



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, March 28, 2022 @ 6:30 p.m.
Remote Meeting via Zoom

Master Plan Committee (MPC) Members Present: Rebecca Atwood, Carey Bergeron, Jess Chabot, Susan Dietrich, John Foresto, Ellen Hillery, Siri Krishna Khalsa, Tara Kripowicz, Denise Legee, Cassandra McKenzie, Sarah Raposa, Linda Reynolds, Debi Rossi, Kristen Salera and Jack Wolfe.

Members Absent with Notice: Eric Arbeene.

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

Others Present: Michael Boynton, Town Manager; Consultant Jenn Goldson, Managing Director, JM Goldson, LLC.; Eric Halverson, Consultant, RKG

Call to Order

At 6:30 PM Ms. Chabot conducted a roll call of Master Plan Committee members present and called the meeting to order. The following fifteen members were present as noted via roll call: Rebecca Atwood, Carey Bergeron, Jess Chabot, Susan Dietrich, John Foresto, Ellen Hillery, Siri Krishna Khalsa, Tara Kripowicz, Denise Legee, Cassandra McKenzie, Sarah Raposa, Linda Reynolds, Debi Rossi, Kristen Salera and Jack Wolfe. This meeting was held entirely via Zoom (remote access); therefore, any votes taken will be by roll call in accordance with the Town's Remote Participation policy.

Meeting Protocol

Everyone remained muted unless they wished to speak. The Chat function was used to respond to questions or submit new comments/questions. Chat comments will be attached to these minutes. There were no members of the public present at this time.

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

Discussion with Town Manager Michael Boynton about Town finances

The following information was reviewed: Spreadsheet displaying budget information. SEE ATTACHED.

Present: Michael Boynton, Town Manager.

Mr. Boynton spoke briefly about how funding is configured, and reviewed each category on the spreadsheet. He explained how money is meted out, based on upcoming initiatives or ongoing projects, with the end result that the aforementioned distribution makes the local government operate successfully. He described how state funding, grant awards and free cash affect the overall budget. Next, Mr. Boynton explained how debt exclusions such as school projects are handled over time.

For FY23 there are basically only two sources of growth: New Growth and Property Tax Base. When the Town is considering new municipal facilities, the debt schedule must be pulled into that discussion as that expense will go against the revenues that are coming in. Debt expense falls off slowly in later years, but is a significant sum in the early years of the borrowing. Other funding is not known until late in the fiscal year (available funds not used in departmental budgets) or in the next fiscal year (state Certified Free Cash and reconfigured school budget with state aid defined).

Discussion followed on how property taxes are assessed and whether there are currently any tax overrides. There are currently no overrides in effect. Mr. Crowley asked for an explanation of free cash, noting that the Select Board intentionally builds the budget so that there are unused funds that can be used for a wider variety of things. Mr. Boynton emphasized that not all property taxes are collected so that figure cannot be fully counted on, making the free cash figure sufficient to cover that uncollectible amount. Free cash is used to make a variety of capital purchases and initiate improvement projects throughout municipal buildings.

Regarding state aid, Mr. Boynton noted that Chapter 70 is the largest source and goes to Medway Public Schools, and briefly reviewed the history of how those funds came about.

Next he covered Local Receipts which includes Motor Vehicle Excise Taxes, Meals Tax, Licenses & Permits, to name a few. Mr. Crowley spoke briefly about funds that come into the School Budget, noting that collective bargaining agreements must be honored as they include salary increases and other costs. With acknowledgement that new housing units will likely attract new residents with children, there will be discussions on how to get more money to the schools to support the increased student population. Discussion followed on how estimated costs for upcoming larger infrastructure projects are built into the municipal budget, i.e., new schools, new police station, etc.

At this time, Mr. Boynton reviewed debt expense and debt capacity.

Discussion concluded at 7:16 PM.

Discussion with consultant Eric Halverson of RKG on the Economic Development focused strategies

The following information was reviewed: PowerPoint presentation entitled "Medway Master Plan Committee – Strategy Discussion". See Attached.

Present: Eric Halverson, RKG consultant, sub-contractor to JM Goldson.

Ms. Goldson noted that she asked Mr. Halverson to focus on specific topics, and he has developed a presentation on economic strategies as well as transportation strategies.

Mr. Halverson pointed out that strategies involve a decision making process. As an example, he utilized a PowerPoint slide focusing on Route 109 with three preliminary strategies, and briefly reviewed them. A Redevelopment Authority can be instrumental in helping with an Urban Renewal Plan, and assist in various pieces of that initiative. A Pros and Cons slide followed which outlined things to keep in mind and some concerns about possible undesired impacts.

District Improvement Financing is another option for specific areas with the mechanism of capturing tax revenue that is directed to a specific fund separate from a Town's General Fund. The funds can only be used in the identified district for things that meet specific criteria. This reinvests the funds back into the subject district to effect improvements. Mr. Halverson provided names of other communities where this option has been utilized. Active links within the PDF connect to the individual towns. He advised caution that this option may not work for every district. Brief discussion followed.

Lastly, a community can establish an Urban Center Housing District where the establishment of housing is integral to the redevelopment plan, and incentives are offered toward construction costs, changes in zoning, tax exemptions, and so on. The "zone" would have to be identified first, followed by creation of a detailed plan for the area including proposed projects for the area. This would introduce housing into an area that is primarily commercial. Discussion followed.

For Industrial Districts, Tax Increment Financing (TIF) can be utilized to encourage redevelopment, based on project eligibility. A TIF agreement can be structured based on the project as well as the fiscal health of the investors.

Agriculture as Economic Development would involve initiatives with business potential such as farm-to-table potential which helps both the community and the farm. Mr. Halverson pointed out a variety of other things a farm could offer to improve their economic viability. Active links in the presentation connect to successful agricultural operations in other communities.

Discussion followed on land with a Chapter 61A designation, rezoning of areas to encourage redevelopment with a change in allowed uses, and interested proponents for things such as a Battery Storage Energy Facility as well as a history of the Oak Grove development initiative.

Complete Streets involves creating a policy with planning and design options for all travel modes – walking, biking, transit [bus/van] and vehicles – for all ages and abilities. Mr. Halverson presented reasons for having such a policy under which MassDOT funding may be available to support transportation improvement projects. He identified the components of a Complete Streets Policy. It was noted that there was significant feedback from residents on having safe pedestrian or bicycle travel in the community. Discussion followed.

Presentation and discussion concluded at 8:36 PM. Mr. Boynton exited the meeting.

Review results of Phase 3 Focus Group meetings

*The following information was reviewed: Medway Phase III Focus Group Summary. **See Attached.***

Ms. Goldson asked everyone to access the link emailed out on Friday, March 25th, to review and provide feedback on the webpage for the April 5 Community Forum. It's not finished, but feedback is important.

Referring to the focus groups, Ms. Goldson asked members to review the summary in the next couple of days and send that feedback to her as well. Some of the comments raised in focus groups will be used on the website, and the consultant team wants to be sure those are being interpreted accurately. It was noted that the summary is only a portion of the larger document. Responding to a question from Ms. Chabot, Ms. Goldson explained the color coding of comments.

At this time, Ms. Goldson shared a screen shot of the website for Online Community Engagement for Phase 3. Not every strategy will be included; they tried to select the ones that involved a number of decisions. She reviewed examples of topics that attracted a variety of ideas and perspectives. Are there things with too much detail? Not enough detail? She pointed out the categories as well as the design of the site. Ms. Goldson noted she was also considering a short video to add to the site that may provide explanation of how and why this is being pursued. The site is interactive and allows participants to submit questions and comments.

<https://storymaps.arcgis.com/stories/9c64d30196134443814411189edbc67e>

Committee members were asked to submit their feedback to her by end of the day on Tuesday, March 29.

April Community Engagement Opportunities

The following information was reviewed: (1) Flyer for April 5 Community Forum; and (2) Excel spreadsheet listing details for upcoming events. See Attached.

- ❖ Online Community Forum – Tuesday, April 5 @ 6:30 pm. Committee members were asked to promote this event strongly to their respective boards and committees as well as on social media.
- ❖ Online Community Engagement - The survey website will be live until the end of April which allows people to participate if they were unable to participate in the April 5th Community Forum. Members were asked to spread the word about the site.
- ❖ Attendance at community events to promote online Community Engagement
- ❖ Meeting with Town Department Heads - April 13
- ❖ Phase 3 presentations to various board, committee and community meetings

At this time, a volunteer was sought to make the presentation on April 12 to Library Board Trustees. After discussion, Ms. Salera offered to do it with assistance from Ms. Rossi.

Ms. Kripowicz asked if there was material that could be used for these presentations. Ms. Goldson responded that there are materials that need to be completed in a specific sequence; the presentation will be ready next Monday.

Other Outreach – Brainstorm MP Committee involvement at Medway PRIDE Day, Saturday, May 21, 2022

There is time to figure out what the Committee can do for this event. Having a booth means staffing the booth in two-hour shifts. Ms. Goldson suggested having printed materials that explain the Master Plan project, and identify ways to be involved. After discussion, Ms. Rossi, Ms. Atwood, Ms. Raposa and Ms. Salera offered to serve on a subcommittee to work on staffing the booth as well as determining what other tasks need to happen beforehand.

Ms. Chabot made a motion to create a subcommittee for the purpose of coordinating the Master Plan Committee's booth at Medway PRIDE day as well as other involvement at the event, and, further, to appoint Ms. Atwood, Ms. Raposa, Ms. Rossi, and Ms. Salera to serve on this committee; Ms. Raposa seconded. No discussion. ROLL CALL VOTE: 14-0-0 (Atwood, aye; Bergeron, aye; Chabot, aye; Dietrich, aye; Foresto, aye; Hillery, aye; Kripowicz, aye; Legee, aye; McKenzie, aye; Raposa, aye; Reynolds, aye; Rossi, aye; Salera, aye; Wolfe, aye). It is noted that Ms. Khalsa had exited the meeting by this time.

Review of Meeting Minutes – February 28, 2022 Master Plan Committee meeting

Draft minutes from February 28, 2022 were reviewed. No amendments were submitted beforehand.

There being no proposed amendments, **Ms. Raposa made a motion to approve the minutes of the February 28, 2022 MP Committee meeting, as presented; Ms. Rossi seconded. No discussion. ROLL CALL VOTE: 14-0-0 (Atwood, aye; Bergeron, aye; Chabot, aye; Dietrich, aye; Foresto, aye; Hillery, aye; Kripowicz, aye; Legee, aye; McKenzie, aye; Raposa, aye; Reynolds, aye; Rossi, aye; Salera, aye; Wolfe, aye).**

Update at Medway High School

Ms. Rossi reported that at least 50 students responded they would like to participate in a focus group. The Master Plan presentation was Zoomed into a handful of classrooms as well as the auditorium for 9th and 10th grade students at Medway High School. She has not seen the summary of the responses; almost everyone in the freshman and sophomore classes were included. Ms. Dietrich emphasized that the half day schedule provides opportunities to reach students. It was suggested to distribute the April 5 Community Forum flyer to the students in some way. Discussion followed.

It was noted that the Medway Community Farm event on April 14 is in conjunction with the Medway Business Council. Ms. Chabot will handle that one.

Review of Correspondence

None

Member comments and questions

None other than those already presented.

The next meeting of the committee will be May 12, Thursday at 6:30 PM.

Public Comments

None other than those expressed during discussions.

Topics for future meetings

None other than those expressed during discussions.

Other business as may come before the Committee

None.

Adjourn

At 9:15 PM Mr. Wolfe made a motion to adjourn; Ms. Rossi seconded. No discussion. ROLL CALL VOTE: 14-0-0 (Atwood, aye; Bergeron, aye; Chabot, aye; Dietrich, aye; Foresto, aye; Hillery, aye; Kripowicz, aye; Legee, aye; McKenzie, aye; Raposa, aye; Reynolds, aye; Rossi, aye; Salera, aye; Wolfe, aye).

*Respectfully submitted,
Jeanette Galliardt
Recording Secretary*

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

TOWN OF MEDWAY - FY'2023 REVENUE/EXPENDITURE COMPARISONS

REVENUE SUMMARY:

March 7, 2022

Tax Levy(<i>includes debt exclusions & New Growth</i>)	\$47,278,644.08
State (Cherry Sheet) Aid	\$12,579,847.00
Local Receipts	\$3,305,100.00
Enterprise Funds Estimated Indirects	\$735,382.00
Excluded Debt Stabilization Fund	\$113,000.00
EMS Receipts Reserved Appropriation	\$700,000.00

TOTAL FY'2023 PROJECTED REVENUES: \$64,711,973.08

EXPENDITURE SUMMARY:

General O&M Budgets	\$61,856,011.00	
Cherry Sheet Offsets(<i>Sch.Choice, Library</i>)	\$355,506.00	FY'23 Governor's Budget
Charter School Assessments	\$409,871.00	FY'23 Governor's Budget
School Choice Sending Tuition	\$284,028.00	FY'23 Governor's Budget
State & County Assessments	\$281,557.00	FY'23 Governor's Budget
Stabilization Appropriation Article	\$100,000.00	
Roads & Sidewalks	\$800,000.00	
Other Local Expenses (Tax Title, Family Day)	\$25,000.00	
OPEB Appropriation	\$300,000.00	
Overlay Appropriation	\$300,000.00	
TOTAL EXPENDITURES	\$64,711,973.00	
DIFFERENCE	\$0.08	

TOWN OF MEDWAY - FY'2023 STATE AID PROJECTIONS

	<i>FY'23 Governor's Budget</i>		<i>10% Reduction</i>			
	<u>FY'2023 Estimated</u>	<u>FY'2022 ATM</u>	<u>FY'2021 ATM</u>	<u>FY'2020 FINAL</u>	<u>FY'2019 FINAL</u>	<u>FY'2018 FINAL</u>
EDUCATION:						
Chapter 70	10,627,719.00	10,564,089.00	9,510,299.00	10,501,419.00	10,434,849.00	10,368,909.00
School Transportation Programs						
School Construction Debt Reimb.						
Tuition Of State Wards						
Retired Teachers Pensions						
Charter Tuition Reimbursement	71,563.00	20,636.00	58,569.00	89,817.00	44,039.00	9,823.00
Charter School Capital Facilities						
School Choice Receiving Tuition	332,759.00	374,942.00	328,965.00	402,314.00	451,284.00	466,399.00
Racial Equality						
School Lunch						
Education Sub-Total	\$11,032,041.00	\$10,959,667.00	\$9,897,833.00	10,993,550.00	\$10,930,172.00	\$10,845,131.00
GENERAL GOVERNMENT:						
Lottery Aid						
Additional Assistance						
General Municipal Aid	1,377,054.00	1,340,851.00	1,198,604.00	1,295,508.00	1,261,449.00	1,218,791.00
<i>Annual Formula Local Aid</i>						
Highway Fund						
Local Share of Racing Taxes						
Police Career Incentive						
Veterans Benefits	82,942.00	61,128.00	63,253.00	65,424.00	63,201.00	103,297.00
Veterans, Blind, Surv. Spouse Exemptions	65,063.00	55,445.00	56,358.00	61,658.00	60,850.00	49,389.00
Elderly Exemptions						
<i>Exemptions Reimbursement Total</i>						
State Owned Land						
Public Libraries	22,747.00	23,117.00	16,399.00	18,755.00	17,544.00	16,216.00
Gen. Gov. Sub-Total	\$1,547,806.00	\$1,480,541.00	\$1,334,614.00	\$1,441,345.00	\$1,403,044.00	\$1,387,693.00
TOTAL STATE AID PROJECTION:	\$12,579,847.00	\$12,440,208.00	\$11,232,447.00	\$12,434,895.00	\$12,333,216.00	\$12,232,824.00

TOWN OF MEDWAY - FY'2023 PRELIMINARY PROPERTY TAX LEVY EXPLANATION

	<u>Estimate FY'2023</u>	<u>Recap FY'2022</u>	<u>Recap FY'2021</u>	<u>Recap FY'2020</u>	<u>Recap FY'2019</u>
(1) Property Tax Base Pre 2 1/2 Growth	\$45,032,443.00	\$43,047,199.00	\$41,294,017.00	\$39,782,447.00	\$34,087,272.00
(2) 2 1/2 % Growth	\$1,125,811.08	\$1,076,179.98	\$1,032,350.00	\$994,561.18	\$852,182.00
(3) TOTAL [#1 + #2]	\$46,158,254.08	\$44,123,378.98	\$42,326,367.00	\$40,777,008.18	\$34,939,454.00
(4) Debt Exclusion Figures:					
<i>Land Acquisition-4/03</i>	\$0.00	\$0.00	\$12,528.00	\$15,130.00	\$15,718.00
<i>School Remodeling-4/03</i>	\$0.00	\$120,175.00	\$125,235.00	\$130,180.00	\$135,010.00
<i>School Remodeling-4/03</i>	\$0.00	\$18,810.00	\$19,602.00	\$21,419.00	\$22,217.00
<i>New School-High School-11/06</i>	\$619,476.00	\$640,419.00	\$661,361.00	\$682,304.00	\$703,246.00
<i>Sewer Construction-10/09</i>	\$51,080.00	\$52,568.00	\$53,843.00	\$55,330.00	\$56,817.00
<i>School Repair-Middle School-2/12</i>	\$298,068.00	\$302,923.00	\$307,779.00	\$317,490.00	\$327,201.00
<i>School Repair-Middle School-9/12</i>	\$243,280.00	\$247,204.00	\$251,127.00	\$255,051.00	\$260,937.00
<i>School Repair-Middle School-5/13</i>	\$221,486.00	\$224,691.00	\$227,897.00	\$231,104.00	\$234,310.00
TOTAL DEBT EXCLUSION	\$1,433,390.00	\$1,606,790.00	\$1,659,372.00	\$1,708,008.00	\$1,755,456.00
(5) New Growth Estimate	\$500,000.00	\$909,064.00	\$720,832.00	\$517,009.00	\$4,842,993.00
(6) TOTAL PROPERTY TAX: [#3 + #4 + #5]	\$48,091,644.08	\$46,639,232.98	\$44,706,571.00	\$43,002,025.18	\$41,537,903.00
(7) Unused Levy Amount*	\$813,000.00	\$1,606,745.00	\$1,637,778.00	\$1,484,009.00	\$2,055,939.00
(8) TOTAL PROPERTY TAX LEVY: [#6 - #7]	\$47,278,644.08	\$45,032,487.98	\$43,068,793.00	\$41,518,016.18	\$39,481,964.00

***UNUSED LEVY CAPACITY BREAKDOWN:**

- Excluded Debt Stabilization Transfer	\$113,000.00
- Property Tax Relief (Exelon)	\$500,000.00
- Annual Levy Hold Back	\$200,000.00
	<hr/>
	\$813,000.00

TOWN OF MEDWAY - FISCAL YEAR 2023 - LOCAL RECEIPTS PROJECTIONS

	<u>ESTIMATED</u> <u>FY'2023</u>	<u>ESTIMATED</u> <u>FY'2022</u>	<u>FY'2021 ACTUAL</u>	<u>FY'2020</u> <u>ACTUAL</u>	<u>FY'2019 ACTUAL</u>	<u>FY'2018 ACTUAL</u>
GENERAL GOVERNMENT:						
Motor Vehicle Excise	\$2,000,000.00	\$2,000,000.00	\$1,905,406.00	\$2,152,921.00	\$2,114,998.00	\$2,097,808.00
Other State Taxes (Meals, Hotels, etc.)	\$150,000.00	\$150,000.00	\$196,987.00	\$203,050.00	\$209,816.00	\$201,624.00
Penalties & Interest	\$80,000.00	\$80,000.00	\$163,831.00	\$152,692.00	\$83,563.00	\$341,771.00
Payment In Lieu of Tax (Housing Auth, etc.)	\$35,000.00	\$24,000.00	\$45,374.00	\$54,474.00	\$38,578.00	\$37,468.00
Town Fees	\$125,000.00	\$100,000.00	\$218,308.00	\$195,470.00	\$159,453.00	\$166,489.00
Department Revenue - All Others	\$50,000.00	\$50,000.00	\$96,533.00	\$176,942.00	\$129,309.00	\$59,907.00
Licenses & Permits	\$325,000.00	\$300,000.00	\$1,231,030.00	\$728,728.00	\$392,612.00	\$1,266,797.00
Fines & Forfeits	\$20,000.00	\$20,000.00	\$19,103.00	\$20,694.00	\$24,044.00	\$32,078.00
Investment Income	\$100,000.00	\$100,000.00	\$96,050.00	\$344,415.00	\$252,885.00	\$151,897.00
Miscellaneous Recurring Revenue	\$420,100.00	\$420,100.00	\$514,297.00	\$590,624.00	\$493,858.00	\$804,375.00
Miscellaneous Non-Recurring	\$0.00	\$0.00	\$242,900.00	\$75,234.00	\$0.00	\$1,404,889.00
TOTAL LOCAL RECEIPTS PROJECTION:	\$3,305,100.00	\$3,244,100.00	\$4,729,819.00	\$4,695,244.00	\$3,899,116.00	\$6,565,103.00

TOWN OF MEDWAY - FISCAL YEAR 2023 - LOCAL RECEIPTS PROJECTIONS

FY'2017 ACTUAL

\$1,945,886.54

\$182,749.26

\$212,522.32

\$35,953.71

\$216,398.92

\$93,296.83

\$459,757.00

\$24,741.70

\$248,390.03

\$511,731.19

\$220,282.00

\$4,151,709.50

TOWN OF MEDWAY DEBT SERVICE - FY23

	BORROWING AMT	FY'2022	FY'2023	FY'2024	FY'2025	FY'2026	FY'2027
<u>GENERAL FUND</u>							
<u>EXCLUDED DEBT</u>							
GOB 4/15/2003 - School Remodeling	\$2,200,000 (20 years)	120,175					
GOB 4/15/2003 - School Remodeling	\$360,000 (20 years)	18,810					
GOB 11/15/2006 - High School	\$10,355,000 (20 years)	644,326	622,526	600,729	578,654	556,241	
MPL 10/8/2009 - Sewer Construction (1/2)	\$1,668,800 (20 years)	56,038	54,550	50,400	48,800	47,200	45,600
MPL 2/15/2012 - Middle School Renovation	\$5,000,000 (20 years)	311,938	306,938	301,938	296,938	291,938	286,625
GOB 9/15/2012 - Middle School Renovation	\$4,000,000 (20 years)	\$252,000	\$248,000	\$244,000	\$240,000	\$236,000	\$232,000
GOB 5/15/2013 - Middle School Renovation	\$3,500,000 (20 years)	\$229,250	\$225,750	\$222,250	\$218,750	\$215,250	\$211,750
TOTAL EXCLUDED DEBT		\$1,632,536	\$1,457,764	\$1,419,317	\$1,383,142	\$1,346,629	\$775,975
<u>NON-EXCLUDED DEBT</u>							
GOB 4/15/2003 - School Remodeling	\$131,300 (20 years)	\$6,270					
GOB 11/15/2006 - Remodeling School	\$186,000 (20 years)	\$10,640	\$10,280	\$9,920	\$9,556	\$9,186	
GOB 11/15/2006 - Remodeling School	\$650,000 (20 years)	\$40,197	\$38,837	\$37,477	\$36,100	\$34,701	
GOB 11/15/2006 - Remodeling Town Hall	\$160,000 (20 years)	\$8,276	\$7,996	\$7,716	\$7,432	\$7,144	
MPL 10/8/2009 - Senior Center Remolding	\$160,000 (20 years)	\$11,750	\$11,400	\$6,100	\$5,900	\$5,700	\$5,500
MPL 10/8/2009 - Fire Truck	\$220,000 (15 years)	\$16,425	\$15,900	\$15,300			
MPL 10/8/2009 - Sidewalk Plow	\$110,000 (15 years)	\$5,475	\$5,300	\$5,100			
GOB 8/15/2010 - Brentwood Drainage	\$130,000 (12 years)	\$10,763	\$10,463	\$10,156			
GOB 8/15/2010 - Energy Conservation ESCO	\$3,780,050 (20 years)	\$256,971	\$250,971	\$244,846	\$238,471	\$231,821	\$220,009
GOB 9/15/2012 - Fire Ladder Truck	\$900,000 (10 years)	\$92,700	\$90,900				
MPL 3/15/2015 - Hanlon Turf Field	\$640,200 (15 years)	\$54,000	\$52,650	\$51,300	\$50,400	\$49,500	\$48,375
MPL 3/15/2015 - Town Fields	\$729,750 (15 years)	\$60,000	\$58,500	\$57,000	\$56,000	\$55,000	\$53,750
MPL 9/15/16 - POLICE RADIO SYSTEM	\$273,000 (9 years)	\$34,200	\$33,000	\$31,800	\$30,900	\$30,300	
MPL 9/15/16 - POLICE COMPUTERS	\$55,000 (5 years)	\$10,200					
MPL 9/15/16 - MCGOVERN WINDOWS	\$505,640 (10 years)	\$57,700	\$55,700	\$53,700	\$47,250	\$46,350	\$45,450
MPL 9/15/16 - SCHOOL WING RENOVATION	\$150,000 (10 years)	\$17,400	\$16,800	\$16,200	\$15,750	\$15,450	\$15,150
MPL 9/15/16 - LIBRARY CARPET	\$90,000 (6 years)	\$15,900	\$15,300				
MPL 9/15/16 - BRENTWOOD DRAINAGE	\$170,000 (10 years)	\$17,400	\$16,800	\$16,200	\$15,750	\$15,450	\$15,150
MPL 9/15/16 - RTE 109 ROAD WORK	\$500,000 (10 years)	\$58,000	\$56,000	\$54,000	\$52,500	\$51,500	\$50,500
MPL 9/15/16 - AMBULANCE	140,000 (5 years)	\$25,500					
MCWT CW-11-20 WATER MGMT PRG	\$459,032 (20 years)	\$30,753	\$30,753	\$30,753	\$30,753	\$30,752	\$30,753
MPL 9/12/18 - PARKS & REC IMPROVEMENTS	\$2,450,000 (14 years)	\$239,388	\$230,888	\$224,088	\$219,200	\$212,613	\$199,238
MPL 9/12/18 - VFW PURCHASE PAYMENT #1	\$510,000 (10 years)	\$63,825	\$61,325	\$59,325	\$57,888	\$51,075	\$48,825
MPL 9/12/18 - SCHOOL BUILDING BOILERS	\$550,000 (14 years)	\$55,688	\$53,688	\$52,088	\$50,938	\$49,388	\$47,388
MPL 9/12/19 - OAKGROVE 15 TROTTER DR	\$600,000 (10 years)	\$75,875	\$73,125	\$70,375	\$62,750	\$60,250	\$57,750
MPL 9/12/19 DPS FACILITY BLDG - 65% of Total Debt	\$8,378,500 (20 years)	\$692,652	\$671,690	\$650,727	\$629,765	\$608,802	\$587,840
MPL 9/12/19 - VFW PURCHASE PAYMENT #2	\$400,000 (10 years)	\$48,975	\$47,225	\$45,475	\$43,725	\$41,975	\$40,225
MPL 9/12/19 - PARKS \$50k, SCH PLAYGRDS \$300k	\$350,000 (10 years)	\$42,150	\$40,650	\$39,150	\$37,650	\$36,150	\$34,650
MPL 9/23/20 - URBAN RENEWAL 16 ALDER ST	\$230,000 (10 years)	\$31,350	\$30,350	\$29,350	\$28,475	\$27,725	\$26,975
MPL 9/23/20 - VFW PURCHASE PAYMENT #3	\$385,000 (20 years)	\$28,320	\$27,520	\$26,720	\$26,020	\$25,420	\$24,820
TOTAL NON-EXCLUDED DEBT		\$2,118,742	\$2,014,009	\$1,844,866	\$1,753,172	\$1,696,252	\$1,552,347
<u>AUTHORIZED / PROJECTED DEBT</u>							
PICKEL BALL COURT - \$250,000 (10 yrs)		\$18,250					
CASSIDY FIELD PARKING LOT - \$300,000 (10 years)	ATM 5/10/21 Art.9	\$21,900	\$36,900	\$36,210	\$35,520	\$34,830	\$34,140
SOFTBALL FIELD - \$200,000 (10 years)	ATM 5/10/21 Art.9	\$14,600	\$24,600	\$24,140	\$23,680	\$23,220	\$22,760
CENTER ST DRAINAGE - \$100,000 (15 years)	ATM 5/10/21 Art.9	\$5,634	\$8,967	\$8,813	\$8,660	\$8,507	\$8,353
REDESIGN INTERSECTION - \$100,000 (10 years)		\$7,300					
OAK GROVE LAND ACQUISITION - \$135,000 (10 yrs)	ATM 5/19/19 Art.29		\$16,605	\$16,295	\$15,984	\$15,674	\$15,363
OAK GROVE LAND ACQUISITION - \$1,415,000 (10 yrs)	ATM 5/19/19 Art.29	\$113,150	\$174,045	\$170,791	\$167,536	\$164,282	\$161,027
OAK GROVE LAND ACQUISITION - \$1,100,000 (10 yrs)	ATM 5/10/21 Art.12	\$80,300		\$135,300	\$132,770	\$130,240	\$127,710
FUTURE CAPACITY			\$102,110				
MUNICIPAL BUILDING - \$9,500,000 (30 years)					\$535,167	\$527,883	\$520,600
MEMORIAL ROOF- \$2,000,000 (20 years)					\$146,000	\$143,700	\$141,400
MIDDLE SCHOOL ROOF - \$3,000,000 (20 years)							\$219,000
HIGH SCHOOL ROOF - \$4,000,000 (20 years)							
TOTAL ESTIMATED DEBT @ 2.3%		\$261,134	\$363,227	\$391,549	\$1,065,317	\$1,048,336	\$1,250,353
GENERAL FUND GRANT TOTAL		\$4,012,412	\$3,835,000	\$3,655,731	\$4,201,630	\$4,091,216	\$3,578,675

TOWN OF MEDWAY DEBT SERVICE - FY23

	BORROWING AMT	FY'2022	FY'2023	FY'2024	FY'2025	FY'2026	FY'2027
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TOWN OF MEDWAY DEBT SERVICE - FY23

	FY'2028	FY'2029	FY'2030	FY'2031	FY'2032	FY'2033	FY'2034	FY'2035
<u>GENERAL FUND</u>								
<u>EXCLUDED DEBT</u>								
GOB 4/15/2003 - School Remodeling								
GOB 4/15/2003 - School Remodeling								
GOB 11/15/2006 - High School								
MPL 10/8/2009 - Sewer Construction (1/2)	44,000	42,400	40,800					
MPL 2/15/2012 - Middle School Renovation	281,000	275,375	269,500	263,250	256,750			
GOB 9/15/2012 - Middle School Renovation	\$227,750	\$223,250	\$218,500	\$213,500	\$207,750	\$202,750		
GOB 5/15/2013 - Middle School Renovation	\$206,500	\$201,250	\$196,000	\$190,750	\$185,500	\$180,250		
TOTAL EXCLUDED DEBT	\$759,250	\$742,275	\$724,800	\$667,500	\$650,000	\$383,000	\$0	\$0
<u>NON-EXCLUDED DEBT</u>								
GOB 4/15/2003 - School Remodeling								
GOB 11/15/2006 - Remodeling School								
GOB 11/15/2006 - Remodeling School								
GOB 11/15/2006 - Remodeling Town Hall								
MPL 10/8/2009 - Senior Center Remolding	\$5,300	\$5,100						
MPL 10/8/2009 - Fire Truck								
MPL 10/8/2009 - Sidewalk Plow								
GOB 8/15/2010 - Brentwood Drainage								
GOB 8/15/2010 - Energy Conservation ESCO	\$213,062	\$205,920	\$198,656					
GOB 9/15/2012 - Fire Ladder Truck								
MPL 3/15/2015 - Hanlon Turf Field	\$47,250	\$46,125						
MPL 3/15/2015 - Town Fields	\$52,500	\$51,250						
MPL 9/15/16 - POLICE RADIO SYSTEM								
MPL 9/15/16 - POLICE COMPUTERS								
MPL 9/15/16 - MCGOVERN WINDOWS								
MPL 9/15/16 - SCHOOL WING RENOVATION								
MPL 9/15/16 - LIBRARY CARPET								
MPL 9/15/16 - BRENTWOOD DRAINAGE								
MPL 9/15/16 - RTE 109 ROAD WORK								
MPL 9/15/16 - AMBULANCE								
MCWT CW-11-20 WATER MGMT PRG	\$30,753	\$30,753	\$30,753	\$30,753	\$30,753	\$30,753	\$30,753	\$30,753
MPL 9/12/18 - PARKS & REC IMPROVEMENTS	\$192,638	\$187,688	\$182,738	\$177,788	\$172,838	\$167,681		
MPL 9/12/18 - VFW PURCHASE PAYMENT #1	\$47,025	\$45,675						
MPL 9/12/18 - SCHOOL BUILDING BOILERS	\$40,863	\$39,813	\$38,763	\$37,713	\$36,663	\$35,569		
MPL 9/12/19 - OAKGROVE 15 TROTTER DR	\$55,250	\$53,000	\$51,000					
MPL 9/12/19 DPS FACILITY BLDG - 65% of Total Debt	\$566,877	\$548,011	\$531,241	\$516,567	\$503,990	\$491,412	\$480,931	\$472,546
MPL 9/12/19 - VFW PURCHASE PAYMENT #2	\$38,475	\$36,900	\$30,600					
MPL 9/12/19 - PARKS \$50k, SCH PLAYGRDS \$300k	\$33,150	\$31,800	\$30,600					
MPL 9/23/20 - URBAN RENEWAL 16 ALDER ST	\$21,350	\$20,850	\$20,400	\$20,100				
MPL 9/23/20 - VFW PURCHASE PAYMENT #3	\$24,270	\$23,770	\$23,320	\$23,020	\$22,810	\$22,580	\$22,330	\$22,060
TOTAL NON-EXCLUDED DEBT	\$1,368,762	\$1,326,654	\$1,138,070	\$805,940	\$767,053	\$747,995	\$534,014	\$525,359
<u>AUTHORIZED / PROJECTED DEBT</u>								
PICKEL BALL COURT - \$250,000 (10 yrs)								
CASSIDY FIELD PARKING LOT - \$300,000 (10 years)	\$33,450	\$32,760	\$32,070	\$31,380	\$30,690			
SOFTBALL FIELD - \$200,000 (10 years)	\$22,300	\$21,840	\$21,380	\$20,920	\$20,460			
CENTER ST DRAINAGE - \$100,000 (15 years)	\$8,200	\$8,047	\$7,893	\$7,740	\$7,587	\$7,433	\$7,280	\$7,127
REDESIGN INTERSECTION - \$100,000 (10 years)								
OAK GROVE LAND ACQUISITION - \$135,000 (10 yrs)	\$15,053	\$14,742	\$14,432	\$14,121	\$13,811			
OAK GROVE LAND ACQUISITION - \$1,415,000 (10 yrs)	\$157,773	\$154,518	\$151,264	\$148,009	\$144,755			
OAK GROVE LAND ACQUISITION - \$1,100,000 (10 yrs)	\$125,180	\$122,650	\$120,120	\$117,590	\$115,060	\$112,530		
FUTURE CAPACITY								
MUNICIPAL BUILDING - \$9,500,000 (30 years)	\$513,317	\$506,033	\$498,750	\$491,467	\$484,183	\$476,900	\$469,617	\$462,333
MEMORIAL ROOF- \$2,000,000 (20 years)	\$139,100	\$136,800	\$134,500	\$132,200	\$129,900	\$127,600	\$125,300	\$123,000
MIDDLE SCHOOL ROOF - \$3,000,000 (20 years)	\$215,550	\$212,100	\$208,650	\$205,200	\$201,750	\$198,300	\$194,850	\$191,400
HIGH SCHOOL ROOF - \$4,000,000 (20 years)		\$292,000	\$287,400	\$282,800	\$278,200	\$273,600	\$269,000	\$264,400
TOTAL ESTIMATED DEBT @ 2.3%	\$1,229,923	\$1,501,490	\$1,476,459	\$1,451,427	\$1,426,396	\$1,196,363	\$1,066,047	\$1,048,260
GENERAL FUND GRANT TOTAL	\$3,357,935	\$3,570,419	\$3,339,329	\$2,924,867	\$2,843,449	\$2,327,358	\$1,600,061	\$1,573,619

TOWN OF MEDWAY DEBT SERVICE - FY23

	FY'2028	FY'2029	FY'2030	FY'2031	FY'2032	FY'2033	FY'2034	FY'2035

TOWN OF MEDWAY DEBT SERVICE - FY23

	FY'2036	FY'2037	FY'2038	FY'2039	FY'2040	FY'2041	FY'2042	FY'2043
<u>GENERAL FUND</u>								
<u>EXCLUDED DEBT</u>								
GOB 4/15/2003 - School Remodeling								
GOB 4/15/2003 - School Remodeling								
GOB 11/15/2006 - High School								
MPL 10/8/2009 - Sewer Construction (1/2)								
MPL 2/15/2012 - Middle School Renovation								
GOB 9/15/2012 - Middle School Renovation								
GOB 5/15/2013 - Middle School Renovation								
TOTAL EXCLUDED DEBT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>NON-EXCLUDED DEBT</u>								
GOB 4/15/2003 - School Remodeling								
GOB 11/15/2006 - Remodeling School								
GOB 11/15/2006 - Remodeling School								
GOB 11/15/2006 - Remodeling Town Hall								
MPL 10/8/2009 - Senior Center Remolding								
MPL 10/8/2009 - Fire Truck								
MPL 10/8/2009 - Sidewalk Plow								
GOB 8/15/2010 - Brentwood Drainage								
GOB 8/15/2010 - Energy Conservation ESCO								
GOB 9/15/2012 - Fire Ladder Truck								
MPL 3/15/2015 - Hanlon Turf Field								
MPL 3/15/2015 - Town Fields								
MPL 9/15/16 - POLICE RADIO SYSTEM								
MPL 9/15/16 - POLICE COMPUTERS								
MPL 9/15/16 - MCGOVERN WINDOWS								
MPL 9/15/16 - SCHOOL WING RENOVATION								
MPL 9/15/16 - LIBRARY CARPET								
MPL 9/15/16 - BRENTWOOD DRAINAGE								
MPL 9/15/16 - RTE 109 ROAD WORK								
MPL 9/15/16 - AMBULANCE								
MCWT CW-11-20 WATER MGMT PRG	\$30,753	\$30,753	\$30,753	\$30,753				
MPL 9/12/18 - PARKS & REC IMPROVEMENTS								
MPL 9/12/18 - VFW PURCHASE PAYMENT #1								
MPL 9/12/18 - SCHOOL BUILDING BOILERS								
MPL 9/12/19 - OAKGROVE 15 TROTTER DR								
MPL 9/12/19 DPS FACILITY BLDG - 65% of Total Debt	\$463,637	\$454,204	\$444,509	\$431,340	\$421,200			
MPL 9/12/19 - VFW PURCHASE PAYMENT #2								
MPL 9/12/19 - PARKS \$50k, SCH PLAYGRDS \$300k								
MPL 9/23/20 - URBAN RENEWAL 16 ALDER ST								
MPL 9/23/20 - VFW PURCHASE PAYMENT #3	\$21,770	\$21,460	\$21,100	\$15,750	\$15,450	\$15,150		
TOTAL NON-EXCLUDED DEBT	\$516,160	\$506,417	\$496,362	\$477,843	\$436,650	\$15,150	\$0	\$0
<u>AUTHORIZED / PROJECTED DEBT</u>								
PICKEL BALL COURT - \$250,000 (10 yrs)								
CASSIDY FIELD PARKING LOT - \$300,000 (10 years)								
SOFTBALL FIELD - \$200,000 (10 years)								
CENTER ST DRAINAGE - \$100,000 (15 years)	\$6,973	\$6,820						
REDESIGN INTERSECTION - \$100,000 (10 years)								
OAK GROVE LAND ACQUISITION - \$135,000 (10 yrs)								
OAK GROVE LAND ACQUISITION - \$1,415,000 (10 yrs)								
OAK GROVE LAND ACQUISITION - \$1,100,000 (10 yrs)								
FUTURE CAPACITY								
MUNICIPAL BUILDING - \$9,500,000 (30 years)	\$455,050	\$447,767	\$440,483	\$433,200	\$425,917	\$418,633	\$411,350	\$404,067
MEMORIAL ROOF- \$2,000,000 (20 years)	\$120,700	\$118,400	\$116,100	\$113,800	\$111,500	\$109,200	\$106,900	\$104,600
MIDDLE SCHOOL ROOF - \$3,000,000 (20 years)	\$187,950	\$184,500	\$181,050	\$177,600	\$174,150	\$170,700	\$167,250	\$163,800
HIGH SCHOOL ROOF - \$4,000,000 (20 years)	\$259,800	\$255,200	\$250,600	\$246,000	\$241,400	\$236,800	\$232,200	\$227,600
TOTAL ESTIMATED DEBT @ 2.3%	\$1,030,473	\$1,012,687	\$988,233	\$970,600	\$952,967	\$935,333	\$917,700	\$900,067
GENERAL FUND GRANT TOTAL	\$1,546,633	\$1,519,104	\$1,484,595	\$1,448,443	\$1,389,617	\$950,483	\$917,700	\$900,067

TOWN OF MEDWAY DEBT SERVICE - FY23

	FY'2036	FY'2037	FY'2038	FY'2039	FY'2040	FY'2041	FY'2042	FY'2043

J M G O L D S O N

EMPOWERING PEOPLE.
CREATING COMMUNITY.

MEDWAY MASTER PLAN COMMITTEE STRATEGY DISCUSSION

3/28/22

PRESENTATION TO:
MASTER PLAN COMMITTEE

PRESENTATION BY
ERIC HALVORSEN, AICP, RKG ASSOCIATES INC

TONIGHT'S AGENDA

- 1) Eric present more detail on strategies where there were questions
- 2) MPC questions and feedback on strategies presented

A strategy is a deliberate choice about how to achieve your vision and goals. It will involve tradeoffs based on priorities. Ultimately, a strategy is specific, measurable, actionable, realistic, and time based.

WHAT IS A STRATEGY?



STRATEGIES

ROUTE 109

- 1. Consider designating a portion of the Rt. 109/future town center as an Urban Renewal Area, if eligible.**
- 2. Consider adopting a District Improvement Financing (DIF) district (Rt. 109/future town center).**
- 3. Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone (Rt. 109/future town center).**

PRELIMINARY STRATEGY IDEAS

Consider designating a portion of the Rt. 109/future town center as an Urban Renewal Area, if eligible.

What is the Urban Renewal Program?

Tool to assist communities to revitalize disinvested and underutilized neighborhoods and redevelop substandard, decadent, and blighted open areas for residential, commercial, industrial, business, governmental, recreational, educational, hospital or other uses.

Urban Renewal Plan Must Meet Standards

- The area would not, by private enterprise alone and without either government subsidy or the exercise of governmental powers, be made available for urban renewal -- i.e., without public involvement, the project/site would not be (re)developed.
- The proposed land uses and building requirements in the project area will afford maximum opportunity to privately financed urban renewal consistent with the needs of the locality as a whole.
- The plan for financing the project is sound.
- The project area is a substandard, decadent, and/or blighted open area.
- The Urban Renewal Plan is complete as required under 760 CMR 12.00.
- The Relocation Plan is approved under M.G.L. c.79A.

PRELIMINARY STRATEGY IDEAS

Consider designating a portion of the Rt. 109/future town center as an Urban Renewal Area, if eligible.

Medway Redevelopment Authority

Medway already has a redevelopment authority which was established in 2014. The board consists of four locally elected members and one member appointed by the Governor.

“The mission of the Medway Redevelopment Authority is to encourage reinvestment by means of development of underutilized areas that will lead to job creation, added housing opportunities, a mix of commercial and industrial uses, an improved tax base and a better quality of life for all residents of Medway. The MRA will function as a catalyst in fostering public/private partnerships.”

Eligible Activities of a Redevelopment Authority

- Prepare and implement Urban Renewal Plans
- Carry out planning studies
- Establish rehabilitation and design standards
- Acquire real estate, including acquisition by eminent domain
- Demolish and/or rehabilitate structures
- Undertake site preparation and environmental remediation
- Assemble and dispose of land for private development
- Relocate displaced businesses and residents
- Issue bonds and borrow money
- Receive grants and loans

PRELIMINARY STRATEGY IDEAS



Consider designating a portion of the Rt. 109/future town center as an Urban Renewal Area, if eligible.

Why Consider this Strategy?

PROS

- Provides a tool to encourage positive change.
- Necessitates the creation of a plan.
- Vehicle for assembling land for development.
- Receive money and grants.
- Issue bonds and borrow money.

CONS

- May be viewed as too heavy handed.
- Capacity of Board to undertake and manage two urban renewal areas in Medway?
- Town may never use the powers of the Authority, so time and effort may not be worthwhile.
- Town may never use bonding or borrowing authority.

PRELIMINARY STRATEGY IDEAS

Consider adopting a District Improvement Financing (DIF) district (Rt. 109/future town center).

What is District Improvement Financing (DIF)?

DIF is a locally-enacted tool that enables a municipality to identify and capture incremental tax revenues from new private investment in a specific area and direct them toward public improvement and economic development projects. DIF is not a new tax or special assessment, and it does not increase a municipality's tax rate.

What Can DIF Funds Be Used For?

- Funding infrastructure projects
- Water and sewer, even if located outside district
- Workforce training
- Financing costs
- Land acquisition
- Relocation costs
- Administration costs
- Consultant fees or funding studies
- Improvement Costs – public safety, advertising, public events, commercial activities

PRELIMINARY STRATEGY IDEAS

ROUTE 109

Consider adopting a District Improvement Financing (DIF) district (Rt. 109/future town center).

Where Has DIF Been Approved/Used?

- Amesbury
- Brockton
- Quincy
- Somerville
- Springfield
- Taunton
- Worcester
- Agawam
- Athol
- Dedham
- Easton
- Longmeadow & East Longmeadow
- Nantucket

DIF Example - [Town of Easton, MA](#)

The Town of Easton, Massachusetts sought to establish a DIF district in an area of town called Five Corners. The Town's vision for the area was to create a robust, mixed-use district serviced by modern roads and sidewalks, streetscape amenities, municipal wastewater, managed parking, and a public green.

The Town issued an RFP for a consultant to conduct a feasibility study of establishing a DIF for Five Corners based on the assumed development program and known pipeline projects. The Town voted to establish the district in 2019.

Resource: [MassDevelopment DIF Guidebook](#)

PRELIMINARY STRATEGY IDEAS

Consider adopting a District Improvement Financing (DIF) district (Rt. 109/future town center).

Why Consider this Strategy?

PROS

- Provides a tool to encourage positive change.
- Public sector investment leveraging private sector improvements.
- Addresses capital, administrative, and consultant costs.
- Can create a public/private partnership.
- Relatively easy to set up.

CONS

- Risky – town must cover any revenue shortfalls the DIF can't cover.
- Will be extra work for the assessor to manage.
- May never materialize if private investment never happens.
- Subject to changes in macro economics and real estate.
- Can require a fairly substantial amount of development to drive enough tax increment.
- Does take away revenue that would otherwise flow to general fund.

PRELIMINARY STRATEGY IDEAS

Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone (Rt. 109/future town center).

What is an [Urban Center Housing TIF?](#)

The Urban Center Housing Tax Increment Financing (UCH-TIF) Program is a statutory program authorizing cities and towns to promote housing and commercial development. The UCH-TIF Program provides real estate exemptions on all or part of the increased value (the "Increment") of improved real estate. Tax increment financing may be combined with grants and loans from local, state and federal development programs.

TIF agreements provide annual real estate tax exemption for up to 20 years for all or part of the real estate tax on the increment. In exchange, there must be affordable housing equal to 25% of total units with deed restrictions for 40 years or the useful life of the housing, whichever is longer.

UCH-TIF Zone

First, the Town must establish the UCH-TIF Zone. This must be in an area used primarily for commercial or business. It must have a high population during the day. Daytime traffic and parking must be higher during the day than during non-business hours.

UCH-TIF Plan

- Must adopt a detailed UCH-TIF Plan.
- Plan must include development plans for proposed projects.
- Include executed agreements with property owners who will be doing new development and receiving the TIF

PRELIMINARY STRATEGY IDEAS

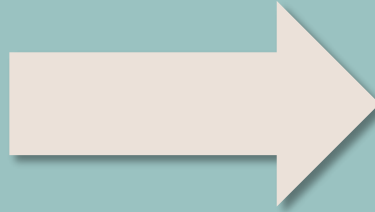
ROUTE 109

Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone (Route 109/future town center).

UCH-TIF Eligibility

Must meet one of the following conditions:

- Unemployment rate exceeding statewide average by 25%
- Commercial vacancy rate of 15% or more
- Average HH income below 115% of AMI
- 51% of land in UCH-TIF Zone located within a qualified census tract
- 51% or more of land within the UCH-TIF constitutes
 - Blighted open area
 - Decadent area
 - Substandard area



UCH-TIF Considerations

- Likely a longer-term strategy.
- Could follow on an Urban Renewal Plan/District.
- If conditions in this area do not decline, it may be difficult to meet the eligibility standards.
- Likely would not want to do this in conjunction with a DIF as the tax break would offset DIF revenue.

Resource: [Lowell UCH-TIF Plan](#)

PRELIMINARY STRATEGY IDEAS

INDUSTRIAL DISTRICTS

1. **Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth.**
2. **Revisit zoning districts, allowable uses, and dimensional requirements to explore expansion of industrial districts and modernization of zoning code.**

PRELIMINARY STRATEGY IDEAS

INDUSTRIAL DISTRICTS

Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth.

What is a EDIP TIF?

The Economic Development Incentive Program (EDIP) is designed to foster job creation and stimulate business growth. A company that participates in EDIP may receive state tax credits and/or local property tax incentives in exchange for a commitment to new job creation, existing job retention, and private investment in the project.

Primarily targeted toward manufacturing, retail, commercial offices, or industrial.

Resource: [South Hadley TIF Plan](#)

EDIP TIF Eligibility

- Project must result in new investment that results in an increase in property value.
- Creates new jobs for local residents.
- Would not materialize but not for the TIF agreement.

EDIP TIF Benefits

- If 75% of space in building has been vacant for 2 years or more, eligible for one-time corporate tax deduction of 10% of cost of building renovation.
- 5% tax credit provided by state on cost of renovations or capital acquisitions.
- Local TIF agreement may allow for relief on increment generated by investment ranging from 0-100% of total valuation.

PRELIMINARY STRATEGY IDEAS

AGRICULTURE AS ECONOMIC DEVELOPMENT

- 1. 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.**

PRELIMINARY STRATEGY IDEAS

AGRICULTURE

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.

Strategy Background

As development pressures continue to create increased land values in Medway, farms are most often the target of potential acquisition. This strategy looks at ways to diversify the economic activity of Medway's remaining farms to help them remain viable over the long-term. Farms are becoming more diverse in the way they are using their land and buildings to incorporate more visitation, drive retail sales, offer unique events, and become a de facto public gathering space for the community. Ideas to assist farms in Medway might include:

1. Allow retail sales on site of good from the farm or local/regional producers.
2. Allow/encourage events such as live music, food trucks, or weddings.
3. Allow/encourage temporary on-site food preparation and service (farm-to-table dinners).
4. Allow/encourage alcohol production (small brewery/cider house) and on premise consumption.
5. Ease permitting for out buildings or expansions of existing buildings.

Resources: [Lookout Farm, Natick](#)
[Cider Hill Farm, Amesbury](#)
[Smolak Farms, North Andover](#)

PRELIMINARY STRATEGY IDEAS

COMPLETE STREETS

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

PRELIMINARY STRATEGY IDEAS

COMPLETE STREETS

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

What is a Complete Street?

Complete Streets are streets for everyone. Complete Streets is an approach to planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.

247 of the 351 Municipalities in
Massachusetts have Approved Policies.

Resource: [MassDOT Complete Streets Primer](#)



PRELIMINARY STRATEGY IDEAS

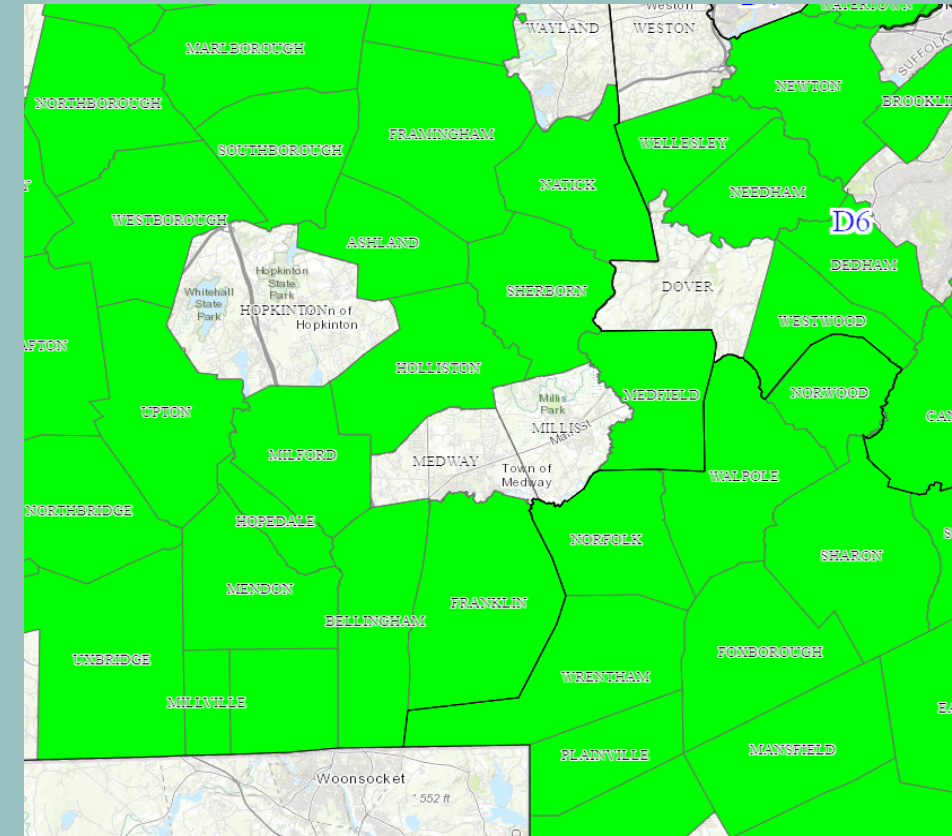
COMPLETE STREETS

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

Why Should Medway Consider Having a Policy?

- Signals Medway will consider all forms of transportation when looking at roadway improvement projects.
- Addresses one issue area from this Master Plan process.
- Access to MassDOT funding to complete a Prioritization Plan.
- Access to MassDOT funding for actual transportation improvement projects.
- Completed projects help bridge transportation gaps for those who cannot drive, cannot afford to drive, or do not choose to drive.
- Can be used as a way to connect residents to places they want to go (i.e. schools, business districts, parks, civic spaces, neighbors house)

Communities with Approved Policies (Green)



PRELIMINARY STRATEGY IDEAS

COMPLETE STREETS

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

What Goes Into a Complete Streets Policy?

- Addresses all forms of transportation.
- Context sensitive design principles, this is not a prescriptive policy.
- Land use and other considerations should be accounted for.
- Recognizes the need for flexibility, it is not a mandate.
- Can include certain exclusions such as costs or impacts are disproportionate or excessive.
- Can use terms such as shall and will to better define the policy actions.

The Policy is not a mandate.

The Town would not be obligated to pursue any further action or funding through MassDOT if it chose not to.

This could serve as a locally-actioned policy when the Town is looking to make improvements to roads.

Resource: [Littleton, MA Complete Streets](#)

PRELIMINARY STRATEGY IDEAS

THANK YOU!

QUESTIONS?



MEDWAY MASTER PLAN PHASE III

Focus Group Summaries

Prepared by JM Goldson LLC 3/24/2022

Summary

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

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

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

Key Findings

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

Responsible and Strategic Growth

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

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

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

Those who were in support of this strategy idea said that an Urban Renewal Area may be the only way to make the plaza something the town is proud of.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

More Ideas:

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

Infrastructure to Support Growth

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Participants had mixed opinions on this strategy. Most participants gave it a 2 or 3, though a few ranked it more highly. One group questioned who would be paying for the energy – if the stations are public, would the town be paying for energy consumption? Another group member felt that it was contradictory to support this initiative while at the same time lack support for a battery storage facility in Medway.

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

One group thought that this strategy should be incorporated into strategy #12; however, other participants thought it was a good idea to strategically place EV chargers. One participant said that they were on the fence because they don't like the concept of "stop and charge in Medway and then head elsewhere". There were concerns about town money being spent on this initiative and about locations of these charging stations.

More Ideas:

1. Education/videos/field trips about infrastructure, including wastewater, recycling, etc.
2. New conversation about CRWA and dam removal, including Sandford Mill Dam and Choate Park Dam
3. Build a gazebo on the GAR property across from the police station using CPA/Tri-Valley/Eagle Scouts. The site has been overlooked for many years but close to seniors in the area that can walk to it and gather.
4. Create a requirement to reuse graywater or be able to recharge some clean water from CRCPD into local aquifer

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

Conservation, Resilience, and Stewardship

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Participants had mixed opinions about this strategy. Some rated it highly because of the potential to protect the rural feel, but others were on the fence. One participant rated it as a 1 because they thought that it may make more sense to tear some older homes down to create multi-family housing.

Other concerns were on behalf of homeowners in the historic district who may be restricted in the improvements they can make to their homes. Some participants had more questions on what a historic district entails.

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

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

More Ideas:

1. Preserve existing natural spaces to benefit Medway, including encouraging people to preserve natural habitats on their own property or within a neighborhood where natural spaces may be part of many individual properties. Consider an “edible forest” idea.
2. Encourage compliance with recycling, especially in the business community. Consider creating a town-wide composting program.
3. Improve zoning related to agrobusiness to incentivize keeping farms.
4. Need to consider the nutrient reduction requirements Medway must comply with per EPA regulations for the Charles River – a multimillion dollar expense to the town in the coming decade.
5. Place more emphasis on the Farmer's Market, which is an avenue for local businesses to educate the public and sell their products.

6. Consider improvements to habitat areas like historic streams and wetland restoration areas, including planting pollinators and new trees.
7. Focus on nature-based solutions for new developments
8. The Energy Committee should take a bigger role in climate change mitigation and active climate resilience/adaptation
9. Involved integrated partners in implementing strategies, including schools, which could plant and sustain a pollinator garden and create more hands-on experiences for children
10. Keep in mind stormwater permit during town development projects, adding impervious surfaces to mitigate through permit process

A Supportive Community

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

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

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

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

Most participants rated this strategy highly and expressed support for the arts. Some suggested other locations for arts and performance, including the vacant lumber building east of Town Hall. There was some concern about the size and accessibility of the Jacob Ide house for this use. One group wanted more information about capacity and location and noted that there are current spaces that can be used for this purpose.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

More ideas:

1. Welcome opportunities for collaborative activities. One example of this in the past is the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue.
2. A commission for public art with a juried artist collaborative to make decisions and give direction and support. There is no current defined town process for approving and creating public art. The commission would increase focus on the arts, which in turn can foster diversity and bring multi-dimensional enrichment to town, including drawing businesses.
3. A skate park would enrich the community and provide more welcome options for recreation
4. More sidewalks are needed to provide easier walking for the disabled and to be a more walkable town
5. A welcome center in a town building would help new residents figure out how and where to get things done in town and find resources
6. More parking is needed at Choate Park.
7. Should the house between the Ide Property and Choate become available, the town should try to buy it to provide more parking space.

8. Seek ways to improve and expand the Community Farm, which provides educational programs, makes a positive impact on the climate, and supplies food to food pantries and the community.
9. Find a way to change Town Meeting or find other regular vehicles for feedback that can be implemented so that people in town can express their views. Record more meetings in town to make available for the public to view to keep up with everything that happens.

APPENDICES

1. Focus Group 1 Notes: Responsible and Strategic Growth
2. Focus Group 2 Notes: Infrastructure to Support Growth
3. Focus Group 3 Notes: Conservation, Resilience, and Stewardship
4. Focus Group 4 Notes: A Supportive Community

APPENDIX I

Focus Group - Core Theme 1 - Responsible and Strategic Growth

1 - Jess – Andy R, Ann Sherry, Dennis Crowley, Dave Travalini

2 - Cassandra – Paul Yorkis, Doug Havens, Matt Buckley, Matt Hayes

3 - Susy - Khalid Abdi, Julie Dennehy, Carl Rice, Jeanne Johnson

4 - Jack Wolfe – Barbara, Ellen Rosenfeld, Rosemary Gallante, Gibb Phenegar

1. The first 20 minutes you'll ask the group about the strategies that they gave 5s to (definitely) or 1s to (definitely not). Identify these strategies, then discuss them as a group. At the end of the 20 minutes, reassess and see if anyone changed their minds.
2. The next 20 minutes you'll ask the group about the strategies they gave middle rankings to (2, 3, or 4). Ask them why they gave those rankings, and what the pros and cons of each strategy are. Again, see if anyone changed their minds at the end of this discussion.
3. Lastly, the final 20 minutes will be time for participants to introduce new ideas that they might have for strategies.

Did we agree on anything? Strong agreement on #1(5), #5(5), #7(1), #15(5) but less strongly

Did we disagree on anything? Any debates? #9, #16, #11

Need more info on #3, #4, #6

List of new ideas - We did not get to this.

Scale - 5 definitely 1 definitely not

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

Andy - 5

Ann - 3

Dennis - 5

Dave - 5

Jess - 5

Wants town hall to be moved to this location. This may be the only way to get the plaza as something the town is proud of. This ranks very highly for this group as an initiative. Ann has some concerns about the imminent domain. She feels like it's concerning that the town might take buildings from business owners. She would like more information about how that would work. Concerns that the mom and pop businesses might be pushed out of the Plaza if it was renovated. But maybe since there are empty spots in that plaza because it's not attractive to consumers. Dennis stated eminent domain is likely the only way the plaza is going to be renovated. Would like to see more mixed use and apartments. How do

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

Andy - 5
Ann - 5
Dennis - 3
Dave - 3

Enhances the walk-ability and attraction to the town. Seems like an easy change. Maybe paint the traffic signal boxes (note: wellesley did this). Garden club that plants seasonal planting along the street. Dennis likes some of the concerts and doesn't like painting traffic signal boxes. Dave has this as a 3 since he just doesn't know that much about it. No one saw cons, but some mixed feelings.

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

Andy -
Ann -
Dennis - 1
Dave -

In favor of some type of support, but no one in this group knows enough about either of these two initiatives. Dennis is very concerned about using taxes dollars. How does this impact finances. Would it be approved at town meeting? Concept of incentives to bring in business makes sense, but how does this work. Need more information.

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

Andy -
Ann -
Dennis - 1
Dave -

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

Andy - 5
Ann - 5
Dennis - 5
Dave - 2
Jess - 5

This is already in the works and was a huge initiative in the previous master plan. Dave has concerns about funneling money into this plan and has never been a huge proponent of this project. The idea is that the town wouldn't funnel their own money into this project. Dennis said the town has likely capped the amount of money they are willing to spend on this project. Developers would need to be in place. D

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

Andy - 3
Ann - 3
Dennis - 3
Dave - 3
Jess - 4

Need more information

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

Andy - 1
Ann - 3
Dennis - 1
Dave - 1
Jess - 1

That section of 109 is filled with older houses that are historic in nature and on large lots. Dennis feels the Central Business district is better to focus on. Change the zoning back to what it was.

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

Andy - 4
Ann - 4
Dennis - 2/3
Dave - 3
Jess - 4

Lots of talk about Luna's flowers and the pizza place by the existing town hall. Could the town do something to help these businesses? Are there grant programs available to small businesses from the state? This is already zoned that way - are we not promoting this well? These area's are likely not walkable enough and there is not enough off street parking. Ann doesn't feel like the 126 and 109 is walkable at all and doesn't maybe fit this concept. These nodal centers would all need to be incredibly walk-able and easier to access. The pro of these pockets is they are more affordable for smaller businesses. The down-side is these takes away from the commercial property on 109. Everyone places more importance on the 109/plaza. They want milford/summer st out of this.

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

Andy - 4
Ann - 3
Dennis - 1
Dave - 4

Jess - 1

The property identified as being expanded in EI is John Lally's property. Dennis doesn't think this would ever pass town meeting. This should be scaled down and no one was in favor of changing existing residential property to Industrial. Perhaps the town could approach John Lally about rezoning his property, but this shouldn't be a big priority. Ann was not in favor of rezoning west street. This might need to be punted to the next 10 years.

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

Andy - 5

Ann -

Dennis - 3

Dave - 3

Jess - 5

Need more information. Room for thoughtful creativeness. If this was allowed, then design standards would need to be written around residential development. The single lot zoning would need to be evaluated.

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

Andy -

Ann -

Dennis -

Dave -

Jess - 5

- Accessory dwelling units up to a certain size should be allowed by right up to a certain size. Ann would like to see the zoning revised to allow for a greater variety of zoning. Andy is concerned that if stuff is allowed by right then people will build ugly structures- she feels a variety of housing types is critical for our town. Dennis pointed out a lot of people are concerned about overdevelopment and the tax on resources.

This topic has the potential to be a hotly contested topic.

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

Andy - 5

Ann

Dennis

Dave

Jess - 5

Funding for this is a significant problem. Could we link off site development - trade units at a formula to put money into a fund. Similar to a tree fund or a sidewalk fund idea. Dennis said we have a federal property and a state property. He doesn't think taxpayers should have to put money into this. Select board is not in favor of this. Need a different funding source. Need a better plan here.

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

Andy
Ann
Dennis
Dave

WE didn't get to this discussion.

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

Andy -3
Ann -
Dennis -
Dave - 3
Jess - 4

Need more information

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

Andy - 4
Ann -
Dennis - 3
Dave -
Jess - 5

Andy had an idea about this. Markets in a big common square - the farms have access to a rentable stall with power and refrigerators and lock stuff up everyday, but it's open seasonally every day. Enhance the farmers market and community farm options. Jess wondered if the community farm could have a small school where they board students and partner with a college in a co-op program. Dave thinks you could get creative with this and agrees with expanding the farmers market. Generally everyone is in support of the farms being able to make more money. The image referenced is Tangerinni's. Dennis pointed out that the current farms don't ask for these things. Dave pointed out that some more research and asking the farmers what they might need.

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

Andy

Ann

Dennis - 1

Dave

Jess - 5 - jess changed her mind to 1

Dennis said the select board looked at this. The problem was to get funding from the state they had to put bike paths in and widen the sidewalks. It's prohibitive for a rural town of ours. Down already voted this down once. Andy mentioned unintentional consequences. Some of the concepts could be applied to certain areas of town. Maybe develop Medway complete streets program and what that means for our town.

Notes: People did not clearly understand they needed to rank these strategies before the meeting. The groups are probably too larger. It would've been better if there were 5 groups with less people considering the amount of time.

Medway MP Focus Group – Core Theme #1:

C. McKenzie Facilitator Notes - February 15, 2022

ATTENDEES: Matt Hayes, Matt Buckley, Doug Havens and Paul Yorkis

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

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

MHayes: 5 with the work that was done now is the time to leverage before it ages so put it early in the MP. Planning board tried to bring up to da

MBuckley agreed.

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

3 & 4 are mutually exclusive

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

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

MHayes: 5 need to market that and finish the assembly of the bottle caps and aggressively market it to the 495 region.

Doug Havens: 5 agreed

MBuckley: concerned it will distract from the potential town center. He thinks it would be an easier road to take.

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

Doug: leaning towards a 5. He thinks promote businesses in the 109 corridor and not the housing. Keep the housing/mix use development at Oak Grove.

Clusters are trending in smaller areas. He thinks there is area for mixed-use. It would be a shame for people to have to cross 109 to visit the Choate Park.

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

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

MHayes: 5 first floor commercial along Village is suffering and they have asked to convert it to housing.

MBuckley believes it is due to lack of parking.

Doug is a 5 also.

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

MBuckley/Doug: 5 if we have industrial in Oak Grove and expand it there. We have 90 units of housing and could represent a number of job seekers.

Paul Yorkis: He doesn't think there aren't a number of jobs should be stricken. He is concerned about creating a new industrial zone near West Street because of the homeowners. It is vague as to where. In favor of converting some land into industrial

MP should look at new locations for industrial zones, expanding commercial zones, redefining zones where there is underutilization instead of new zoning.

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

Paul would like to recognize that historical business areas should be given some flexibility to remain business zones.

Doug: changed to a 5 based on Paul's comments.

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

Doug: 5 -the town could use more-smaller residents and should be able to convert larger homes to income generating.

Paul agrees. But we should add the promotion of small businesses

MBuckley: Aspects that are good but the infill changes the neighborhood and so it changes the texture for future owners. This could be a 5 with some change in language. Include language in the guideline to prevent

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

PY: Obvious that this is an issue but it does not mention energy efficiency. Reducing operating costs to the town should be addressed.

MHayes: 5

MBuckley: 5

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

Doug 5

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

Doug: 5

MHayes: 5

MBuckley: 5

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

Doug: 5

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

Doug: 5

MHayes: 5

MBuckley: 5

MISC NOTES:

PY: #2, 3&4 should be consolidated. He doesn't understand #1 we don't need a second Redevelopment Authority. Better to take the item to the current MRA and have them look at the viability of what is proposed. They have the expertise and talent. We need to submit another urban renewal plan anyway. It is a legitimate idea

PY: Over-reaching statement does not mention diverse housing opportunity.

MBuckley: we need provisions for more transportation.

PY: We need to talk about the small business creation to support larger developments

GROUP WAS: 1. BARBARA ST. ANDRE 4. JACK WOLFE, FACILITATOR
 2. ELLEN ROSENFIELD
 3. GIBB PHENECAL



MEDWAY MASTER PLAN PHASE III, FOCUS GROUP PACKET: CORE THEME 1

2/9/22

62/15/22
 1/5

The matrix below includes a list of preliminary strategy ideas with three components for you to fill-in: 1) Linkert scale – rank to what extent you think each idea should be considered for incorporation into the Master Plan (1= Definitely Not; 5 = Definitely); Note that #3 “On the fence” could apply if you really could go either way and need more information or just feel neutral. 2) List any pros and cons you can think of for each idea3) At the bottom of the list there is room for you to jot down any other strategy ideas and questions. In addition, the last column of the matrix indicates if there is any further information for the strategy idea in the “More Information section” (pgs. 11-14).

		Definitely Not	Probably Not	On the fence	Possibly	Definitely	See More Info
#	Preliminary Strategy Ideas	1	2	3	4	5	
1	Consider designating a portion of the Route 109 corridor as an Urban Renewal Area, if eligible, which would include all or a portion of the existing CBD zoning district to promote private development consistent with the community's vision for a traditional town center as the CBD zoning allows. This strategy would allow the town to create a second Redevelopment Authority to acquire key redevelopment sites through negotiation or by eminent domain to create an “environment needed to promote sound growth and attract and support private investment in designated urban renewal areas.” An inventory and study would need to be conducted to determine if the area would meet the eligibility requirements as an Urban Renewal Area.	X	X				Yes
Pros:		Cons: NEGATIVE VIEW OF EMINENT DOMAIN – DO NOT TAKE PRIVATE LAND FOR PUBLIC BUT DO SP					
2	Build on Medway's streetscape improvements by leveraging public and private invest in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center and in the Village Center area. Such an effort can include on short and long-term design changes to make accessible and welcoming public spaces, such as parklets; temporary and permanent public art installations and public amenities; and non-vehicular connections. Start by creating a placemaking playbook for the future town center area on Route 109 corridor and Village Center area to create/reinforce their unique identities. Seek public and private grants to fund improvements based on the playbook with a phased 10-year approach.			X	X		Yes
Pros:		Cons: NO STREET OPEN NOW					
3	Consider adopting a District Improvement Financing (DIF) district and take subsequent actions to adopt all components of a DIF to fund infrastructure and property acquisitions for the future town center area on Route 109. A DIF is enabled by MGL c.40Q and allows municipalities to capture tax revenues that result from new private investment in a specific area, such as an expanding business or a new multifamily housing project. These tax revenues are generated by the increase in assessed value of real property, not from tax rate increases, special assessments, or real estate market factors. The municipality can then direct this stream of incremental tax revenues toward public improvement and economic development projects.			X	X		Yes

*2/9/22
2/5*

		Definitely Not	Probably Not	On the fence	Possibly	Definitely	See More Info
#	Preliminary Strategy Ideas	1	2	3	4	5	
	Pros:						
	Cons: <i>NO STRONG OPINION</i>						
4	Explore adoption of an Urban Center Housing Tax Increment Financing (UCH-TIF) zone to promote private housing and commercial development in the Route 109 future town center area. The UCH-TIF Program provides real estate exemptions on all or part of the increased value (the "Increment") of improved real estate. A UCH-TIF Agreement provides an annual real estate tax exemption for up to 20 years for all or part of the real estate tax on the increment. All Massachusetts cities and towns having designated commercial centers and a need for multi-unit housing are eligible to adopt a UCH-TIF. Note: this strategy would not be compatible with the DIF strategy – it is an alternative.)				X	X	Yes
	Pros:						
	Cons: <i>VERY MIXED – TIER WAS THE ONLY ONE TRULY IN FAVOR OF THIS</i>						
5	Leverage funding and execute Phase I and Phase 2 activities of the Oak Grove Redevelopment Plan including acquiring and assembling parcels, transportation safety improvements, coordinating with developers, and ensuring water and wastewater capacity as described in the Oak Grove Urban Renewal Plan. The Oak Grove Urban Renewal Area (URA) is located near the western boundary of Medway and is comprised of approximately 82.2 acres. The northern section of the URA consists of a multi-parcel segment known as the "Bottle Cap Lots." As a gateway to Medway, the community envisions this area as having a strong identity and image with a diverse mix of uses, including the potential for housing, business, industry, and open space, to generate sustainable commercial and industrial employment opportunities, provide business opportunities for economic development, and deliver a net increase to Medway's tax base.				X	X	Yes
	Pros: <i>STRONGLY IN FAVOR OF THIS AS IT IS NOW GROWING AND CREATES A WEST MEDWAY PRESENCE</i>						
	Cons:						
6	Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as BI, EI, WI industrial districts. Using TIF agreements would allow the town to enter into agreements negotiated with businesses as a host community to promote increased business development and expansion in Economic Target Areas of the Commonwealth per MGL c.40 & 59. Medway is part of the I-495/95 South Regional Technology Center Economic Target Area.			X	X	X	Yes
	Pros: <i>MOSTLY NEUTRAL – ONLY TIER IN FAVOR OF OFFERING TAX INCENTIVES TO GET MORE & LARGER BUSINESSES INTO MEDWAY</i>						
	Cons:						

*2/9/22
3/5*

		Definitely Not	Probably Not	On the fence	Possibly	Definitely	See More Info
#	Preliminary Strategy Ideas	1	2	3	4	5	
7	<p>Rezoning the area on Main St/Route 109 from Medway Mill west toward Slocumb Place as a Village Commercial (VC) district. Two areas of Medway are currently zoned VC (Medway Village and Rabbit Hill). The VC district allows retail, restaurants, and single-family houses, banks, offices, and services, among other uses. This area, despite being zoned as Agricultural Residential 2 and Village Residential, has multiple retail and non-residential uses.</p> <p>Pros: <i>ALL LEANED FAVORABLY ON THIS, W/FEELING BRING THE STATION CLOS AT A "5"</i></p> <p>Cons:</p>				X	X	No
8	<p>Encourage Smaller-Scale Redevelopment at "Village" Centers around Medway. Locations such as Village Street at Lincoln/High Street, Village Street at Holliston/Sanford, and Milford Street/Summer Street could benefit from rezoning to allow smaller-scale, walkable, mixed-use redevelopment. The intent could be similar to the Village Commercial (VC) district, but at a smaller scale providing a mix of housing options and walkable neighborhood commercial connected by a multi-modal transportation system.</p> <p>Pros: <i>MIXED ON THIS, BUT OVERALL FAVORABLE. MOST FELT IMPACT WAS SMALL</i></p> <p>Cons:</p>			X	X	X	No
9	<p>Expand the number of industrial-zoned properties and promote additional industrial development opportunities, including creative industries. The disparity between number of workers and number of jobs in Medway creates a challenge for the town and represents a missed opportunity for both amenities and revenues. The fact that there are relatively few jobs in town creates a heavy reliance on the residential tax base, which can burden residents in the long term while making the town's budget vulnerable to downturns in the wider housing market. Expand the boundaries of the existing East Industrial zoning district, create a new industrial zone on West Street, and study zoning provisions of existing industrial zones to identify improvements to promote feasibility of uses that respond to the market. Tap into support and resources from the 495/MetroWest Creative Economy Network, a regional effort to accelerate the economic growth of the area's creative industries.</p> <p>Pros: <i>YES - BRING IN BIGGER BUSINESSES FOR TAX AND EMPLOYMENT OPPORTUNITIES</i></p> <p>Cons: <i>DO WE HAVE ENOUGH LARGE TRACT COMMERCIAL LAND?</i></p>				X	X	Yes
10	<p>Rezoning residential neighborhoods to more closely match the prevailing existing development patterns, such as the Brentwood neighborhood and other neighborhoods with modestly-sized housing stock on smaller lots to help preserve these types of smaller housing options. Many older neighborhoods predated zoning regulations. When the zoning regulations were adopted, they did not always reflect the existing development patterns. This is the case of many Medway neighborhoods. Right-sized zoning that reflect existing and historical development patterns can help preserve neighborhoods and allow for compatible infill development.</p> <p>Pros: <i>LEANED FAVORABLY, BUT HOW MUCH IMPACT WOULD IT HAVE?</i></p> <p>Cons:</p>			X	X	X	No

Handwritten signature and date: 2/15/22

1	Revise zoning provisions for accessory apartments, infill bylaw, multi-family overlay, affordable housing provisions, and other zoning revisions such as cottage cluster provisions to promote greater variety of housing types including senior, accessible, and affordable options in accordance with the most current Housing Production Plan. Medway has already exceeded the state's 10 percent goal for affordable housing; however, the Town is still in need of a greater variety of housing options to meet local housing needs and to help promote a socio-economically diverse population including for people who work in Medway, older adults, individuals with special needs, low/moderate-income (LMI) households, smaller (one to two-person) households, and young adults.						X	X	X	Y
1							X	X	X	e
							X	X	X	s
Pros: <i>STRONG SUPPORT FOR ALL OF THIS, WITH AN EMPHASIS ON AFFORDABILITY</i>		Cons:								
1	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. The Lovering Heights property has 60 units of affordable elderly and disabled housing, and the Kenney Drive property has 34 units. These properties are both in great need for modernization including accessible units. In addition, redevelopment could provide an opportunity for additional affordable units, particularly at the Kenney Drive property.						X	X	X	N
2							X	X	X	O
							X	X	X	
Pros: <i>ALL LEANED FAVORABLY TO THIS, BUT THOUGHT IT MAY BE EXPENSIVE, WOULD INCREASE AFFORDABILITY</i>		Cons:								
1	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. An organization such as Habitat for Humanity might be an appropriate type of development partner that is experienced with small-scale development. This strategy idea could provide a cost-effective way to develop small-scale, scatter site affordable ownership opportunities.						X	X	X	N
3							X	X	X	O
							X	X	X	
Pros: <i>ALL IN FAVOR OF THIS FOR AFFORDABILITY AND SPECIAL NEEDS - STRONG YES!</i>		Cons:								
1	Proactively market the town's development, real estate, and business opportunities through the creation and maintenance of an online clearinghouse containing property, funding, networking, and other opportunities.						X	X	X	Y
4							X	X	X	e
							X	X	X	s
Pros: <i>MUST LEAN FAVORABLY, WITH THER R STRONG YES, AS THIS IS THE WAY PEOPLE WILL FIND US IN THE FUTURE</i>		Cons: <i>DO WE HAVE ENOUGH LAND TO MARKET THIS?</i>								

MEDWAY MASTER PLAN PHASE III, FOCUS GROUP PACKET: CORE THEME 1

2/9/22

Handwritten: 2/15/22

1 5	<p>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. Medway is already a Right-to-Farm community. This strategy suggests taking this a step further to support local farms and farming activities by promoting agri-business opportunities to provide additional revenue streams to help local farmers sustain profitable businesses.</p>	X	X	X	X	Y e s
<p>Pros: <i>NICE TO DO, BUT NOT AS NECESSARY; IMPACT MAY BE SMALL</i></p>		<p>Cons:</p>				
1 6	<p>Adopt a Complete Street Policy and Prioritization Plan to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities targeting commercial areas and other priority development areas. The MassDOT Complete Streets Funding Program provides technical assistance and construction funding to eligible municipalities.</p>	X	X	X	X	Y e s
<p>Cons: <i>VIEWED AS EXPANSIVE FOR THE DRIVE AT GAWLL - NO "SAND BOX FOR THE BIKER"</i></p>		<p>Pros: <i>PROS</i></p>				

USE THE SPACE BELOW TO WRITE SUGGESTIONS, NEW IDEAS, AND QUESTIONS THAT YOU'D LIKE TO DISCUSS AT THE FOCUS GROUP:

10

APPENDIX II

GOALS FOR INFRASTRUCTURE TO SUPPORT GROWTH

PUBLIC INFRASTRUCTURE (WATER, WASTEWATER, STORMWATER)

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
				4

Average Score: 5 (all agreed clean water is important)

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
				4

Average Score: 5 (original vote was 3- 5's; 1- 4; changed 4 to 5)

Some discussion on waste water capacity and needs and how the figures were obtained. Concerns regarding current needs, 10yrs and beyond. This is an issue that may be challenging to understand without additional feedback and context if not familiar with the CRPCD and Medway's participation in it.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		2	1	1

Average Score: 3.8

We agreed on increasing water conservation but NET neutral rules/regs may be too onerous. May impact future prospects of growth. There are a range of strategies already in place to incentivize this. All agree on importance of clean water.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		3	1	

Average Score: 3.3

May impact future prospects of growth. Rule requires new developments follow strict standards. There are a range of strategies already in place to incentivize this. Introducing these strict standards may be too drastic; should be carefully considered with thoughtful discussion and not necessarily part of 10-year master plan.

TOWN FACILITIES & SERVICES

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		1	1	2

Average Score: 4.3

Not much discussion on this, but did note that school buildings were not listed anywhere in this section and probably should be.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
			3	1

Average Score: 4.3

Not much discussion on this, but did note that staffing for all departments should be evaluated; not just highlighting one. As a side note, as Parks & Rec Commission Chair this is important to me, but probably shouldn't be part of 10-year master plan. Staffing is important; but field maintenance is also very important.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		1	1	2

Average Score: 4.3

Those who work in town hall have strong feelings on this, they are more familiar with the issues of the town hall building. Some thought this is a “nice to have” but believe priority should be for fire and police first.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		2	2	

Average Score: 3.5

Suggestion was made to separate these two facilities. We need appropriate facilities to support our fire and police departments, but automatically combining these two together may not be best solution. As a side note, for anyone that has toured either of these facilities, they will quickly realize that they are at maximum capacity.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
	1	2	1	

Average Score: 3.0

Not as important as other things. Is this just a study?

TRANSPORTATION INFRASTRUCTURE

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		2	1	1

Average Score: 3.8

We agreed on encouraging walkability and bike-ability around town.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
		4		

Average Score: 3.0

Not a priority; however, overall agreed that shuttle options for MBTA commuter services receives a much lower rating (1-2) vs commuter options for seniors and those with disabilities (4-5). Improving transportation for this segment of town population is more important.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
	2	2		

Average Score: 2.5

There should be one strategy for EV infrastructure. Preferred #12 over #13. Discussion included current zoning and regulations that already require these installations on new property. Who is paying

for the energy? If stations are public, is town paying for energy consumption? Some private businesses use advertising to off-set cost (passed by Econ Dev Board); but may also charge for usage.

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

1's Definitely NOT	2's Probably Not	3's On the Fence	4's Possibly	5's Definitely
	3	1		

Average Score: 2.3

Should not be separate strategy. Could incorporate into #12; however, we did not agree with adopting EV Readiness policy.

NEW/OTHER INFRASTRUCTURE STRATEGIES

1. IT issues: The need for better communication equipment. Ensuring radio dispatch reaches the whole town. Must consider cybersecurity issues, too.
2. Important to maintain stable/healthy bond rating. Financing of infrastructure relies heavily on the economic stability of Medway.
3. Introduce strategies to find leaks in water system, reduce I&I (inflow and infiltration) issues, before they become critical.
- 4.
5. Recycling Center – do we have enough capacity at current location? How do we remain environmentally-friendly with regards to waste management?
6. Renewable energy – how do we incorporate this into new municipal buildings/developments and how do we incentivize new private buildings/developments to also consider this?
7. School buildings – no mention in 10yr plan.

Strategy	Glen Trindade	Pete Pelletier	Doug Downing
1	5	5	5
2	5	5	5
	Local decisions in the past may have been about cost not quality and there will be more requirements for treatment. We need safe water but where does the funding come from?	As far as the drinking water industry goes, what's the next containment? How do we make the treatment facility adaptable? Already focusing on lead, copper, PFAS (EPA to lower # much further - what will it mean for the plant in design, nearing construction this summer. Can likely be adaptable but membrane retrofit tech is very expensive	Frustrations with regulatory agencies (EPA, DEP) with no connection to realities of physical and financial strains on communities
3	3	3	4
	new topic; construction costs are already crazy. Similar to stretch code in that the state should just pass a standard rather than individual towns doing it.	constant battle with developers to properly implement existing stormwater requirements; very little teeth for enforcement. Failures from developers end up being a town problem.	Town should be calling subdivision bonds earlier so that substandard roads aren't accepted by the Town.
4	5	5	4
	Town should pursue legal remedies for enforcement when necessary. Stormwater will only become more serious with climate change.	Permit is hard to enforce - EPA doesn't provide much guidance when we can't get a builder to comply	How enforceable? There should be a mandate for roof drains to be used for irrigation
5	5	5	5
	Town needs better office space but should we rent 15-18k sf and be an anchor tenant? Repurpose town hall into event space on second floor and historical society on first floor (comm center?)		
6	5	5	3

	Discussed past partnership with Franklin P&R but have since hired Julie to lead the dept and her programming has really evolved. There is already a staff position in next years budget.	works closely with P&R director; she's very slammed and he doesn't know how she keeps up. Staff would support her not necessarily add more programming. As a dual working parent, he sees the need for programs.	choate is always packed but not in favor of adding staff positions for baby-sitting.
7	5	5	5
	skipped; in agreement		
8	4 or 5	5	4
9	4	4	4
	Combining buildings is a great idea but is there enough land for such a large building. First started looking at regionalization 15 years ago but politics makes it tough	new way of thinking about the issue; efficient way to centralize public safety but siting is a concern in addition to costs of acquisition and construction.	Make it a Municipal Center with the new town hall. If we do something like this; where? Other regionalized models can start rocky but work really well (i.e. similar street names in multiple towns). Regionalization is the future.
10	5	4	5
	former MPO member; concerned about takings and ROW constraints. Oakland Street = yes, Causeway Street = no (scenic road)	loves sidewalks and ok with bike lanes but concerned with complete streets due to existing road widths. Also, conflict between road takings to widen and add impervious surfaces, but the MS4 permit trying to reduce pavement.	Good for where and when practical. Safety first. Grant funding should be used.
11	4	5	5
	ok in concept but not to be paid for my the Town (GATRA ok)	leverage private funding; good for traffic reduction	support endeavor but not by tax-payers
12	3	5	3
13	5	5	3
	not in favor of town paying to do EV; use zoning to do it	4 EV chargers at Town properties (choate, oakland, town hall library, were all grant funded. Pro: stragically placed EV chargers are good to get people to shop, dine. Thinking ahead about DPW fleet.	on fence; ok with commercial sites but doesn't like the concept of "come charge in Medway and then head elsewhere"
New Ideas	Glen Trindade	Pete Pelletier	Doug Downing

	Education/videos/field trips on infrastructure: wastewater, recycling, etc.	New convo about CRWA and dam removal (Sanford Mill Dam & Choate Park Dam)	build gazebo on GAR property across from police station using CPA/Tri-Valley/Eagle Scouts; site overlooked for many years but lots on seniors in area to walk to and gather, close to Galantes Rest. Shaded.
		Stormwater is a priority for the future	Create requirement to reuse greywater or be able to recharge some clean water from CRPCD into local aquifer.

Ellen Hillary – FG notes

The breakout session had 4 participants.

Discussion of strategy ideas that were not a 1 or a 5:

#5 Facility assessments

more information needed - define “regular intervals”

we just did one - do we do every 5 years or 10 years? when to review? Some sort of annual re-visit.

should there be a separate facilities manager for the town?

#6 Evaluating Parks and Recs staffing

Seems premature. There should be more balanced growth of employees between departments. Other departments have grown as well and there needs to be more of a triage of reasoning to add staff. IT staffing needs should be looked at too. Also DPW for open space and trails. Perhaps an overall assessment of staffing needs is merited. It was also noted that Medway Parks and Rec and MPS Community Ed could be better coordinated.

#8 Combine Police and Fire

There was a point of needing more information as to best practice for this idea.

Where would this go? Repurpose existing buildings? How to get the land needed?

#9 Joint Dispatch

Noted that this has not been a popular idea in the past, and the feeling is that this perspective has not changed. The New England town concept is hard to change. There is not an appetite for regional services - a feeling of trust and accuracy and familiarity with having everything more centralized and very close to home. How does this relate to the MP Vision?

#10 Grant for pedestrian and bikes

Sidewalks and Bike lanes are so expensive and even if we get a grant there will be a huge cost for prevailing wage and other requirements set forth under federally funded programs. Also cost of acquiring right of way for sidewalks and bike lanes. The thought of having kids on bikes along main roads in town may make parents pretty worried with the traffic we see in town. Certainly more sidewalks are great, but again - expense. More supportive of sidewalk work than bike lanes.

#12 #13 Electric vehicle information

What will the technology be in the future? Can electric charging stations built be adapted to different new technologies?

Why should the Town spend money on this? Shouldn't it be done privately? There was the thought that maybe if the Oak Grove area was commercially developed that may be a better spot for charging stations since it is close to 495. Similar to the EV charging stations at the Franklin Village mall by 495 2 exits south of Medway.

NEW IDEAS:

- Technology infrastructure is infrastructure and needs to be a core theme.
- Free wifi or 5g in common areas of the community such as parks
- NW part of town has no public water and this seems to be a deficiency not discussed often.
- We need to clarify MS4
- Continuing streetscape work along 109
- Jacob Ide house and VFW use and budget for future uses and renovation. Re-use studies are needed
- Consider a stormwater utility
- Infrastructure that may be needed to support Oak Grove redevelopment
- School????? Nothing included
- No linkages to the recently completed Open Space and Recreation Plan (maybe that will come up in Focus Group #4)

Group Participants

- Michael Boynton, Town Manager
- Frank Rossi, Select Board Member
- Don Aicardi, Medway Public Schools, Director of Finance & Operations
- Eric Arbeene, Master Plan Committee Member, Moderator

Strategies Ranked as “5s”

- Michael Boynton: #1, #2, #6, #7, #8
- Frank Rossi: #1, #2, #5, #8, #10
- Don Aicardi: #1, #2, #5, #7, #10

Strategies Ranked as “1s”

- None of the Group Participants ranked any of the strategies as a “1”

Strategies Ranked as “2s, 3s, and 4s”

- Michael Boynton
 - Strategy #3 Rank: 3
 - Strategy #4 Rank: 3
 - Strategy #5 Rank: 4
 - Strategy #9 Rank: 3
 - Strategy #10 Rank: 4
 - Strategy #11 Rank: 3
 - Strategy #12 Rank: 3
 - Strategy #13 Rank: 2
- Frank Rossi
 - Strategy #3 Rank: 4
 - Strategy #4 Rank: 4
 - Strategy #6 Rank: 4
 - Strategy #7 Rank: 4.5
 - Strategy #9 Rank: 3
 - Strategy #11 Rank: 3
 - Strategy #12 Rank: 3
 - Strategy #13 Rank: 3
- Don Aicardi
 - Strategy #3 Rank: 3
 - Strategy #4 Rank: 3
 - Strategy #6 Rank: 4
 - Strategy #8 Rank: 4
 - Strategy #9 Rank: 3
 - Strategy #11 Rank: 3
 - Strategy #12 Rank: 3
 - Strategy #13 Rank: 3

Strategy #1

- All members agreed this is very important for a number of reasons: water quality, safe drinking water, fire protection purposes, additional capacity, a redundant resource, as well as being important for the town's distribution system. Concerns centered on cost (ARPA may help with cost) and private developers.

Strategy #2

- The town is up against its capacity and is working (currently I believe) with the Town of Franklin for additional capacity. That is one of two routes for additional capacity, with the other being surging up the town's I&I (inflow and infiltration).

Strategy #3

- One member noted the more the town conserves, the less it can sell as an enterprise fund. They want to maintain their aquifer limits.

Strategy #4

- One member noted that the MS4 regulations have not been finalized. The original thought was that it would cost the town \$25 million to comply, not its “only” \$250,000 per year.

Strategy #5

- All member agreed that prioritizing building maintenance and repair is critically important and one member wanted to have assessments at regular intervals. Another member noted that a recent building assessment was completed at a cost of \$250,000 and another would not be needed for another 10 years. Two group members noted a school space analysis needs to be done.

Strategy #6

- Members were very supportive and thought the strategy was good as they are concerned with staff burnout. This also helps with succession planning.

Strategy #7

- Strong support for this strategy. One member gave it a “4” only because if they had to choose, they thought a new joint fire and police station was a higher need.

Strategy #8

- All gave this a “5”. One member noted that this needs to be done in the next 10 years because school buildings will be the focus of the following 10 years. One member noted that a joint facility is not a necessity, as it may be hard to find a piece of property large enough in a geographically central area, as they noted the Fire Station needs to be centrally located more so than the Police Station (officers are on the road and can respond quicker).

Strategy #9

- One member was concerned that a regional dispatch facility would negatively impact emergency response times. Another member stated that a recent study the town participated in saw that a regional center would result in no cost savings to Medway, as the town would still staff the police department with an office at the front desk. Another member said they needed more information about the regional dispatch concept, but felt that the state may force town into regional centers in the future.

Strategy #10

- One member noted the need for additional sidewalks within 1-1.5 miles of schools to provide safer routes for children who walk to school. Another member understood the aforementioned concern but had their own concerns about the requirements (or strings) that are attached when receiving federal or state monies, i.e. need to wide roads, remove trees and stone walls to accommodate new requirements and how this may change the character of certain parts of town.

Strategy #11

- One member felt they needed more information about this topic. Another did not see this as a major need at the moment and does not see it being viable in the future.

Strategy #12/#13

- These strategies were discussed jointly. One group member thought it was contradictory to support these initiatives and at the same time having minimal support from town residents about a battery

storage facility. Noted the need for a consistent, long-term EV policy. There was also concern with making these strategies reality.

Other Strategies/Ideas

- Upgrade and invest in Information Technology on both the “town side” and “school side” including software and hardware, i.e. phones, computers, etc. (M. Boynton)
- By Year 9 or 10 of this Master Plan a School Space Needs Analysis should be conducted. Believes that schools/school spaces will drive the next Master Plan (M. Boynton)
- Explore regional service delivery. Already have regional Animal Control and Veterans Services. Possibly re-examine regional 911 dispatch? (M. Boynton)
- In 2028-2029 approximately \$2 million will be freed up (Norfolk County retirement obligation will be paid up believe?). That money should then be re-directed to OPEB, which after 5-10 years should be taken care of and then those funds can be directed towards increasing debt capacity. (M. Boynton)
- Keep the town’s AAA bond rating. Very important for borrowing/fiscal health of town (M. Boynton) Don Aicardi gave this strategy a hearty second.
- Create a walkable downtown. Possibly with more municipal buildings, which create additional foot traffic/activity. (F. Rossi)
- Continue strong financial leadership (D. Aicardi)

APPENDIX III

Strategy Number:	Likert Scale Ratings:					Feedback:
	1	2	3	4	5	
1	0	0	0	5	0	should be subject to available funding - many members needed add'l clarification; concern this may be a money sink; need to consider interoperability of systems; combine this with the Medway task force looking at town buildings; "infrastructure" should include important necessities like grocery stores/gas stations
2	0	0	3	2	0	Need to evaluate in more detail; include language to say Medway supports state & local zoning changes that incentivize high performance; should keep up with next generation of stretch code
3	0	0	1	2	2	Should this be a lower priority since so many in town are not on town water? Are the town's wells good candidates for battery storage?
4	0	0	0	3	2	currently there is an MS4 land use regulation audit. Once this audit has occurred, recommend we implement the strategies that emerge from that work
5	0	0	0	5	0	general question in this set of strategies about metrics. How do we measure success? Who is the audience and how will they take advantage of the tools? Recommend 1 activity per year per goal per category; Each town dept could build in community outreach elements; could add components to existing town mailings; support work already in place such as rain garden at Medway Middle School; meet people where they are on education and outreach - find opportunities where we already have an audience
6	0	0	2	3	0	please rephrase to remove specific program names as those may change over time - suggest Promote and utilize monitoring programs and be agile & ready to jump on these programs when new ones arise
7	0	0	1	1	2	support energy & sustainability being strengthened as a group. Is there a permitting role that could exist? Evaluate the role of this group and support ways to expand it. Build it out subject to that review and determine if add'l staff are needed
8	0	2	1	1	0	did not discuss separately
9	0	0	1	0	3	Briggs property - town will have right of first refusal - Shady Oaks - make plan for property acquisition as part of CPC
10	0	0	1	3	0	did not discuss separately
11	0	0	0	0	5	did not discuss separately

12	0	0	2	1	1	did not discuss separately
13	0	1	0	0	3	did not discuss separately
14	0	0	0	0	5	should recognize that we are a large town and can't declare the entire town historic
15	0	0	0	0	5	did not discuss separately
16	0	0	0	0	5	did not discuss separately

Idea #	Carol Collard	Dayna Gill	Stephanie Carlisle	Tina	Denise Lege	Comments
1	5	5	5	5	5	all agreed like this idea but no idea of the cost
2	4	3	5	3	5	some confusion about this. Is it only for New construction? Is residential included?
3	5	5	5	5	5	all in favor, no discussion on this.
4	3	5	5	5	5	Carol just needed more info. Stephanie: Add redevelopment to the scope. We shouldn't only focus on new development when implementing these standards. Also, when doing large road work projects (annual repaving), we should look at the road holistically and ask ourselves, "is the drainage functioning? Should we increase pipe sizes to account for projected increase in precipitation from climate change? How are the street trees? Can we add green infrastructure to capture and treat stormwater?"
5	4	2	5	5	5	Dayna feels we need to get there first before we are able to demonstrate these design and management strategies. Some people just don't care so this will be difficult.
6	5	3	5	5	5	Dayna agrees this is a good program but the contractors are not always good.
7	3	4	5	5	3	Carol and I wanted more information. Stephanie explained she head this and the rest of the committee is volunteer. Too critical for volunteers only. We should make this part of normal practice not just a committee. Stephanie's comment: The committee comes up with great project ideas, but there isn't enough time or resources to implement them all. If the committee continues to expand its role, we will need additional staff support. The committee should also meet more frequently in order to accomplish these projects. Perhaps it is worthwhile to assign two members to either the Planning Board, Select Board, or School Committee. The two members could attend the other boards' meetings and determine if what they are working on needs to incorporate more sustainable practices. The members would all report back once a month as they do currently. This way there is more engagement with other boards, and we keep sustainable practices in the forefront of their minds.
8	4	5	4	4	4	We could not really understand how this would be implemented and how the money would get back to the tenants. We like the idea, just felt it would be challenging.

9	5	5	5	5	5	We all liked this idea. No discussion but a comment from Carol afterward. - I had thought that the Town purchasing the land and then making it available to disenfranchised groups would be a way to get new farmers into the community. Another area that we are unable to meet all the needs for is with community garden plots. That could be another option for this or some other agricultural plot. It would enhance the mission of enhanced local food production. If it were Shady Oaks, MCF could probably even provide guidance/expertise in getting started.
10	5	5	5	5	5	The MCF came up with a pilot for a regenerative agriculture program. They had thought using bio-char in one of our high tunnels where it is isolated and could be a control along with soil inoculants to measure the changes in soil health along with agricultural production would be an awesome pilot.
11	4	5	5	5	5	We didn't have a chance to discuss this one.
12	2 or 3	5	4	5	5	we didn't really discuss this one but Carol had wanted to understand more how the current Open Space Residential Development Zoning is currently working and what more are they trying to accomplish with the RPZ? Are there any statistics to support changing the direction we're in now?
13	5	5	5	5	5	We all liked this but had some concerns about the resources to inventory. A grant would be great. Alos can this be expanded to invlude checking the trees for disease or if they are planted to deeply?
14	2	2	5	5	5	Did not have a chance to discuss this one.
15	4	1	3	5	5	Concerns about homeovers not being able to make improvements, like new windows. None of us are clear about the historic district means. All agree these old homes look nice but some thought taking some down and making mutli family homes could be better. Others want to protect the rural feel. It would be beneficial to have a focus group with thos that live in the historic district.
16	4	1	2	5	5	Did not have a chance to discuss this one but assume similar to 15. More education needed.

Subject: Focus Group Feedback John Foresto

Here is a summary of the results from the four-member focus group I facilitated:

Strategy Idea #1

One member definitely not, three members definitely. The issue is that it will be financially

challenging and will require some sort of federal/state subsidy. All members agreed it would be required for all new construction.

Strategy Idea #2

Two members were on the fence and two said definitely. All agreed it would be difficult to make

businesses comply.

Strategy Idea #3

All 4 agreed definitely.

Strategy Idea #4

One member definitely not, one on the fence. New rules are in effect per Conservation Agent.

Any development over one acre has to manage storm-water to meet MS4 requirements. The group thought this strategy has to be included to apply for grants.

Strategy Idea #5

One possibly and three definitely.

Strategy Idea #6

All four definitely.

Strategy Idea #7

All four definitely. Expertise is required to support the energy committee. This item is a good

candidate for a regional approach.

Strategy Idea #8

One on the fence and three definitely support this item. The issue is that renters tend to be

migratory. Then the question is: where does the funding come from?

Strategy Idea #9

One on the fence and three definitely. All agreed an environmental impact study would be

required to purchase. A lot of clean up is required according to the Conservation Agent.

Strategy Idea #10

One definitely not, two on the fence, and one possibly. There is no modern farming in Medway and the group was unsure whether there was an application here.

Strategy Idea #11
All were definitely.

Strategy Idea #12

Two possible and two definitely. Need deed restrictions on marginally-developable property and have to think creatively about this.

Strategy Idea #13

One on the fence and three definitely. The Conservation Agent said that a local bylaw was in the process.

Strategy Idea #14
One possible and three definitely.

Strategy Idea #15
One on the fence, two possibly, one definitely.

Strategy Idea #16
One definitely and three on the fence.

Strategies 14, 15, and 16 were not discussed by the group, only rated. One member sent comments directly, which I will forward directly to you.

If more clarity is required, please contact me at jforesto46@gmail.com.

Conservation, Stewardship, and Resilience Focus Group Notes

Date: Wednesday March 15, 2022

Facilitator: Carey Bergeron

Participants: Julie Wood, Luke Olsen, Jim Wilckis, Barbara Saint Andre

Notes:

Strategies Discussion

S1: Separating this into two parts

1. Net Zero-group agreed is a definite 2. Independent Grid-on the fence;

1. Battery storage system being discussed could assist this
2. Expensive
3. Agreed it was something to work towards

S2: Described as “tricky”; hard to get a specific rule or regulation; 1. Jim described as a definite

2. Rest of group agreed that this was important

S3: Group agreed definitely not;

1. 2. 3.

Water is on a gravity system so should be able to get water in an emergency Other towns could pitch in
After discussion group agreed this is a possibility

1. Should be studied
2. Should have a back up plan for it
3. Spend some \$ developing strong back up plan

S4: Group was mixed on this

1. Barbara said not a high priority-town has a permit that would need to be followed for stormwater
2. Others had this definitely

S5-S7: Group agreed that these were all 5s and discussed briefly and moved on S8: Group loved this idea but with few concerns:

1. Concerned about where place ground mounts
2. Don't want to “clear cut” land to place the ground mounts
3. Inquired whether the school canopy solar panels could be used for this
4. Settled on a 3 where more information would be needed

S9-S10: Definities

S11: Agreed it was definite

1. Could be stated more broadly so it's not as targeted to specific areas
2. Implementation may be an issue

S12: Agreed it was definite

1. Questioned whether this was an improvement of existing

S13: Group agreed this was important but with the following concerns

1. 2. 3.

How do we inventory existing canopy

1. More than meets the eye
2. Large undertaking

Opposition from residents “can’t cut our own trees down!”

a. Tricky due to how trees are handled legally (if it falls in neighbors yard you

own it)

Rethink how we look at trees from a climate resilience perspective

1. Trees are infrastructure
2. Education to change mindset
3. Does not mention type of trees to be planted
 - i. Keep in mind biodiversity
 - ii. Add word native or “naturalise”: consider what trees will grow if

differing climates in 70 years S14: Agreed definite

1. Low cost-could easily be done

2. Lump together with educational strategies (woven into other strategies) S15: Important but work hard to get people to buy into it

1. People don’t want restrictions on their property
2. Longer term strategy

S16: Similar to 15

1. No protection and impose restriction on property
2. A lot of work
3. Interesting idea as there are a few historic homes that are stand alone

Other Ideas

Consider Habitat Areas: historic streams and wetland restoration areas; Planting Pollinators and new trees

Focus on nature based solutions for new developments; focus on climate resiliency

Energy Committee taking a bigger role in climate mitigation; active climate resilience/adaptation

Involve integrated partners in implementing strategies. Schools could plant and sustain a pollinator garden; more hands on experiences for children (apply to historic education and sustainability education)

Keep in mind stormwater permit during town development projects; adding impervious surfaces to mitigate through permit process

APPENDIX IV

Our focus group included Marques Crosby, Julie Harrington, and Gail Hechenberg.

The tally of the three participants indicated the following strategy possibilities were all rated as 5:

1, 2, 4, 8 (after some discussion and under the assumption it is free — like, why not — but not enthusiastic — lack of understanding and information), 9, 10, 12, and 13.

There were no 1's. The rest of the strategies never received lower than a 3.

THE MIXED RATING OPTIONS:

Number 3, about centralizing the food pantry, was given two 4's and one 5. One participant was in favor of centralization in general, but there was doubt in the group that centralizing would increase food pantry effectiveness and reach, as, both are very busy as is, benefit from different sources, although they share, and have different target populations. All in the focus group wanted to know what the current organizers thought of the idea. In general, they needed more information.

Number 5, related to school quality and building maintenance, received three 4's. The consensus was that the schools are already being well taken care of by the existing processes in town and don't require more emphasis. The comment was made that the bigger problem is what is being taught in the schools.

Number 6, related to reassessing the Burke portion of the Memorial-Burke complex, received three 3/4 ratings. There seemed to be general lack of knowledge about the school including not realizing there are two different sections to the school. It was pointed out that the building seems to be serving a good purpose. More information clarifying the intent might be helpful.

Number 7, water recreation, met mixed reactions and a lot of discussion. It received one 5 and two 3/4's. Two members expressed concern about liability and cost, although each would like to have pool access and contributed to the suggestions listed. One member was passionate about the need and desire for adding access to a pool for Medway. Reasoning included a reaction to all last summer's drowning deaths and the difficulty for Medway citizens to learn to swim — such a crucial life skill. The existing Medway swim team is based at Keefe Tech, which will close and make it more difficult to continue the team. The passionate member is familiar with the regional swim scene and pointed out that pools can make money if run well, suggesting maybe the VFW field area would make a good location. Other suggestions were for the town to partner with a private company in building and running a pool, which has been done successfully in several other communities. Combining efforts with neighboring towns which also lack swimming venues was suggested as was creating a combination community center/pool which, in an existing example also serves as a town emergency shelter. Parks and Rec director Julie Harrington is the Medway swim coach and knowledgeable about existing pool options in the area.

Number 11, Medway Business Council support for minority and diverse businesses, met considerable discussion and diverse opinions, receiving a 4, a 4/5, and a 5. One member was concerned that while

important, encouraging such businesses could be setting up the owners for failure if the town was not yet ready to support them. The example given was encouraging a Haitian restaurant when there is no, or not enough, supporting Haitian or other welcoming population. Another participant disagreed, saying just having the more common Italian and Chinese restaurant options, with only the Yama Fuji as something different, makes Medway boring. Ethnic businesses offer opportunities to explore different cultures including their foods, arts and music, and also draw a more diverse population to town. There is a multi-prong enrichment brought by diverse restaurants and other businesses. Nearby towns have done it, why can't Medway. The consensus was the MBC support is important but must be done carefully and wisely, with far-reaching support, so that businesses are not being set up for failure by the encouragement.

Number 14, regional transportation, was rated 4, 4.5 and 4.5. There was recognition that it is important, but not much understanding of how it could be done, other than a vague notion of partnering with neighboring towns. Pro comments were that it could support after school transportation (post after-school activities), help with transportation of the physically handicapped, and help attract a more diverse population. It was recognized that a car is usually needed when living in Medway, so when people are unable to drive, such as with aging, they have trouble getting around except for the limited existing volunteer and senior services. Having regional transportation would make it easier for more seniors and others without cars to stay in Medway.

NEW IDEAS

1. There should be a commission for public art with a juried artist collaborative to make decisions and give direction and support. There is no current defined town process for approving and creating public art. Right now the only way to get some kind of public art is to, for lack of a defined process, go through the Select Board, which means no artists or set of artistic criteria are involved in the decision making. The commission would increase focus on the arts, which in turn can foster diversity and bring multi-dimensional enrichment to town, including drawing businesses.
2. A skate park would enrich the community and provide more welcome options for recreation. The very successful skate park in Uxbridge was mentioned as an example to emulate – very popular and community enhancing.
3. More sidewalks are needed to provide easier walking for the disabled and for all the pluses of being a more walkable town.
4. A Welcome Center in a town building would help new residents figure out how and where to get things done in town and find resources. The centralized service would also be helpful for any resident.
5. More parking is needed at Choate park. Parking is especially difficult when any event is held there, such as the Pumpkin Walk or Celebrate Medway Day, or a concert. Some people end up relying on parking at the mill, requiring crossing Rt 109, which is dangerous. Suggestion: Should the house between the Ide property and Choate become available, the town should try to buy it to provide more parking space.

Medway Master Plan
Vision For a Supportive Community focus group 3/27/22

Breakout Group leader– Becky Atwood

Patty DerGarabedian
Courtney Riley
Sandy Johnston
Joanne Williams (did not attend)

There was no unanimous agreement at first reveal of ratings. 1-5 Ratings listed here reflect opinion adjustments in cases where I had time to request reranking

Strategy 1 – Community Center

5 (3) 4 3 (1) 2 1

If a community center were the only space available for seniors, some would not use it, especially the older ones who might find the younger set to be distracting. Some seniors need quiet spaces where they can relax, talk, think, play games, and read so they would prefer to keep the existing senior center as well. However, seniors may want to join in with the rest of the community for some activities at a community center.

Like the idea of having a center but maintenance, staffing and policing will be required.

Strategy 2 – Arts and Performance Space

5 (2) 4 (1) 3 (1) 2 1

Note that Ide house on packet map is mislocated. Location on map should be moved a few blocks east between Choate Park and Winthrop Street.

What about an existing building such as the vacant lumber store building east of Town Hall? Would it be less expensive to renovate an existing building?

Existing Ide House has only small rooms. The barn space is quite small also. The area of the building near the kitchen has already been renovated so can be modified or added to without jeopardizing historical space. What about adding a large room to the back of the building from the kitchen?

Maybe this could be merged with strategy #1 – community center/arts and performance space

Strategy 3 – Food Pantry

5 (2) 4 3 2 (1) 1 (1)

Seniors who live at Mahan Circle, especially those without cars, appreciate easy access to the food pantry.

Two food pantries cooperate well. Both pantries could use more space. One benefit of putting them together is that it might be easier for staff back-up. Success relies on current volunteers, especially leadership, and it's not clear what would happen without these valuable people.

Strategy 4 – IT Infrastructure

5 (3) 4 (1) 3 2 1

Breakout group thinks we are already doing these things. We have an IT department. Most who want IT, have it.

Registration and payment systems should not be separate.

Strategy 5 – Invest in Schools

5 (3) 4 (1) 3 2 1

There are too many issues in this strategy to separate and discuss and not enough time.

IT for the town is currently under the school system and it should not be.

Strategy 6 – Burke School

5 (1) 4 (2) 3 (1) 2 1

This should be about Burke School only which is an old building and not used for classrooms at this time. Memorial is our newest school.

Are enrollment projections by the Master Plan taking into account all of the new housing in town?

Strategy 7 – Pool

5 4 (2) 3 (1) 2 (1) 1

Cost is a factor – with so many buildings needing upgrade or replacement, is this the time to add a pool? It is like joining a health club or the “Y” except that the town would need to staff and manage it.

Pros – could generate income if there were memberships, fees and rentals involved. Seniors would like a pool because some miss the beach at Choate Park.

Cons - Liability issues. Some pools end up closing – Keefe Tech.

Strategy 8 – Moderated Forum

5 (1) 4 (2) 3 2 1 (1)

People who use Front Porch Forum (including my friends in Vermont) love its simplicity, usefulness and that it is moderated.

Breakout group felt we don't need this to meet our neighbors. Apparently something similar was tried here and went nowhere.

However, there should be a way to include seniors better into neighborhoods.

Strategy 9 – Mental Health Clinician

5 (4) 4 3 2 1

All agreed this is important, especially when we heard from those who know how much it is needed and that hours need to be increased for this service.

Strategy 10 – IDEA Committee

5 (1) 4 (2) 3 (1) 2 1

Although everyone agreed this committee is important, several did not understand why this committee was singled out, since other committees make recommendations also. All committees should be listened to and their recommendations considered.

I did not have a chance to point out that this is a temporary committee has a limited timeline to study and make a report, which puts it in a different category.

Strategy 11 – Business Council

5 4 3 (1) 2 1 (3)

This should not be the town's job. More diversity would be good but businesses should work this out themselves.

Strategy 12 – Affordable Housing

5 (2) 4 (2) 3 2 1

This is important and needed but affordable housing is not the same as senior housing. Current levels of “affordable” are too high for many.

Be sure to understand the differences between affordable housing, low-income housing, assisted living and senior housing. Different needs.

Some current senior housing includes activities but these are not available to all. Some facilities have managers but not services.

(two breakout group contributors are professionals in these areas and were asked to submit details via letter to the master plan committee.)

Strategy 13 – AARP Livable Community

5 4 3 (4) 2 1

Medway is doing a good job in these areas anyway and can get ideas from this private interest group. It is a lot of work to obtain the label and the only thing we would gain from the designation is the AARP branding. Businesses and interest groups benefit from communities that accepting such branding – more benefit to AARP than to us.

Strategy 14 – Regionalize Senior Transportation

5 (3) 4 3 (1) 2 1

Regionalizing would make routes and scheduling more complicated and result in long waits for seniors. It works well to keep close destinations to local routes. Seniors don't often want or need to go to destinations in neighboring towns that might be in the regionalized area.

Visits to appointments in Boston or Framingham are done by volunteer drivers who are usually seniors themselves. The cost of gas is making this volunteering difficult.

Seniors are not the only ones who need transportation. Low income families do not have cars.

Gatra for seniors or those with disabilities.

Notes from Susy's Break-out group – March 9, 2022 Supportive Community

- #1. Carl – 3
Karen – 4
Siri Krishna – 1
Susy – 5
Comments – People weren't so keen on a joint senior and community center. Preference to keep separate. VFW site might be a good combined location for community center for youth activities and food pantry.
- #2 Carl – 4
Karen – 5
Siri Krishna – 4
Susy – 5
Comments – People wondered about the “barn” at Thayer. How is that being used?
- #3 Carl – 3
Karen – 5
Siri Krishna – 4
Susy – 3
Comments – It may be premature to say this definitely needs to be done? How do the 2 food pantries feel about joining forces?
- #4 Carl – 5
Karen – 5
Siri Krishna – 4
Susy – 5
Comments – Absolutely. No question that this is important.
- #5 Carl – 3
Karen – 5
Siri Krishna – 4
Susy – 5
Comments – Not much discussion.
- #6 Carl – 3
Karen – 2
Siri Krishna – 1
Susy – 6
Comments – Karen (Community Ed Coordinator for MPS) was strongly opposed to this. The day care and before and after school programs work really well there.
- #7 Carl – 5
Karen – 5
Siri Krishna – 5
Susy – 5
Comments – A pool could be a money maker for the Town. Reference Walpole. People miss swimming at Choate Pond.
- #8 Carl – 3
Karen – 2
Siri Krishna – 1
Susy – 5
Comments – Luke warm on this one.

- #9 Carl - 5
 Karen -5
 Siri Krishna - 5
 Susy – 5
 Comments – GREAT support. Would actually like to see a full time person just for Medway.
- #10 Carl - 3
 Karen - 5
 Siri Krishna - 5
 Susy - 5
 Comments – Yes in principle, but curious as to what the IDEA committee will recommend. Pastor Carl a bit hesitant.
- #11 - Carl - 3
 Karen - 5
 Siri Krishna - 3
 Susy – 3
 Comments – Definite desire for more restaurants and diversity in restaurants.
- #12 - Carl - 5
 Karen - 5
 Siri Krishna - 5
 Susy – 5
 Comments – People unsure what “affordable” means. Seniors really need options. Salmon Willows is very \$\$\$\$. Would like to have “granny pods”. I informed participants that such can already be done in our AFDU bylaw.
- #13 Carl - 3
 Karen - 4
 Siri Krishna - 1
 Susy – 5
 Comments – Siri Krishna reported that she had discussed this with the Council on Aging Board and it wasn't well received. Seems as though it might be better approach in larger communities. She noted there are other designations available as well. Not convinced there is any benefit to Medway by such designation.
- #14 - Carl - 3
 Karen - 5
 Siri Krishna - 1
 Susy – 4
 Comments – not interested in regionalizing. Not perceived as having any real benefit. Would likely result in longer waits. Real concern about gas prices for volunteers who drive senior to out of town appointments.

Other ideas - not necessarily related to Supportive Community theme

1. Karen - help downtown (route 109) become more walkable. Improve the plaza – safety, appearance, traffic.
2. Sir Krishna - bike trails to Holliston and Milford

3. Pastor Carl Schultz – would welcome opportunities for collaborative activities. Mentioned the Town Square series the Medway Village Church had sponsored several years ago with speakers to discuss issues of the day and to promote dialogue.

Master Plan Focus Group Notes – 3/9/22

Facilitator: Susan Dietrich

Participants: Andrea Kerr, Barbara Saint Andre, Margaret Perkins, Lt. Bill Kingsbury

Ratings By Strategy Number (items in bold were ones of strong agreement/support):

1. Community Center: 5, 5, 3, 3, 2
2. Dedicated Arts Space: 5, 4, 4, 3, 3
3. Food Pantries: 5, 5, 4, 3, 3
4. IT infrastructure: 5, 5, 5, 5, 3
5. School investment: 5, 5, 5, 5, 4
6. Burke-Memorial: 5, 5, 3, 3, 2
7. Water recreation/pool: 5, 4, 3, 2, 2
8. Front Porch Forum et. al.: 4, 4, 3, 3, 2
9. Mental health clinician: 5, 5, 5, 4, 4
10. Implement IDEA rec: 5, 5, 5, 5, 4
11. Assist new businesses: 5, 4, 4, 3, 3
12. Affordable senior housing: 5, 5, 5, 5, 5
13. AARP Livable Community: 5, 3, 3, 3, 3
14. Senior Transportation: 5, 5, 5, 4, 4

Of note, no one in our group rated any of the strategies as a 1.

The top strategies during our discussion included affordable senior housing (#12), IT infrastructure (#4), investment in the schools (#5), and implementing the recommendations of the IDEA Committee (#10). With regard to the IDEA recommendations, one participant noted that it was hard to give that a 5 because the committee hasn't made its recommendations yet, but otherwise all were supportive.

Senior transportation (#14) was another point of high agreement, with comments that some had parents in other communities and they would want this for their parents. Other comments noted that losing a driver's license is devastating, and without transportation options, it becomes difficult to attract people to live in Medway. Another participant noted that they would like to see transportation available to more than just seniors, mentioning something more like public transit that would also assist youth and adults of all ages.

Regarding the community center (#1), participants felt this met a lot of different goals if it could truly be a multi-purpose space, e.g. could be a place for youth, could incorporate the food pantries. That said, the overall feeling was one of needing more information: what is the vision for the community center? Where would it be located? Would it be intended to replace the Senior Center, or would the Senior Center still be there as a resource?

For the dedicated arts/performance space (#2), the group felt this might not be as high a priority as some of the other strategies, though there was universal support expressed for the arts. Advocates noted that it would be good to support arts and performances in the community, and some wondered what the capacity would be, where it would be located, if it might be incorporated into a community center, and how it might be incorporated into an existing town property. Others noted that Ide House has some accessibility issues, and also that the library has space for art and music currently.

On the topic of the food pantries (#3), it was acknowledged that operations are not the most efficient in either location given the constraints (sharing space with a preschool, operating in the Housing Authority building, one still a completely outdoor operation, parking/traffic issues, etc.). While new space could be an improvement, it was unclear during the discussion how this might work since the pantries are separate entities. Others shared feedback that there is an advantage to 2 pantries – open on different days of the

week, specialize in different populations (one serves more seniors, one serves more families with young children). Consensus seemed to be to defer to those in charge of the pantries for their perspective.

Regarding the strategy for Burke portion of the Burke-Memorial school (#6), participants referenced the municipal facilities study and would defer to that review process to share more information. We discussed needing to understand the cost to maintain/renovate the existing space vs. exploring something else, and what the impact would be on the programs currently housed there. Conclusion was that more information would be helpful.

For the water recreation/pool idea (#7), some participants felt that a pool is one thing Medway is really missing, and it was noted that the pool at Keefe Tech (the vocational school in Framingham) is closing at the end of this school year because they don't have the \$5M needed to do repairs/improvements. Questions on this topic included fiscal concerns that a pool is expensive to install and expensive to maintain, what is the business plan on how this would be executed, would it need to be subsidized by the town to make it affordable for residents to use, what type of pool would be installed, and where would it be located (real estate is at a premium).

On the topic of community building initiatives like the Front Porch Forum (#8), participants thought it sounded like a great idea (connecting people within the community), but they were unclear how such a program might work. Comments included that it could be fantastic or it may never get off the ground, and that neighborhoods are different now so it was difficult to visualize how this might work. Consensus was that more information was needed.

Regarding the expansion of the mental health clinician (#9), it was noted that this appears to be within reach, possibly sooner rather than later, as it is actively being budgeted for as a full-time resource in both Medway and Franklin. All supported this program and noted it has been very effective.

For support of new businesses (#11), participants questioned whether there would be efforts to help all businesses or would only some be selected? People generally thought it was a good goal to help BIPOC businesses get off the ground. There was also support for promoting a business to business directory, and it wouldn't likely cost the town a lot of money to work on something like this. It was also noted that something like this could help local restaurants with promotion.

The suggestion around an AARP Livable Community designation (#13) did not have much traction – most felt they needed more information in order to rate the idea.

There was a comment about the housing chart in the appendix which showed the number of people living in a house compared to the number of bedrooms, wondering why the chart didn't take into consideration the square footage of the house. A participant noted that a 3-bedroom house could be either 1,000 or 3,000 sq. ft., so the square footage might be insightful.

New Ideas

- Didn't see mention of the Community Farm – will this be in another section? The farm is a huge asset to Medway, from educational programs, to positive impact on the climate, to supplying food to food pantries and the community, it would be great to seek ways to improve and expand the farm.
- I asked the group about their reaction to the paragraph about increasing participation in Town Meeting. Participants supported the idea but were not sure about the logistics. Some noted that Town Meeting is not a fair vehicle for all voices to be heard, as it happens on one night only and limits participation. Other feedback noted that it makes the townspeople appear apathetic with less than 1% of residents participating, when in reality the logistics may play a significant role, along with lack of understanding of the need to participate. Not sure whether anything can be done to change

Town Meeting due to charter/laws, but participants wondered about what other vehicles for feedback could be considered/implemented so that people in town could express their views.

- Regarding the senior center, it was noted that at one point in the past, a youth summer camp used to take place at the senior center but the space was outgrown so the camp had to move. Feedback about that was mixed because some seniors did not like having the children present, even though the original grant for the senior center indicated that it was intended to be a multi-generational resource for the town. Something to consider when discussing the community center and the future of the senior center.
- Participants would like to see more meetings in town recorded and made available for the public to view. It is already difficult to keep up with everything that happens, and without recorded meetings, it becomes almost impossible.

Source: Town of Medway

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

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

TUESDAY, APRIL 5, 2022 at 6:30PM

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

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

Four core themes of the Master Plan:

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

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

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



QUESTIONS?

Contact Jamie Shalvey at jamie@jmgoldson.com
Or Susy Affleck-Childs at sachilds@townofmedway.org or 508-533-3291
Learn more about the project: <https://tinyurl.com/MedwayMPinfo>

April MP Community Engagement					
Groups/Committees to be Covered by MP Committee Members for Presentations	Assigned to	SAC memo	Meeting Date	Confirmed	NOTES
Affordable Housing Trust/Committee	Jack Wolfe	not needed	4/6/2022	yes	
Capital Improvements Committee	Sarah Raposa	3/14/2022	3/22/2022	yes	Committee doesn't meet between April - September
Conservation Commission	Tara Kripowicz	3/14/2022 (also Bridget Graziano)	4/14/2022	yes	
Council on Aging	Siri Krishna Khalsa	3/15/22 (also Courtney Riley)	4/12/2022	yes	Jenn in person at the senior center. In the afternoon.
Cultural Council	Becky Atwood	3/14/2022 (also Gail Hechenberg)	4/19/2022	yes	
Design Review Committee	Jess Chabot	3/15/22 (also Matt Buckley)	4/11/2022	yes	
Economic Development Committee	Cassandra McKenzie	3/15/2022 (also Barbara)	Tent 4-21-22		Check with Cassandra and Barbara
Energy & Sustainability Committee	Carey Bergeron	3/14/2022 (also Stephanie Carlisle)	4/20/2022	yes	
Finance Committee	Ellen Hillary				FinCom will not be able to schedule a MP presentation during April due to Town meeting preparations. April is its BUSIEST month of the year. Ellen says she will encourage FinCom members to attend the 4-5 online forum and use the online participation tool.

IDEA - Inclusion , Diversity and Equity Advisory Committee	Susan Dietrich & John Foresto	3/14/2022	TBD		
Lions Club	Linda Reynolds	3/14/2022	4/25/22 tentative		
Medway Business Council	Kristen Salera	3/14/2022 (Also Julie Dennehy)	4/26/2022	yes	Kristen will do it twice, once in the afternoon and once in the evening!
Open Space Committee	Denise Legee	not needed	4/5/2022	yes	Will do it immediately after the 4-5 community forum overview
Parks	Debi Rossi	3/14/2022 (also Julie Harrington)	TBD		Check with Julie and Deb
Planning and Economic Development Board	Jess Chabot	3/15/22 (also Matt Hayes)	4/12/2022	yes	
School Committee	Susan Dietrich	3/14/2022	TBD		Check with Susan and John
Select Board	John Foresto	3/14/22 (also Allison Potter)	TBD		Check with Allison and John
Other Committees/Groups without Direct MP Committee Representation for Presentations					
Agricultural Committee	Becky Atwood	3/14/2022 (Alison Dempsey)	4/6/22 at 7 pm Zoom	yes	
Board of Assessors	Susy Affleck-Childs	3/14/22 Donna Greenwood	4/11/22 @ 4:30 pm - Live	yes	
Board of Health	Susy Affleck-Childs	SAC talked to Beth	4/25/2022 - Live	yes	
Community Preservation Committee	???		4/4/22??		

Facility Review Committee	TBD	3/14/22 Tim Harris	TBD		Tim will get back to me on dates
Historical Commission	Barbara		Tent - 4-27-22		Check with Barbara
Library Board	TBD	3/22/22 Margaret Perkins	4/12/2022		7 pm. Zoom. Need somebody to do this one.
Medway Community Farm	TBD	3/14/22 Carol Collard	4/14/22 @ 7:30 pm - LIVE	yes	Need somebody to do this one.
Redevelopment Authority	Barbara	Barbara	Tent - 4/19/22		Check with Barbara
Zoning Board of Appeals	Barbara	Barbara	4/6/2022	yes	
EVENTS to attend to distribute info about the 4-5 Community Forum					
Lacrosse Tune-Up Clinic and Ryan Hardy Classic			3/25 - 3/27/22	Yes	Deb Rossi has info on this- Get flyer with QR code for her and copy for handouts
Trail Club Winterfire Event			3/27/2022	Yes	Denise Legee will distribute flyers
EVENTS to attend (after the 4-5 Community Forum) to distribute info on the online community participation t					
Clean Sweep			4/9/2022		Only at the beginning of the event during registration. Allison Potter
Medway Softball Field Day			4/9/2022		Jess has info on this
Lions Club Pancake Breakfast			4/10/2022		Tentative - Check with Linda Reynolds
Easter Egg Hunt and Photos with the Easter Bunny			4/16/2022		check with Julie Hrrington
Medway Youth Baseball Opening Day Parade			4/24/2022		??? Who to talk to about this?

Later Community Events to Keep on our Minds for other MP stuff					
Town Meeting			5/9/2022		High School
Lions Club Shredding Event			5/14/2022		Linda Reynolds has info
Town Election			5/17/2022		Middle School
Medway PRIDE Day			5/21/2022		Middle School
Medway Day			July		Choate Park
Posters for 4-5-22 Community Forum					
Town Hall					done
DPW					done
Library					done
Muffin House					done
Choate and Oakland Parks					done
<i>UPDATED 3-24-22</i>					

[illegible]

[illegible]

[illegible]

Master Plan Committee - March 28, 2022 Meeting
ZOOM - Chat log

19:16:20 From Tara Kripowicz to Everyone:
Thank you, Michael!

19:16:35 From Jack Wolfe to Everyone:
Michael,...Well done - thanks!...Jack

19:25:05 From Michael Boynton to Everyone:
Thank you!!

19:32:16 From Debi Rossi to Everyone:
Appreciate that Jenn & Eric did consider the options for the 109/plaza section - a lot of people have mentioned this and I think it's important to understand what's involved with this property.

19:34:47 From Debi Rossi to Everyone:
Does DIF make sense in a town the size of Medway?

19:47:23 From Debi Rossi to Everyone:
what if business hours are in the evening (eg restaurants) - does is specifically say "daytime" hours?

19:58:10 From Debi Rossi to Everyone:
really appreciate a focus on the farms. although this may be not be receiving a lot of attention, think a lot of Medway residents would get behind encouraging and protecting this segment

19:58:30 From Tara Kripowicz to Everyone:
this came up in our focus group, too.

20:03:26 From Debi Rossi to Everyone:
keeping farms can also keep the character of Medway.

20:27:02 From jess chabot to Everyone:
This is a good explanation. It changes my opinion on this complete street policy, especially if it gives us access to state funds

20:28:14 From Denise Legee to Everyone:
Agreed. Especially if not all streets need to be included.

20:29:37 From Debi Rossi to Everyone:
But do all streets need to be part of the policy but the policy would not necessarily be mandated for certain sections?

20:31:35 From Tara Kripowicz to Everyone:
<https://gis.massdot.state.ma.us/completestreets/Map/>

20:36:51 From Michael Boynton to Everyone:
Thank you for the opportunity to present and comment tonight. Have a great night.

20:37:19 From jess chabot to Everyone:

Thank you Michael for coming! Your perspective is very valuable!

20:38:35 From paulyorkis to Everyone:

There was a substantial budget surplus this year. I strongly disagree with the notion that sidewalks cost money and therefore the Select Board believes they are too expensive.

20:40:36 From Eric Halvorsen, RKG to Everyone:

Thank you all for the discussion tonight and feedback. See you all again soon.

20:47:07 From Debi Rossi to Everyone:

like the idea of brief intro video at start (I did review this real quick earlier today)

20:48:46 From Sarah Raposa to Everyone:

If complete streets policy is a nonstarter for the SB and TM, then is there a compromise they would propose to address the concerns about walkability that we can include? We acknowledge that all things cost money and we can't have everything but factoring in complete streets elements could be as simple as striping differently.

20:49:16 From Sarah Raposa to Everyone:

I also like Jenn's short videos, super helpful!

20:52:47 From Jenn Goldson, JM Goldson to Everyone:

<https://storymaps.arcgis.com/stories/9c64d30196134443814411189edbc67e>

20:58:32 From paulyorkis to Everyone:

The Select Board is five people. They have the collective responsibility to listen to the citizens recommendations that have been developed as a result of substantial community participation.

21:00:30 From Debi Rossi to Everyone:

I can help with Medway Pride Day planning

21:01:25 From Sarah Raposa to Everyone:

I can help plan and also take a shift during Pride Day

21:07:27 From Sarah Raposa to Everyone:

So cool! Nice job!

21:11:04 From Sarah Raposa to Everyone:

Jess, did you need volunteers to do the Community Farm on 4/14?