff

DCR

Massachusetts Department of Conservation and Recreation

DDS

Massachusetts Department of Developmental Services

DEP

Massachusetts Department of Environmental Protection

DHCD

Massachusetts Department of Housing and Community Development

DMH

Massachusetts Department of Mental Health

DOE

Massachusetts Department of Education

DOR

Massachusetts Department of Revenue

DPW

Medway Department of Public Works

EMS

Emergency Medical Services

EMSI

Economic Modeling Specialists, Intl.

EOC

Emergency Operations Center

EOLWD

Massachusetts Executive Office of Labor & Workforce Development

EV

Electric Vehicle

FEMA

Federal Emergency Management Agency

FIRMs

Flood Insurance Rate Maps

FY

Fiscal Year(s)

GATRA

Greater Attleboro and Taunton Regional Transit Agency

GIS

Geographic Information Science

HAMFI

Areawide Median Family Income set by HUD

HPP

Medway Housing Production Plan

HSIP

MassDOT Highway Safety Improvement Program

HUD

United States Department of Housing and Urban Development

I/I

Infiltration and inflow into the wastewater system

IDEA

Medway Inclusion, Diversity, and Equity Advisory Committee

IWRMP

Integrated Water Resource Management Plan

MACRIS

Massachusetts Cultural Resource Information System

MAPC

Metropolitan Area Planning Council

MassDOER

Massachusetts Department of Energy Resources

MassDOT

Massachusetts Department of Transportation

MassGIS

Massachusetts Bureau of Geographic Information

MassWildlife

Massachusetts Department of Fish and Game

MBLC

Massachusetts Board of Library Commissioners

MBTA

Massachusetts Bay Transportation Authority

MCA

Medway Cable Access

MedCC

Medway Cultural Council

MGD

Million Gallons per Day

MGL

Massachusetts General Laws

MHC

Massachusetts Historical Commission

MOE

Margins of Error

MPO

Boston Region Metropolitan Planning Organization

MPC

Master Plan Committee

MS4

Municipal Separate Storm Sewer System

MSA

Metropolitan Statistical Area

MSBA

Massachusetts School Building Authority

MVP

Medway Municipal Vulnerability Preparedness Program

MWRTA

MetroWest Regional Transit Authority

OSRD

Open Space Residential Development

OSRP

Medway Open Space and Recreation Plan 2020

PEDB

Planning and Economic Development Board

R&D

Research and Development

REIS

Real Estate Information Services

SHI

Massachusetts Subsidized Housing Inventory

SOV

Single Occupancy Vehicles

SRTS

Safe Routes to School

SSURGO

Soil Survey Geographic Database

STE(A)M

Science, technology, engineering, (arts,) and mathematics

TIP

Boston MPO's Transportation Improvement Program

TWG

The Warren Group

UMDI

University of Massachusetts at Amherst Donahue Institute, also UMass Donahue

USDA NRCS

U.S. Department of Agriculture's Natural Resource Conservation Service

VFW

Medway Veterans of Foreign Wars Post 1526

WMA

Water Management Act

ZBA

Medway Zoning Board of Appeals

THANK YOU!

ACKNOWLEDGMENTS

Thank you to the community members and Town staff who contributed their time and knowledge.

Master Plan Committee (MPC)

Jessica Chabot (Chair), Planning & Economic Development Board

Cassandra McKenzie (Vice Chair), Economic Development Committee

Eric Arbeene, At-Large Member

Carey Bergeron, Energy & Sustainability Committee

John Foresto, Select Board

Siri Krishna Khalsa, Council on Aging

Denise Legee, Open Space Committee

Linda Reynolds, Lions Club

Faina Shapiro, Medway Business Council Jack Wolfe, Affordable Housing Committee and Trust

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Susan Dietrich, School Committee

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Sarah Raposa, At-Large Member

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19:21:34 From Sarah Raposa to Everyone:

I have a work meeting at 730 so I'll be dropping off the call in a couple of minutes. Thanks for taking the time to go over these details!

19:22:36 From jess chabot to Everyone:

no problem we still have a quorum

19:23:40 From Debi Rossi to Everyone:

There were good comments at our last meeting regarding Goal 11 from Matt & Eric