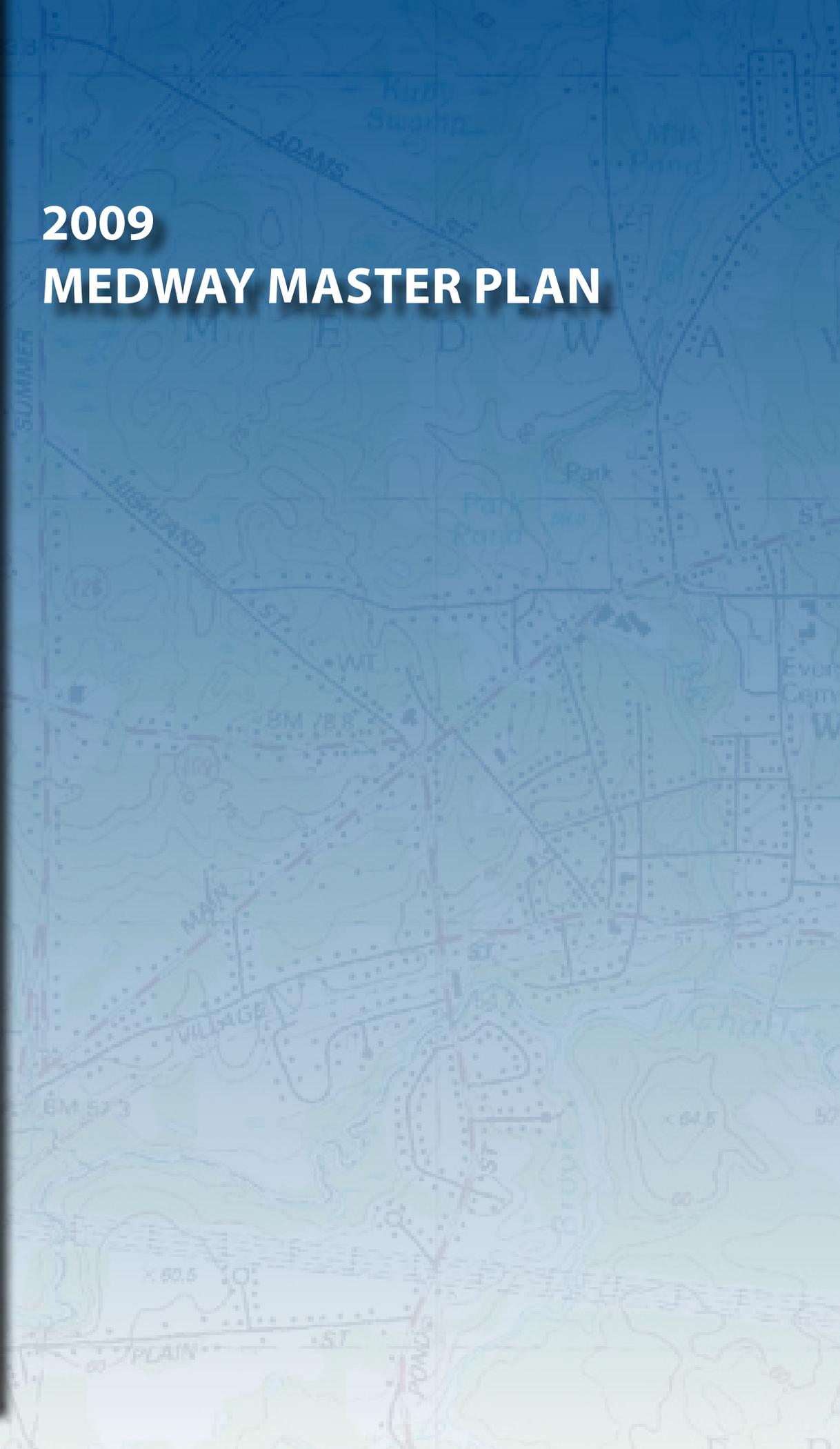




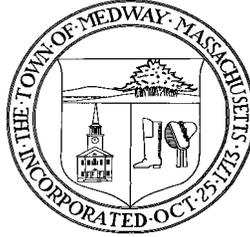
Town of Medway,
Massachusetts



2009 MEDWAY MASTER PLAN



2009 Medway Master Plan



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Dedication

This Master Plan is dedicated to Dave and Grace Hoag, who have been an inspiration to all in terms of their commitment to the town and their efforts in preserving Medway's history and Medway's open spaces. Together they represent decades of leadership and volunteering for a large number of committees, commissions and town events in Medway. Medway's history has been recorded in Grace's co authorship of *Images of America: Medway* (2004). In keeping with their commitment to preservation and conservation, they recently placed a conservation restriction, held by the Upper Charles Conservation Land Trust, on 15.5 acres of their property so that it be preserved in perpetuity for all residents of Medway to enjoy. It is in this spirit of commitment toward the people of this Town, that we, the members of the Medway Master Plan Update Committee dedicate this forward-looking plan for growth, development and preservation to Grace and Dave Hoag.

1 Introduction to the 2009 Master Plan

To encourage proactive planning Massachusetts General Laws Chapter 41, Section 81-D requires each local Planning Board to prepare and periodically revise a Master Plan that shall "provide a basis for decision making regarding the long-term physical development of the municipality." In this respect, a Master Plan is a "living document" which is meant to address and respond to the goals and aspirations of the community for the course and direction of their town. In Medway, Master Plans were completed in both 1963 and 1977, but neither of these plans was ever officially adopted. The 1999 Medway Master Plan was adopted by Town Meeting vote and a large majority of the specific actions called out in that Plan have been implemented. The 2009 Master Plan reflects the many changes in the Town that have occurred over the past decade, and charts a course for the future that responds to the needs and desires of the people of Medway.

The Medway Planning Board created the Medway Master Plan Update Committee in late 2007. The membership of the committee included representatives from many of Medway's town boards and committees, providing a wide range of expertise to address the seven different areas of master planning. The mission of the Committee was to update the 1999 Master Plan and present it for adoption at the 2009 Annual Medway Town Meeting.

About Our Town

The history of Medway is one of growth, transition, and adaptation to the changing economic times. Medway began as an agricultural community and transitioned to cottage and light industry as these endeavors yielded more opportunity for prosperity. These in turn were supplanted with larger mills and factories, which drove a housing boom and the establishment of village centers around the mills. As times changed, the mills and their goods were no longer in demand, and many shuttered their doors and either fell into disrepair or destroyed by fires. Some of the mills have been repurposed to either provide housing (Sanford Mill) or support a variety of smaller commercial endeavors (The Stone Mill). Medway evolved into a "bedroom community," whereby many residents commute to surrounding cities and towns for work. Change is as they say, inevitable, so having a plan and vision in place to address change and opportunity is crucial in order to gracefully adapt to the changing times.

Table 1: Medway At a Glance

Area	11.6 sq. mi.
2008 Miles of roads and streets	74 mi.
2008 Housing Density	400 houses/sq. mi.
2008 Population	13,801 residents
2008 Number of Dwellings	4248 dwellings
2008 Median Sales Price Single Family Homes	\$339,000
2008 Number of Registered Voters	8,936 voters
Estimated years to build out	30 years
Estimated population at build out	18,106 people

Impact of the 1999 Master Plan

The 1999 Master Plan called out 154 specific actions items. In the past decade 114 of those 154 actions were completed, the remainder are either ongoing, or are no longer relevant. Since 1999 the Town has

received a number of State grants that have funded the 2004 Community Development Plan, as well as studies for low-impact development, affordable housing, mill reuse, and traditional neighborhood development. Medway has also benefited from a grant that funded a UMASS to study of the Oak Grove properties. Other plans that support the Master Plan are the recently updated Open Space and Recreation Plan, and the Housing Production Plan and Water Master Plan (both of which were being authored during the completion of the 2009 Master Plan).

More examples of actions addressed in the 1999 Master Plan include:

- The Town adopted the Community Preservation Act at a Special Town Meeting in April 2001. Pursuant to the statute, the Town also adopted a local bylaw creating the Medway Community Preservation Committee; the committee presently consists of seven members: representatives from five town boards: Planning, Conservation, Parks, Historical, and Affordable Housing, and two citizens at large.
- The Planning Board improved the permitting process through a number of initiatives including the publishing of the Medway Development Handbook, the adoption MGL Ch.43D for expedited permitting, (by) posting all rules and regulations on the Medway Town website, and the forthcoming installation of permit tracking software.
- The Town adopted new zoning options that encourage preservation of open space and commercial/industrial development. These include the adoption of the Adult Retirement Planned Use Development and the Open Space Residential Development bylaws, the consolidation of the Commercial I and Commercial II zoning districts, the definition of a Commercial V district, and the change to allow for office buildings in our Industrial zones.
- The Town approved the sewer project for Medway's 495 Business Park.

Process for the 2009 Master Plan Update

The Committee has met twice monthly over the past 18 months. Minutes of our meetings and supporting data have been posted on the Town of Medway website. In December of 2007 the Committee distributed a Citizen Survey that has served as a guide to identify the issues most important to Medway residents. The responses point to a number of common issues and concerns. These include: reducing taxes, improving the town's fiscal management, providing adequate water resources, maintaining public facilities, managing residential growth, and addressing traffic safety.

Master Plan subjects were assigned to Committee members who were tasked with updating the status of the 1999 Master Plan goals and providing background information and context for their topic areas. Survey results were carefully considered in formulating the goals and objectives included in the 2009 Master Plan. Once the goals and objectives were established, specific implementing actions were formulated and presented to the responsible boards and committees. A list of the implementation actions can be found in Appendix A.

In addition to examining the results of the survey, the committee received significant input from Town boards and committees, as well as input provided through public forums. While this Master Plan is a comprehensive plan, the Committee has paid particular attention to address the issues most commonly cited by residents in the Master Plan Survey and during public forums. As with the 1999 Master Plan, it is the Committee's intention that during the next 10 years all Town boards and committees use the updated Master Plan when they consider critical questions facing the Town.

Results of the 2009 Survey

Analysis of survey data and the status of our Town helped frame the goals, objectives and implementing actions appearing in the seven sections in this document. The major concerns of our community have changed subtly over the past decade. The results of the 1999 survey indicated that taxes, rate of growth,

water quality and traffic were the top four areas of concern of the residents of Medway in 1999. A summary of the mail-in results of the 2009 survey is included as Appendix B in this Master Plan. It should be noted that although the survey was conducted in 2008, it was conducted in support of the 2009 Master Plan hence we refer to it as the 2009 survey. A complete summary of the 2009 Master Plan Survey is on the Town of Medway website [1].

The strong signals from the 2009 Master Plan Survey indicate that many of the same issues were of concern in 1999. However, the Town's rate of growth has been surpassed by concerns about water quality/quantity, which has now become the top priority. Medway's high tax rate (including concerns about sound financial management) was the second most critical issue in the Survey. This introduction identifies the major themes that repeat throughout the seven sections of this document.

The 2009 Master Plan Survey consisted of both a mail-in and on-line response formats. The response rate was very good with over 39% of the mail-in surveys returned, over 350 online surveys filled out and several hundred write-in comments. All combined, the Committee gathered and analyzed over 259,000 data points.

The survey data shows that Medway has strong community pride and residents cherish our small town rural nature. While the tax rate, professionally managed Town government, and water quality/quantity were top concerns, Medway residents also rate the quality of schools as very important, as well as the preservation of our farms and open spaces. Issues related to the improvement of roads, sidewalks, and public transportation options, the re-certification of our library and the creation of more housing options were strong sentiments.

Current Conditions

The Town is making progress in a number of master planning areas, but is continually challenged with finite resources to meet growing demands. One key change in the structure and functioning of the Town of Medway has been the adoption of a Town Charter in 2008. The Town Charter better defines the responsibilities of the various Town boards and committees, and defines a model for much more effective interaction and communication between them. The new Town Charter can be found on the Town of Medway website [2].

Next, we highlight three key areas of concern as identified by residents in the 2009 Medway Master Plan Survey responses.

Financial Management

Sound financial management has become a major issue in Medway during the past 10 years. The situation became so critical that Massachusetts Department of Revenue (DOR) was called in to provide a complete financial management review of the Town. The study focused on three areas: (1) the Town government structure in the context of the duties and responsibilities of financial officers; (2) the degree of coordination and communication among relevant boards and officials, (3) the performance of financial operations in such a way as to maximize resources and minimize costs. In 2005, DOR provided a report detailing deficiencies and areas for improvement.

As previously discussed, Medway's Board of Selectmen, Town Administrator and staff, and other key committees and boards have focused their efforts on improving the overall management of Medway's finances based on the DOR recommendations. One key recommendation of the report was to form a Government Study Committee. The committee was established in 2005 and was instrumental in producing our new Town Charter in 2008.

In the 2009 Master Plan Survey Medway residents sent a clear message that they are still concerned with the financial woes that Medway has faced over the past decade. They also feel strongly that residential taxes are too high. In 2009, the Town of Medway ranked 53rd highest, out of the 329 Towns reporting (Mass DOR, 2009) in terms of the average residential tax bill. Our choices are limited to address this

issue. Approximately 70% of Medway's budget is devoted to supporting Medway schools. Medway is 285th out of 300 in per pupil spending (Mass Department of Elementary and Secondary Education, 2008). That is, only 15 of the reporting school districts spend less per pupil than Medway. The Town's desire to reduce taxes and the lack of a strong commercial or industrial tax-base, have made spending choices difficult for Town officials. We address these issues in more detail throughout this Plan.

The Board of Selectmen has taken aggressive steps to improve the financial management of the Town. However, the issue of a high residential tax rate remains. During the course of the update, our local, state, and national economies have experienced a severe downturn. The Medway Master Plan Update Committee has remained focused on the future and adhered to best practices and long-term trends in the planning process. It is difficult to anticipate the impact of economic cycles; the only thing that can be predicted is that current conditions will change. Historical data suggests that growth in Medway will continue, but that the pace of growth will be affected by economic cycles.

Drinking Water Quality and Quantity

Over the past 10 years, the quality and quantity of drinking of water has become a recurring concern for Medway residents. Problems with the quality of the water from the Oakland St. well caused water shortages and forced residents to purchase bottled water for drinking. Two key concerns were raised by the Town: 1) general management of our current water supplies, and 2) the speed at which new wells were being brought online. As a result of changes outlined in our new Town Charter, oversight of the Water/Sewer Department is now under the control of the Board of Selectmen.

Some past water issues related to well over-pumping were relieved when the Village St. replacement well was put into service in 2006. In 2009 the State has reduced the allowable pump rates for wells. Therefore Medway must adopt water conservation steps immediately. In 2008, the Board of Selectmen initiated a Water/Sewer Master Plan for the Town, which has been released detailing many specific and safety critical issues.

Traffic and Pedestrian Safety

Both vehicular and pedestrian traffic are two critical issues that were frequently cited by Medway residents. The budget for the upkeep of Medway's roads and sidewalks has been subject to frequent budget cuts. While signaling improvements at the Medway Commons Shopping Center and Main St./Holliston St. intersection have significantly reduced the rate of accidents at these locations, there still remain both congestion and safety issues along Route 109. The Medway Police Department has provided traffic accident data used in preparing this update of the Master Plan, allowing us to identify hotspots for immediate action.

A key issue facing the Town is how best to address a proposal for a redesign of the Route 109 corridor through Medway. Neighboring towns have already completed extensive projects on their sections of Route 109. Discussions with state officials have already begun, but the Board of Selectmen needs to establish a committee whose sole focus is developing plans and proposals to improve the main thoroughfare through our Town. In addition, the Town needs to make road and sidewalk maintenance a budget priority. Until this happens, the condition and safety of Medway's roads and sidewalks will continue to deteriorate.

Summary

In the 2009 update to the Medway Master Plan, the Medway Master Plan Update Committee has documented the vision that the community holds for Medway's future. The committee analyzed existing data and significant community input to determine the current state of: Housing, Natural and Cultural Resources, Public Facilities, Land Use, Economic Resources, Open Space and Recreation, and Transportation.

To promote a common vision at all levels of planning, Medway needs to integrate master planning across all boards and committees. The 2009 Master Plan can help each board and committee develop a coherent set of priorities for the Town. These priorities can help guide decision makers as they consider future infrastructure projects and bylaw changes that influence and accommodate growth. This plan can also be used to address issues that influence the Town at a regional level. This revision of Medway's Master Plan specifically targets priorities related to economic development, water quality and quantity, protection of open space, traffic safety, and affordable housing. Copies of the entire Master Plan Update and supporting data are available on the Town of Medway Web Site [3].

[1] The 2009 Master Plan Survey,
<http://www.townofmedway.org/BoardsAndCommittees/PlanningBoard/>

[2] The Town of Medway Town Charter,
<http://www.townofmedway.org/BoardsAndCommittees/GovernmentStudyCommission/>

[3] The 2009 Medway Master Plan,
<http://www.townofmedway.org/BoardsAndCommittees/PlanningBoard/>

2 Land Use Section

Introduction - Land Use

This section examines the current land use patterns throughout the Town of Medway and provides recommendations for town-wide future development, land use, conservation, and suggested improvements for specific areas. Knowledge of current land use, coupled with the examination of the local zoning bylaw helps one understand recent development trends. The section reviews past development, presents demographic data, survey data, and forecasts of future trends to develop a broad set of goals to guide our development in the future.

Medway is no longer a rural town with an agricultural base. Still, we enjoy a "small town feel" thanks to roadside views of open fields, and low-density residential development and historic buildings throughout town. We are what other towns used to be, and we have challenges ahead in managing our growth so we can retain the character that we all cherish. Our survey data indicates that we want to continue Medway's New England-style settlement pattern of clustered civic and business centers interspersed with fields, woods, and a mix of housing options.

The 2009 Master Plan survey data (Appendix A) clearly indicates that Medway residents value the small town rural feel of Medway, and are concerned about high tax rates and the availability/quality of drinking water. This section addresses the land use issues that have a direct relationship to these three issues and then outlines a set of options for specific sections of Town that could benefit from re-development or development. These options may help the Town grow economically while preserving our rural nature and water resources.

1999 Master Plan Land Use Goals and Achievements

Medway has made significant progress on the Land Use goals set forth in the 1999 Master Plan. Since 1999, the Town has adopted an Open Space Residential Overlay District and Adult Retirement Community Planned Unit Development zoning options. These promote the development of neighborhoods of varying densities and character without increasing the net density per acre. Through adoption of the Community Preservation Act, and establishment of the Community Preservation Committee (CPC), Medway has been able to purchase over 20 acres of open space.

2009 Master Plan Survey Land Use Issues

A strong signal from the 2009 survey that has implications for land use planning was that people were concerned with high taxes. From our cost of services analysis (see Economic Development Section) one can see that Medway should have a larger commercial/industrial tax base. Another strong signal is that residents feel that our rural character is very important. To support these seemingly conflicting signals, Medway should encourage the protection of open space, and at the same time encourage economic development that does not increase residential tax burden. Another strong signal was that people believed that the re-development of Medway's 60's style strip shopping center along Rt. 109 should be studied. Lastly but perhaps most important was the need to protect water resources. Water resources will see great pressure as Medway continues to develop. The remainder of this section outlines some specific options for addressing these survey responses.

Current Conditions

Land Use Characteristics

Medway's land area is 11.6 square miles, of which 0.8 square miles is roads. The Medway Assessor's database consists of 6,932 acres or about 10.8 square miles. Each of the over 4800 individual land parcels that make up Medway's tax base have been assigned a classification by the Assessor's office according to the primary use of the land and any buildings on it. Figure 1 depicts a land use breakdown by area, comparing developed (i.e., Residential, Commercial and Industrial), available land (i.e., Chapter 61 and undeveloped parcels) and tax exempt lands as they exist in 2009. In fiscal year (FY) 2009, approximately 75% of the tax levy is attributable to residential, undeveloped residential, and open space classes, while 12% is attributable to commercial, industrial, and personal classes, and 13% is tax exempt uses.

Chapter 61 is a state tax abatement program designed to protect forest, agriculture and recreation land (details of Chapter 61 land is provided in the Open Space section of this Plan). The owners of land filed under one of the Chapter 61 provisions, receives a reduced tax rate, in exchange the Town gets first right of refusal when the property is sold. In 2009, nearly all undeveloped land in Medway, is zoned as Agricultural/Residential and could be developed as residential housing. This would increase residential tax burden. Use of the Community Preservation Act funds to acquire some of the Chapter 61 lands could help to maintain Medway's rural nature, and avoid the large increase in tax burden that results from residential development. The Open Space Committee is creating an open space inventory that will provide a prioritized list of which lands would be best suited as open space. In this Section target parcels that could be used for future commercial/industrial development are discussed.

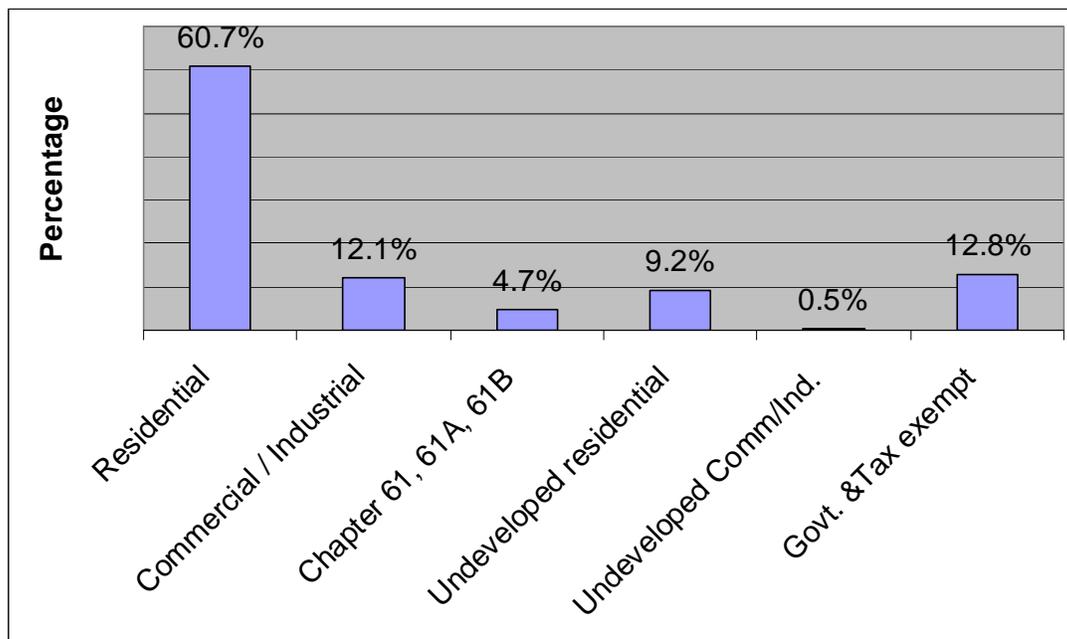


Figure 1: Land Use Area by Tax Classification

(Source: Medway Assessors 2008)

All land designated as “Chapter 61” (4.7% of land in Medway) is zoned residential and potentially developable. The majority of Chapter 61 lands in Medway are used for some form of farming. As property values rise, agricultural land usually becomes particularly vulnerable to development. Planting of higher value crops and the public purchase of development rights can influence how this category of land is utilized in the future. Without protective conservation restrictions, there is no guarantee that the property remains open land in perpetuity. Aside from donations of land or Town purchases of land with CPA funds for open space, future development in Medway will have to be done responsibly, using

contemporary land planning techniques and public vigilance, in order to maintain the character of our town.

It is important to look back and assess the type of development that has taken place over the recent past. Two sources of data were used to examine recent trends; the first is based on tax revenue data and the second is based on building permits.

Tax Revenue Data

The tax revenue data from 1992 through 2004 from the Massachusetts Department of Revenue, Division of Local Services, Municipal Data Bank, and from 2005-2008 from Medway Assessors' Office were examined. The data shows that from a revenue perspective, residential growth has routinely outpaced commercial/industrial development by almost 3 to 1.

Building Permit Data

A review of building permit data from the last decade not only shows the total amount of new development, but it also provides information on the pace at which the community has grown. Table 2 shows the number of building permits issued each year, from 1997 to 2007, for new residential construction, and new commercial/industrial structures. The building permit data also shows that the rate of residential development is far greater than commercial/industrial development.

Table 2: Distribution of Building Permits Issued by Type, 1997-2008

	Commercial	Single family	Multiple family
1997	3	78	0
1998	6	53	0
1999	4	63	0
2000	No data	57	6
2001	2	65	29
2002	2	38	0
2003	3	22	2
2004	5	22	0
2005	2	30	1
2006	1	10	1
2007	0	33	0
2008	3	12	0
Total	31	483	39

(Source: 1997-2002 - <http://www.massbenchmarks.org/statedata/data/ann2004.xls> (census data), 2003-2008 - 2008 Annual Medway Town Report)

Land Use and Zoning Regulations

Residential Zoning

The Zoning Bylaw in Medway conforms to the basic pattern of traditional zoning that is generally employed nation-wide. Initially adopted at the annual town meeting in 1951 and amended many times since then, it provides requirements for usage setback, frontage and minimum lot sizes for development, maximum height and lot coverage requirements. The Zoning Bylaw also includes a series of overlay districts that encourage the preservation of open space and historic structures and the development of adult retirement communities. Figure 2 depicts Medway's current zoning map.

Medway has two residential zoning classifications; AR1 and AR2. AR1 dictates 1 acres lots and AR2 dictates half acre lots. However without a larger-scale plan in place for development, this form of residential development generates a housing pattern known as suburban sprawl, where many square miles of a community are dedicated toward regularly spaced housing in conventional subdivisions, that rarely reflects traditional local character. The sprawl pattern also contributes toward greater costs to the community to provide roadways and service lines to homes spread greater distances apart. In addition to our own bylaws, state law provides the "Application Not Required" (ANR) process. That enables the development of parcels with frontage along existing roads to be subdivided into lots without review by the Planning Board; this too can lead to eliminating rural character. This practice can eventually lead to a situation where all roads in the community could be lined with homes.

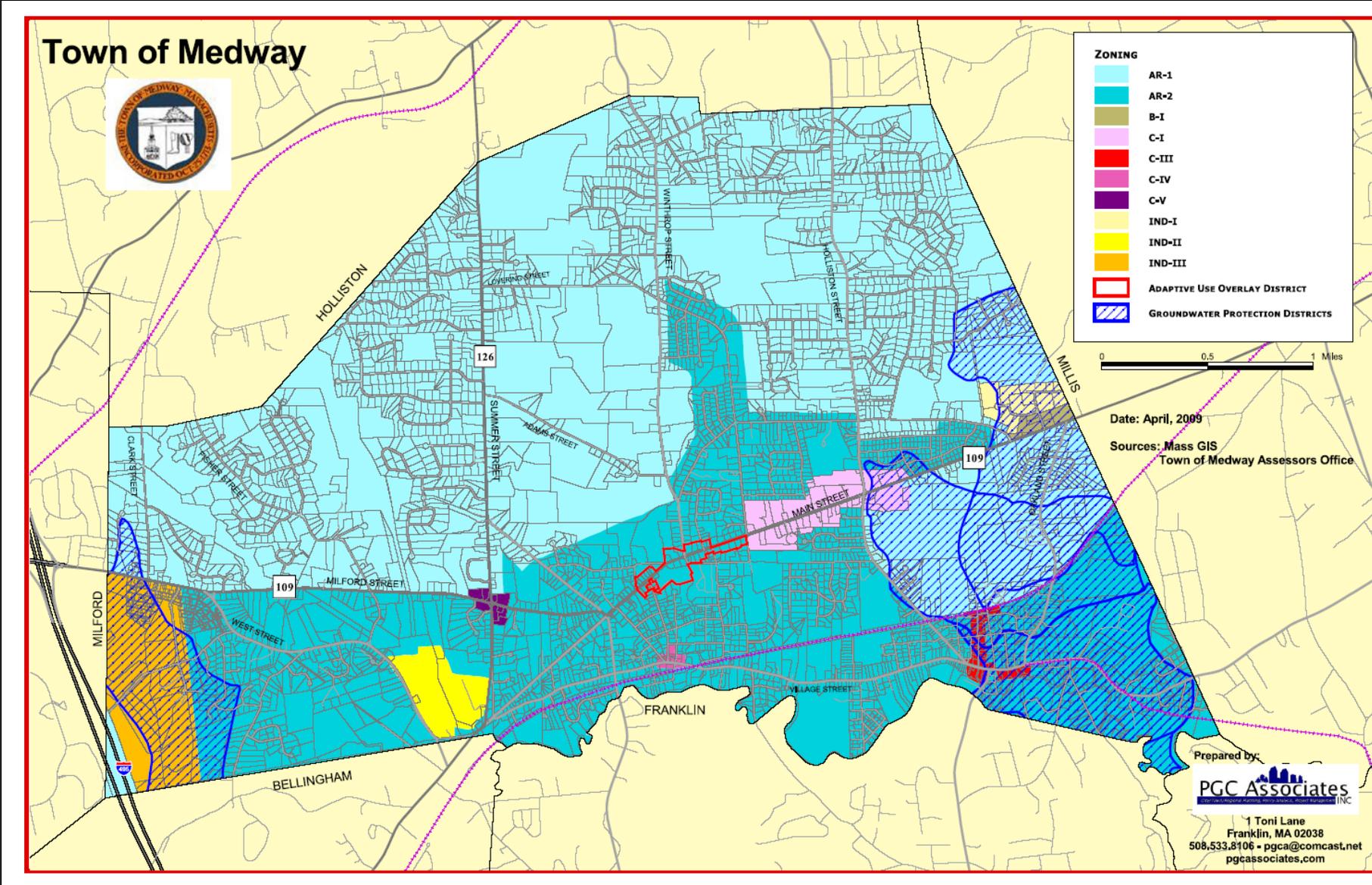


Figure 2: Medway Zoning Map

Agricultural /Residential Zoning and Chapter 61 Land

In Medway, there is privately owned undeveloped land that is currently held in what is termed Chapter 61(Forestry), 61A (Agriculture) or 61B(Recreation) status. Chapter 61 lands are critical, as they comprise the land that most residents see as our open space. Open space in Medway including all public lands is less than 5% of our land, while Chapter 61 lands constitute 4.7% of our land.

Chapter 61 is a preferential tax treatment program, in which a landowner can enroll a tract of land and reduce the tax burden of the enrolled property. If the landowner decides to pull out of the program, a penalty of up to 5 years back taxes, plus interest, known as a rollback tax, is applied. The protected status of the land is temporary, lasting only as long as a given parcel is enrolled but the Town has first refusal rights to purchase the property if it is put up for sale while in the program. Chapter 61A agricultural land has an annual protection cycle. With the increasing regional long-term trend of new home construction and the general decline in agriculture, this program represents minimal open space protection at best. However, participation in this program should be encouraged since participants not only reap the benefits of the program's reduced tax rate, but they also retain their property for the desired use. Chapter 61 lands can also be utilized as harvested forestland as long as the Department of Conservation and Recreation (DCR) approves the management plan. 61A status allows the farmer to continue crop production and can provide enough of an incentive for agriculture to continue, rather than underutilizing the property or selling the property for development. 61B status includes uses such as a golf course and other recreational activities. With this, the operator has the additional incentive to maintain a business while also providing valuable open space in the community. The Town could take measures to further encourage more landowners to become involved in the Chapter 61 programs by raising public awareness of the enrollment process and the benefits. One means to do this is for the town to adopt a "Right to Farm" by law.

It is evident that to manage future growth, Medway should acquire available lands that meet the objectives of this Master Plan and our Open Space and Recreation Plan. Funding for such acquisitions can come from any of several sources. Land Banks provide funds for purchasing land. Another possible method is the purchase of the land or of development rights with funds from the Community Preservation Fund account. A third mechanism is to establish a Town conservation fund, to be funded through donations and grants. There are other mechanisms for protecting open space such as encouraging conservation restrictions or having a local land trust get involved in the project. Sources local to Medway are the Upper Charles Conservation Land Trust: www.uppercharles.org, the Trustees for the Reservation www.TTOR.org, or the Trust for Public Lands: www.tpl.org.

Water Resource Land

Medway has several significant water resources. Approximately 66 acres of land are owned or controlled by the Town for protection of the public water supply. The Medway Water and Sewer Department operates three wellheads and is adding a fourth well site in the spring of 2009. State regulations dictate that the Town needs to either own or control a 400 ft. radius surrounding the site of a well if it is pumping 100,000 gallons or more/day. Municipal watershed ownership is the best way to ensure water quality. Further acquisition of land for water quality protection can serve a dual purpose by also helping to retain undeveloped land in the community.

The State DPE mandates that Medway's Bylaws regulate the types of allowable activities in aquifer and water resource districts. There are ground water protection districts on the east side of Town protecting Medway's wells and on the west side protecting Bellingham's wells. Survey results indicate an acute awareness of and great concern for the importance of clean and safe

water resources. This will dictate the need to strengthen the water protection provisions in our bylaw with more rigorous protections and possibly larger protection areas.

Commercial/Industrial Zoning

Non-residential zones are located mostly along the major transportation routes, especially Route 109 and near I-495. Most, but not all, of the commercially zoned land is located at the center of town along Route 109. Small, commercially-zoned, areas are also located on Village Street and in West Medway. Industrial zones are located on the edges of Town on both the east and west sides. Developed commercial and industrial zoned lands occupy 214 acres (3.2%) of land in Medway.

One clear way to reduce the residential tax burden at this time is to increase the amount of commercial/industrial property. In order to compete with neighboring communities, Medway should have more land zoned for commercial/industrial land uses. Figure 3 shows how Medway’s developable commercial/industrial properties compare with other local towns. It is clear that we are at the lower end of the spectrum and should strive to enable commercial/industrial development.

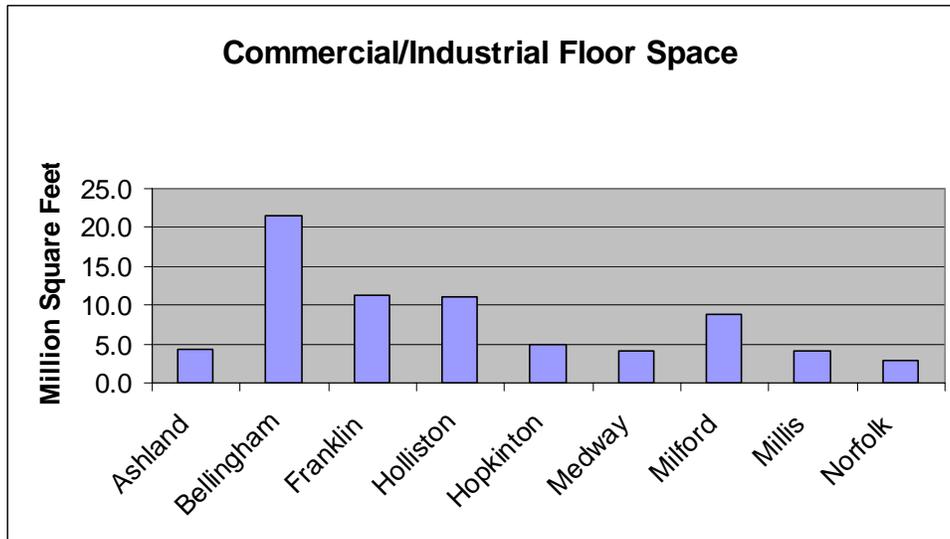


Figure 3: Potential Developable Commercial/Industrial Land Use by Neighboring Communities

(Source: Mass EOEA 2008)

Zoning changes will be required to add significantly to our commercial/industrial tax base. The Planning and Economic Development Board should investigate which areas currently zoned residential could be zoned commercial or industrial. Without adding land to its commercial/industrial inventory, Medway will soon experience a shortage of commercial/industrial developable land. Commercial/industrial tax base is needed to offset the costs of servicing existing homes and new residential development. Bylaw changes to encourage a mix of residential, commercial and industrial development, include providing more buffer zones or transition districts at the entrance of residential developments and between professional/business facilities and residential areas. However, enabling commercial development can have unintended consequences; for example, the Town must carefully assess the impact of extending sewer lines, as abutting landowners have the right to connect thereby adding additional input to the existing treatment system. While extensions may enable commercial development, they may also enable residential developments in otherwise undevelopable land placing an unintended burden on our water and sewer system.

Strategy for Future Community Development

All elements of the Master Plan support the concepts described in the Community Development Plan and the Open Space and Recreation Plan, which are available on the Town's web site. The "smart growth" and alternative development patterns discussed below are focused on areas in town that have recently experienced development pressures or where it will occur in the future, due to land vacancy or redevelopment potentials. Other areas are identified as having a particular character that presents a certain suitability to accommodate enhancements while others have been broadly outlined for preservation.

Proposals outlined here are conceptual and overall; they do not determine the exact fate of any particular parcel of land and most likely would be implemented in a piecemeal fashion. The ultimate form and outcome of compact multi-use commercial district redevelopment, is subject to collaborative agreements and exchanges made with and between town officials, private landholders, developers and the community at large.

Smart Growth and Alternative Development Patterns

Many New England towns developed and were organized in a traditional manner such that town or village centers were established that generally included governmental, institutional and commercial uses within a compact area. This area was surrounded by relatively dense residential areas, with farmland occupying outlying land area away from the town center. Often, the village and town centers included housing next to or above the commercial areas. These patterns prevailed prior to the widespread use of the automobile. After World War II, development patterns changed dramatically and shifted people outward into the surrounding undeveloped areas.

The results of a sprawling pattern of development have had significant environmental, economic and fiscal impact on local communities. Much more land was needed for new development and many more miles of street were required. This caused a significant reduction in open space, and substantial increases in storm water runoff, air pollution and energy use. It also produced a major fiscal burden on local governments because the increase in miles of streets, sewer lines, water lines, drainage facilities and other infrastructure elements served far fewer people per unit and thus the per capita cost to build and maintain such facilities became much higher.

There is a growing trend to return to traditional development patterns within communities. Some of the terms used to describe these patterns are; Traditional Neighborhood Development (TND), Neo-Traditional Development, Transit Oriented Development (TOD), New Urbanism, and Smart Growth. These terms are not interchangeable, but they do have many common features. They all promote compact, pedestrian- friendly, mixed use development as an alternative to the suburban sprawl patterns of the past 50 years.

The following are features of Traditional Neighborhood Development:

- Parks, schools, civic buildings, and commercial establishments located within walking distance of homes
- Residences with narrow front setbacks, front porches, and detached rear garages or alley-loaded parking
- Network of streets and paths suitable for pedestrians, bicyclists, and vehicles
- Narrower streets with crosswalks, streetscaping, and other traffic-calming measures
- In-scale development that fits the local context
- Buildings oriented to the street with parking behind

It is acknowledged that TND is not appropriate for all areas, but should be considered where possible. Car-oriented strip malls are incompatible with TND in their present condition, but offer prime opportunities for conversion in the long term. The C1 district represents just such an auto-oriented area that is a prime opportunity for conversion to a Traditional Neighborhood Development. Another area that could provide potential is the area just to the south of the new Medway Commons shopping center.

Potential Developments to Increase Commercial Tax Base

In addressing the goals of the 1999 Master Plan, the Planning Board started to work on a conceptual plan for the redevelopment of our commercial districts along Route 109. This effort started in 2002 and has continued to this day with a significant part of the work made possible by funding through a Smart Growth Technical Assistance Grant from the Massachusetts Executive Office of Environmental Affairs.

The current survey data indicates that re-development of this area has strong community support and is backed up by sound financial, aesthetic and safety concerns. A comprehensive discussion of the redevelopment can be found in (Reference: The Smart Growth Technical Assistance Grant, Final Report, June 30, 2006, Executive Office of Environmental Affairs RFR# ENV 06 POL 01). It should be noted that as part of addressing this long term Master Plan action the Town Meeting approved a merging of the C1 and C2 districts at the Annual Town Meeting in 2008.

C1 Re-Development

Medway's C1 district has much potential for redevelopment as a Traditional Neighborhood Development. First, and perhaps most importantly, the area serves as the commercial hub of the town. There are major retail shopping centers, offices, restaurants, and other services located in this area. Further, Route 109, the major east-west roadway through town that links with Milford to the west and Millis to the east, bisects this zone.

Secondly, there is relatively dense housing in close proximity just to the north of the C1 district. These neighbors can provide a source of pedestrian traffic, and there is a definite opportunity for a pedestrian link to the neighborhood that abuts the district to the north. There may also be opportunities for pedestrian links to the south as well. The street network provides existing and potential pedestrian access from all directions. In addition to the abutting neighborhoods, within a reasonable walking distance there are other single family neighborhoods, two elderly housing apartment complexes, several small apartment buildings, an approved 30-unit Chapter 40B affordable apartment project, and additional undeveloped land that could provide additional housing.

The above referenced Smart Growth Technical Assistance Grant, Final Report presents alternatives for the C1 commercial district. These include scenarios for impact in terms of new jobs and property tax revenue. Existing dimensional requirements, particularly setbacks, result in an inefficient use of the land. In fact, the case was made that the maximum build out allowed by current zoning, 30% building coverage of lots, was likely not achievable due to a combination of the zoning bylaw's dimensional requirements and the parking requirements.

Fully half the parcels in the district have building coverage percentages in single digits – less than one third of what is allowed. Twenty of the 28 parcels are developed at less than half the allowed density. Taken as a whole, the building coverage in the C1 district is just 12.74%, barely a third of what is allowed.

In addition to being far below what is allowed, the current level of building coverage is far below what is typical for a downtown-type development. For example, in Medfield (a town comparable

in size to Medway) the building coverage at 456 Main Street (Lord's Department Store) is 57.8%. Additionally, the building at 454 Main Street in Medfield has 52.1% coverage.

The report cited above provides estimates for increase in tax revenue and jobs under several different scenarios. If the district were redeveloped with 30% building coverage, it is estimated that the number of jobs supported in the district would triple from 603 to 2337 and the estimated property tax would increase from \$395K to \$1,019K dollars. However, we can do better. The C1 district can benefit from a development pattern that makes more efficient use of land and adds housing to the mix of allowed uses. This can result in more jobs and more property tax revenue from the same land area. Specific actions from this analysis are provided as recommendations for zoning bylaw amendment that will allow alternative development patterns. The State also provides some incentive through MGL Chapter 40R that may encourage some of the changes discussed above to be adopted. The Town should pursue an investigation into utilizing all State provided incentives if they match the Master Plan goals. However, TND developments will not be realized without incentive for the current owners to improve the property. The town can expedite our permitting process and provide landowners with Tax Increment Financing (TIF) with the State's authorization. Under existing bylaws, there are impediments to maximizing business development in the C1 district. For example, current zoning requirements, in particular property line setbacks, inhibit the efficient use of the land.

Oak Grove Development

Medway has a largely under utilized area locally known as the Oak Grove Bottle Cap Area. The 100 acre site is located at the Medway/Milford town line just east of Interstate 495. It is bordered by Route 109 to the North, West Street to the east and Alder Street to the south. Trotter Drive runs north-south through the site. Many of the parcels on the site are very small; in fact today 242 parcels are less than 1,000 square feet. The Clicquot Club, a soda company founded in nearby Millis in 1881, gave away these 1018 individual tracts to consumers with a winning soda bottle cap during a beverage contest in the 1920s. The "Bottle cap Lots" can be found on either side of Trotter Drive, mainly aligning with Route 109 to the north and West Street to the east. Many of these small lots continue to be under individual ownership. However, due to periodic purchases and tax takings the Town owns a large number of these parcels. Of the 100 acres comprising the site about 50 acres are developable after accounting for wetlands (24 acres), roads and existing homes, and an existing commercial use (5.4 acres), which is part of the town's industrial park, which is directly west and south of the site.

Medway officials are interested in looking at options on the site that could assist in the growth and diversification of the town's tax base; of particular importance was developing a site plan that would mesh with the existing commercial uses in the industrial park. Development that offers services to an expanding employment base as the park grows, and provides a transition between the industrial park and the surrounding residential areas is of particular interest. Medway was the beneficiary of a planning study in 2007 by UMASS Department of Regional Planning that looked into options for developing this area. The report is available on the Planning Board web site using the address www.townofmedway.org/oakgrove. The 91-page document forms the basis of the vision for this area and addresses several problems here in Medway and regionally.

Extension of West Medway 495 Industrial Park

There are other areas of opportunity along our Bellingham border in the south west section of town including a 75 acres of developable land in the West Street - Hartford Avenue area and another 8 acre parcel along our border with Bellingham and Route 495. Development of these parcels would require cooperation between Medway and Bellingham, and would be beneficial to

both communities. Our Planning Board has submitted a grant proposal the MAPC to study the possibility of developing these parcels.

Medway's Buildout Analysis

The term buildout refers to the expected number of households and expected population when a communities development is complete. As discussed in the introduction to this Plan, Metropolitan Area Planning Commission (MAPC) estimates a buildout population for Medway of approximately 18,106 people based on current zoning regulations. This number could easily be higher as it does not make any provision for high-density development, such as that allowed under state-mandated Chapter 40B comprehensive permits for affordable housing.

The total land area of Medway excluding roadways is approximately 6932 acres. After subtracting out unbuildable lands and lands already developed, the remaining buildable area is 2097 acres (MAPC, April 2008, www.metrofuture.org/content/metrofutures-technical-analysis). This represents 30% of Medway's total area. Note that this calculation is not based on the Medway Assessors tax classification. MAPC counts all developable land including land from various tax classifications which includes tax-exempt lands that are not developed but are zoned residential. For example, the 109 acres that the Marian Community owns are tax exempt, and could be developed as residential housing. Undeveloped commercial / industrial land in Medway is less than 1 percent of the remaining land area. It is necessary to consider rezoning land from agricultural/residential to commercial/industrial or allow for mixed use districts in order to create the possibility of a more balanced economy. This is because unlike residential uses, commercial and industrial land districts generate more tax revenue than they cost in services provided.

The acreage figures provided above are assuming the parameters of the existing zoning bylaw.

The majority of land in Medway is currently zoned for residential use, which tends to place significant demand on municipal resources and infrastructure without providing much return in the form of property taxes collected. As the community reaches build out it will have to provide resources and infrastructure support the new residents. Figure 4 shows the growth in households by decade as projected by MAPC. The buildout analysis completed in 2000 by MAPC projected that the residential build out in Medway equals approximately 2057 new homes and more than 4.1 million square feet of commercial and industrial space. Our recent building permit data indicates that housing stock is being added to at an average rate of 47 dwelling units (both single and multifamily) per year.

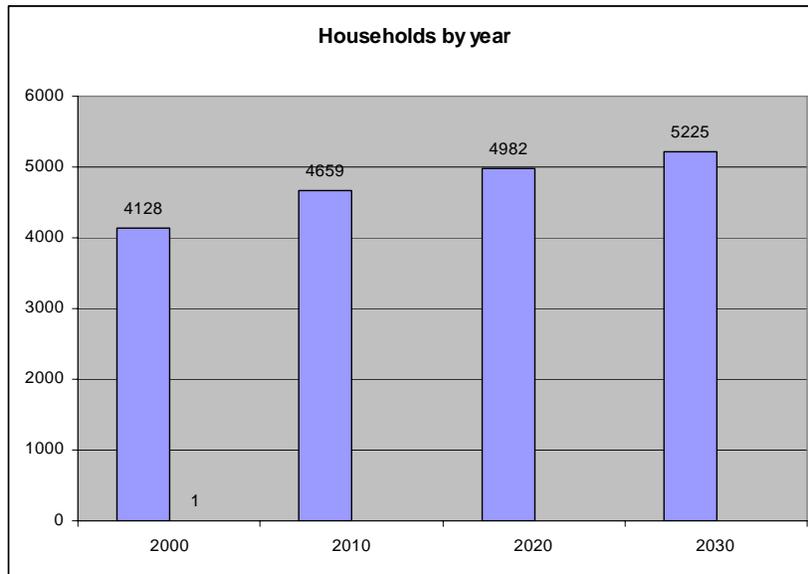


Figure 4: Household Growth by Year

(Source: MAPC 2006)

The span of time required to reach build out can be approximated using existing town population data. Population data from the Table 3 below indicates that from 1970 to 2007, Medway’s population grew by 5,610 persons, which can be averaged to yield about 152 new persons in Medway per year. The average household size in Medway from the 2000 census (Table 3) was reported as 2.96 persons.

Table 3: Population growth 1970-2007

Year	Population	Absolute Change	Percentage Change
1970	7,938	NA	NA
1980	8,447	509	6.41%
1990	9,931	1,484	17.57%
2000	12,448	2,517	25.34%
2001	12,659	211	1.70%
2002	12,858	199	1.57%
2003	12,800	-58	-0.45%
2004	12,855	55	0.43%
2005	12,764	-91	-0.71%
2006	12,770	6	0.05%
2007	12,749	-21	-0.16%

(Source: U. S. Census)

Medway’s build out will be reached around 2040 based on trends in both long term population growth and building permit data. Note that there is a difference in methodology between the U.S. Census and the Medway Census. The Medway census counts students living at school as town residents while the U.S. census does not include them. The Town clerk tallied Medway’s

population at 13,801 in October 2008. MAPC has projected Medway's buildout to be 18,106. Figure 5 shows graphically what our population at buildout will be assuming a constant rate of growth.

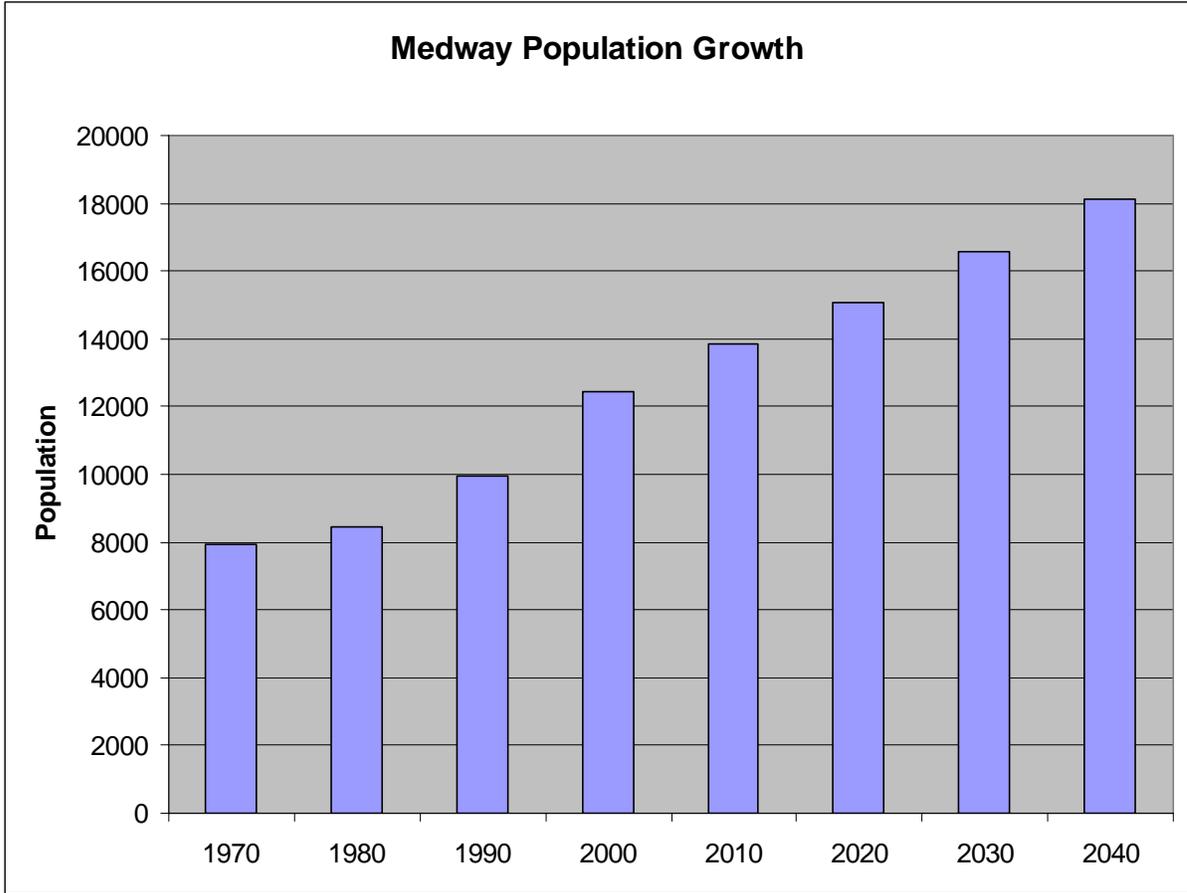


Figure 5: Medway's Population Growth to Buildout
(Source: MAPC)

The build out analysis, while somewhat theoretical, is an important tool to assess the potential impact of current zoning and test the limits of community land-area resources. It should be noted that buildout analysis projections can be different based on the underlying assumptions. Buildout analysis performed by both MAPC and the Massachusetts Institute for Social and Economic Research (MISER) are within 500 residents. Medway grew by 25% in the 1990's, however the projected growth for the 2000-2010 is estimated to be around 11%. The 2042 buildout date assumes a constant rate of growth at approximately 10%.

Water Demand at Build Out

The 2001 Build out Analysis by the Executive Office of Environmental Affairs (EOEA) estimated that Medway has 2617 additional developable acres. The residential and commercial development that could result from this would increase water demand from about 1,148,397 million gallons per day in 2000 to 1,883,430 gallons per day at build out, representing an increase of 60%. EOEA water use estimates were based on 75 gallons per person per day for residential development and 75 gallons per 1,000 square feet of floor space for Commercial /Industrial water use.

As Medway already sometimes exceeds its maximum permitted daily pumping rate, a new well is in the process of being permitted; this should help alleviate some of the current strain on existing wells. Therefore, the existing and future well sites need to be a high priority for protection before they are subject to encroachment or pollution. Conservation is also important as State guidelines now allow just 65 gallons per day per person. Protection includes regulatory measures, maintenance, as well as acquisition of water resource protection lands.

Goals and Objectives for Land Use

The 2009 Master Plan survey data clearly indicates that Medway residents value the small town rural feel of Medway, though many are unhappy with the current tax rates and the availability/quality of drinking water.

In order to accomplish the land use goals Medway must avoid sprawling development and mandate clustered forms of development that retain a pattern of intervening fields, woods, and surface water features. Additionally:

Goal 1: Provide growth options that encourage optimal land use and aquifer preservation.

Medway should use all resources available to encourage the continuation of forest, farm and recreation land uses to maintain the present rural character which is important to Medway residents. Our bylaws, rules, and regulations need to encourage the preservation of roadside views of fields, stone walls, fence-row vegetation, shade trees, and other reminders of Medway's agricultural heritage. We must maintain vegetation and wildlife corridors. High-energy costs and shrinking open space provide an impetus for Medway to return to its past development model, that is: one main center of Town with a series of outlying small villages.

Goal 2: Encourage commercial/industrial development.

Critical to our success will be our ability to re-develop and enhance Medway's outdated strip shopping center along Route 109. That area provides the possibility for redevelopment into an elongated commercial town center and civic center, forming the social heart of the community. We must maintain a balance of residential, commercial, and industrial development to support the amenities and quality of life desired by townspeople. Medway should also pursue development of commercial and industrial properties along the Bellingham line. Regional planning and development can benefit all parties.

Goal 3: Protect water resources.

Water resources will continue to be a limiting factor as we continue to develop. The fact that we have not clearly identified the water sources required for our population at build out is of great concern. Expansion of our water shed protection areas should be investigated. The Planning Board must devise comprehensive low impact development standards. A Water Master Plan that identifies other water resources and establishes a plan for addressing our current and future water needs should be implemented.

Goal 4: Coordinate planning.

Medway should strive to leverage its use of CPA funds to preserve our natural, cultural and historic features. Coordination among boards and committees is essential for the procurement and stewardship of open space. Medway must develop a Geographical Information System so all Town departments and boards can assess and retrieve data easily when contemplating development.

3 Open Space and Recreation Section

Introduction-Open Space and Recreation

This section provides a synopsis of the 2009 Open Space and Recreation Plan (OSRP) which provides the history and current status of the Town's physical attributes, growth patterns and resources. Readers who would like more detail regarding this topic are encouraged to reference the OSRP which is available on-line at:

<http://www.townofmedway.org/BoardsAndCommittees/OpenSpaceCommittee/tabid/144/Default.aspx>.

Less than 5% of the town's land area is dedicated to open space uses. As indicated in Figure 1 a significant portion of our "open space" is Chapter 61 land and is used for agriculture, forestry, or recreational uses by the current owners. There is no guarantee that this land will remain dedicated to open space in the future. Over 30% of Medway is presently undeveloped and its fate is not known. Due to regional development pressures, it is likely that these are the parcels that will be given over to new residential, commercial and other "urban" uses.

Over the past 10 years through the Community Preservation Fund, Medway has purchased four acres along Adams St, near other Town owned land, 3.3 acres with the Thayer Homestead abutting Choate Park and 15 acres along Winthrop Street. In addition to the above, in 2007 long time Medway residents Dave and Grace Hoag placed 15.5 acres of woodland and meadows off Winthrop Street under a conservation restriction held by the Upper Charles Land Conservation Trust. This land will be preserved as conservation land in perpetuity.

Land permanently preserved as open space was increased by 29.8 acres in 1996, as the result of the acquisition of Idylbrook Farm. Another 10 acres of that site has been allocated for recreation. After grants for land acquisition, Medway taxpayers paid approximately \$408,000 for a total of 39.8 acres, or just over \$10,000 per acre. To illustrate the value of protecting open space we provide this simple model. If the Idylbrook land had been residentially developed twelve years ago (assume with 34 houses, 1 school aged child per house, and a average tax assessment \$2,000 below the cost per student), then this would have increased the Town's deficit by \$816,000. The purchase has already saved taxpayers twice the cost of the land. More importantly, this savings to taxpayers continues today. A more up to date discussion of the average Medway assessment and the cost of educating our children is available in the Economic Development section of this plan. Given the deficit caused by residential development and the short pay back period for open space purchases, the Town should make every effort to purchase land. Open space acquisition makes economic sense and will aid in maintaining the rural character of Medway.

The Trust for Public Land conducted a study and found that the towns that have the most permanently protected land do not, on average, have higher tax rates as might be expected. In fact, the towns with the most permanently protected land have the lowest tax rates. (reference: TPL New England Region report, 1999)

1999 Master Plan Open Space Goals and Achievements

We have had considerable success in achieving some of the goals set forth in the 1999 Master Plan. These include the adoption of the Community Preservation Act (CPA), the acquisition of over 20 acres of open space, and the adoption of zoning bylaws that enable more compact development in exchange for the preservation of open space. Among the recreation objectives of the 1999 Master Plan were the following:

- Initiate planning to relieve present field shortage

- Acquire and develop areas for playground, rollerblade, skate board and street hockey activities
- Amend Subdivision Rules to require active and passive recreation areas in proposed subdivisions.

The demand for recreation facilities has grown significantly in the region. There is always a need for additional recreation facilities for youth, in particular, but for all ages generally. There is a need to acquire additional land for fields and other active recreation opportunities. The objectives above provide some guidance and all but the third have been acted upon to a modest extent. Requiring recreation areas in subdivisions is not allowed by state law.

As mentioned above, links be they paths, trails, sidewalks or continuous open space between current and/or future open space and recreation facilities are needed both within the town and between the town and surrounding region. These links promote wildlife migration (thus allowing greater biodiversity) as well as provide opportunities for passive recreation for humans.

2009 Master Plan Survey Open Space Issues

Medway citizens sent a strong signal that they value our rural nature and the preservation of open space but are less than satisfied with the current status of open space, as indicated by relevant questions on the 2009 town survey. The mail-in survey provided a means to assess the importance of open space and the natural environment and the on-line survey allowed the participants to priority rank topics including recreation facilities. The mail-in results indicate that when asked about “Passive recreational facilities—walking/running trails, picnic areas, the item was ranked as important, but only ranked “3” or “ok” on satisfaction. When asked about “Protected open space/natural environments(forests, habitats)” people ranked the question as a “5” Very important,, but only “3” or “ok” on satisfaction. When asked about “Protecting the natural environment” this item was again ranked “5” very important, and only as “ok” on satisfaction.

Current Conditions

Open Space: Perception and Reality

When traveling through our town, one cannot help but be impressed by the large amount of open space. However, most of we view can potentially be subject to development, only 5% of Medway’s land is protected open space. With so much of Medway’s land vulnerable to development, it is clear that Medway needs to take action soon to protect open space and retain some of the rural character we cherish. Area towns range from 2% to 33% of their land as open space. Figure 6 illustrates the current open space Medway and neighboring communities. With the state median being 23%, it is clear that Medway can do better.

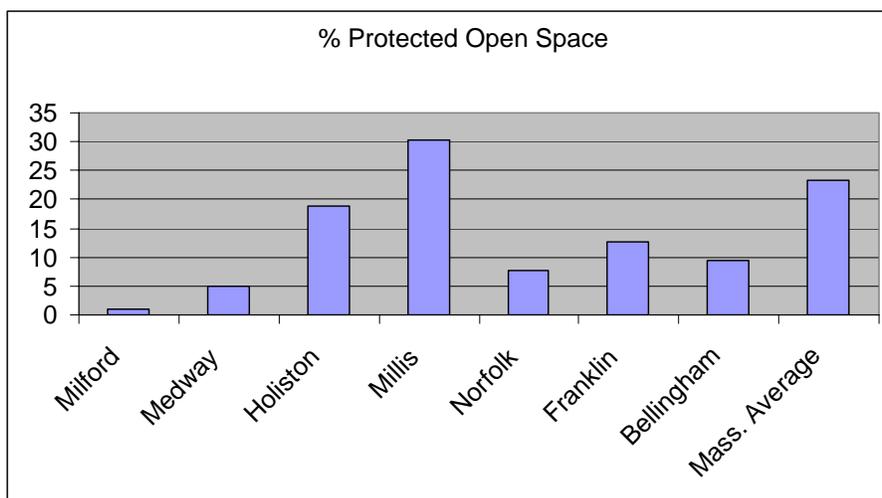


Figure 6: Protected Open Space of Adjacent Communities

(Source: [2] Mass EOE 2008)

Zoning Bylaw changes that support Open Space

Compact development is a means of more efficiently using land to accommodate growth while protecting natural resources. Over the last decade, important steps to amend the zoning bylaws and other measures have been enacted by the town to address this protection of open space. The Zoning Bylaw was amended to provide for age-restricted housing, by special permit. The Zoning Bylaw also allows for Open Space Residential Developments (also by special permit). These provide for denser development on one portion of a parcel to preserve open space on the remainder of the parcel. However, additional measures to encourage use of these mechanisms and other compact, sustainable development remain an important management need. Examples of changes that support our goals include the adoption of a community farm and the passage of a right to farm by-law.

As pointed out, as growth continues, water resources continue to be strained. Growth results in more water use while decreasing the amount of pervious surface available for recharge of the aquifers. Recent policy changes at the state and federal levels to encourage and require more recharge of storm water into the ground and more decentralized (rather than centralized) wastewater treatment facilities will help improve the situation to some degree.

While the need to protect aquifer and recharge areas is important, educational and regulatory measures to encourage conservation and recharge of storm water and wastewater are also major components. A public education campaign could include a web site, slide show, cable TV video, and presentations to civic groups. Information on existing open space and its functions as well as desired expansions of the water resource protection areas could be included.

Another need is public access to already-protected open space. Facilities such as parking, signs, and trails coupled with improved public awareness would result in greater use and appreciation of our natural resources. There is a need for awareness among the citizens of Medway of where existing protected open space is located and what recreational opportunities are offered there. The town's Zoning Bylaw and General Bylaws should be reviewed to determine the degree of protection they provide for wetlands, floodplains, aquifers and other sensitive lands.

In addition to soliciting input for potential actions involving open space and recreation, another area where public information may be effective is promoting the benefits of donating land parcels and/or conservation easements to the Town or to a land trust. Additional information about the

options and benefits available for open space preservation need to be disseminated to Medway residents. The benefits include the knowledge that one's property will be preserved indefinitely, as well as the satisfaction that results in providing a valuable recreational or environmental resource to the community. There are financial benefits as well. Each person's personal or family financial situation is different so benefits will vary, but some of the financial benefits can include an income tax deduction, avoidance of estate and capital gains taxes, avoidance of future property taxes, and relief from liability and maintenance concerns for the property. A land donation can also be structured to allow the donor to retain use of the property for the remainder of his/her life.

Similarly, donation of a conservation restriction provides many of the same benefits but at a somewhat lower level since the donor retains ownership of the land and can continue to use the land, but gives up development rights. Often, a large percentage of a land parcel's value is in the development rights. A conservation restriction is a voluntary agreement in which a landowner limits specified uses (e.g., development) of his or her property while retaining private ownership of the land. Landowners grant conservation restrictions because they want to protect a property's natural and scenic features, while limiting development, but also because they may want to retain ownership of their land. By granting a conservation restriction, a landowner can be assured that the property will be protected and cared for forever, regardless of who owns the land in the future. Significant federal income and estate tax benefits, as well as local real estate tax benefits, can result from the granting of such a restriction.

Figure 7 shows the various types of open space in Medway and indicated Town owned lands.

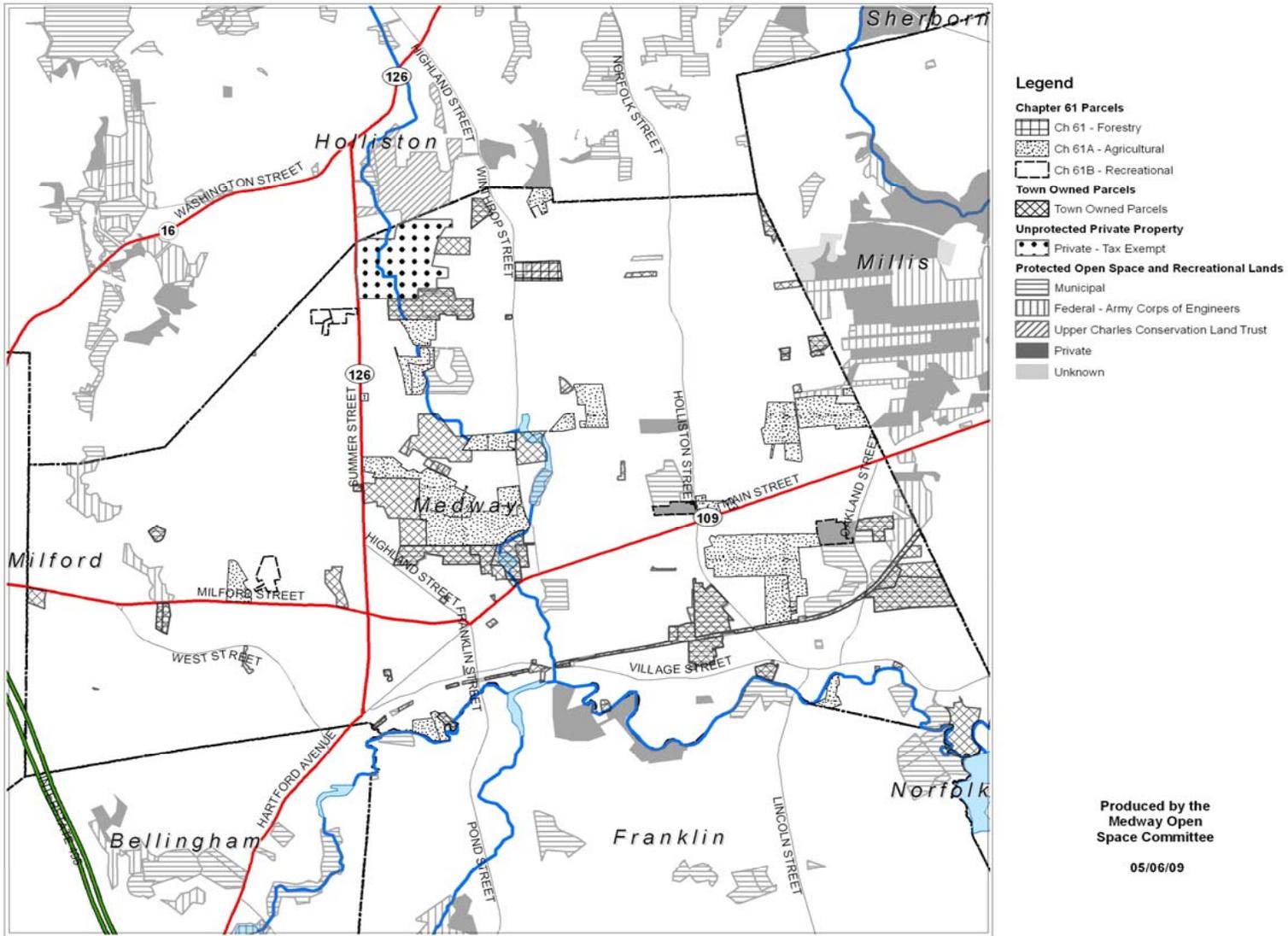


Figure 7: Open Space in Medway

Waterways

There are several major waterways in Medway: the Charles River, Chicken Brook, and Hopping Brook. Chicken Brook flows through the center of town, offering recreation opportunities at Choate Park, and an environment for wildlife through much of its course. However, it is a fragile waterway, frequently showing signs of running dry during the warmer months. The Charles River defines much of the southern boundary of Medway, yet due to lack of developed access it is largely unavailable to citizens. It has protection from state and non-profit organizations. Hopping Brook has a relatively diverse and healthy wildlife environment, and is protected through some of its course by town-owned and Corps of Engineers land on its borders. On the east side of town, there is the Great Black Swamp, shared with Millis. This large parcel, providing excellent wildlife habitat, has little available access. All of these waterways and wetlands deserve attention and protection. In particular Medway should increase access to the Charles River through the development of existing access points such as that south of Village Street near the Police Station, and in the east end of town along Walker Street. Medway's access to the Charles River is not only important ecologically but historically, having served as a lifeline to the Native Americans, the early European settlers and migrants at the turn of the 20th century.

Chicken Brook Ecological Corridor

In order to address the need to retain our rural nature and provide passive recreation, the Open Space Committee is focusing its effort on the area encompassed by Winthrop, Lovering, Summer, Highland and Oak Streets to Choate Park. Most of the area within these bounds is currently open, scenic and highly prized by many of the towns residents. Much of the local agrarian character has remained while other highly visible locales in town have become more developed. It is recommended that a considerable amount of this area be preserved as open for future generations. Several methods can be employed by the town to direct the future of these parcels including outright purchase, development rights acquisition, the transfer of those development rights to other parcels, and scenarios involving the lease of town owned agricultural lands.

Open space in this area could serve a number of roles as practice fields, hiking trails, and cross country running trails. The Medway Link Trail is planned to bisect this area and extend to the Town Owned Property on Winthrop Street.

1999: Medway Master Plan includes the following:

“Maintaining Medway’s rural character is important to Medway residents. We must establish funding mechanisms to purchase open space as it becomes available. Open space should be linked by hiking/biking trails to provide recreation for the community. Not only will this preserve our character, but it will provide recreation and aid in preserving water, our most precious resource. Furthermore, Medway's trail network should be planned to link with those proposed in the region, such as the Upper Charles River Trail.”

The vision of this area as an ecological corridor was established in the 1999 Master Plan. From our 2009 survey, little has changed in public attitude or community direction. We have been fortunate in that large tracts of that land remain open and we have made some progress in establishing and planning a linking trail system through the area.

The effort to link Medway’s green spaces, to provide safe, groomed paths for families to enjoy, and to connect Medway with adjacent communities has been growing for almost a decade. Driven by the vision of Medway citizens and built by the hard work of dedicated volunteers, the Medway

Link Trail will become a quiet and simple, yet powerful uniting force for our community, helping Medway citizens connect with the bucolic character on which our town was built.

Medway Link Trail concept was first set in motion by an Ad-Hoc committee of the CPC in 2004. The Link trail committee's vision is to enable Medway's residents to:

- Explore Medway's natural beauty
- Encourage families to get outdoors
- Unite neighborhoods/communities

Figure 8 shows existing and proposed routes for the Medway Community Link Trail.

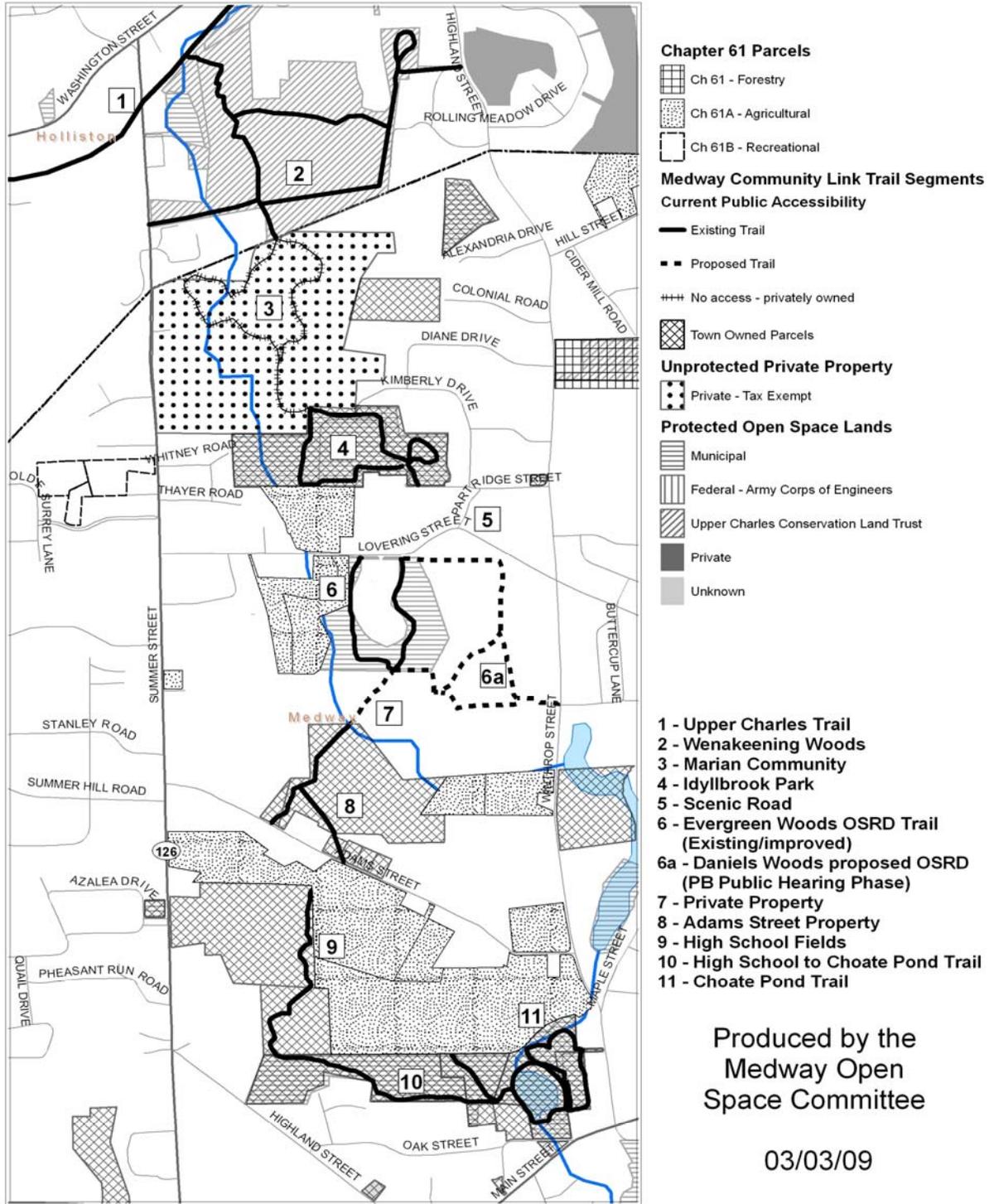


Figure 8: Proposed Community Link Trail

When complete, the Medway Link Trail will cover 3.5 miles from Choate Park to the Holliston town line and the planned 27-mile Upper Charles Trail that runs through Milford, Holliston, Hopkinton. The first 0.5-mile portion, from Choate Park to the high school, is already complete and enjoyed by many. With \$3500 of CPC funds and over 300 hours of volunteer help the trail committee and an enterprising Eagle Scout were able to establish a graded stone dust covered half mile portion of this trail.

Nationwide studies have found that compared to other public and private places, trails have an excellent public safety record. The rewards of recreation and non-motorized transportation that trails provide far outweigh the risks. The Town of Medway's liability for trail accidents is the same as it is for any other recreation area. Massachusetts General Law Chapter 21: Section 17C provides an exemption for all land owners/government bodies unless their conduct is proven to be willful, wanton, or reckless, or if they impose a charge or fee for the use.

Goals and Objectives for Open Space

Based on our analysis of the survey and our development of the 2008 Open Space and Recreation Plan the following Goals have been established:

Goal 1: Identify and protect undeveloped land.

Identify and protect undeveloped land that directly affects aquifers and groundwater, wildlife habitats, ponds and waterways, and improve access to the Charles River.

Goal 2: Provide and maintain a diversity of conservation and recreation land.

Provide and maintain a diversity of conservation and recreation land uses, with opportunities for both passive and active recreation.

Goal 3: Promote Trails and access to open spaces.

Promote the development and maintenance of trails and trail linkages. Identify existing and potential trail networks and pursue development, further the establishment and expansion of greenbelts along the Charles River, Chicken Brook, and other water bodies as well as other corridors should be pursued. Develop and maintain communications with neighboring towns and conservation organizations to identify potential trails, which could cross town borders. Increase visibility and public access to conservation lands as appropriate through signage and parking

Goal 4: Provide conservation outreach programs.

Provide community education and outreach to increase awareness among residents of the range of Medway's open space and recreational assets.

Goal 5: Encourage open space preservation.

Develop and maintain an active community culture of open space acquisition and habitat preservation.

Goal 6: Encourage compact development.

Encourage compact development to reduce sprawl.

Goal 7: Facilitate the stewardship of open spaces.

Stewardship includes the need to locate and mark boundaries of Town owned land. Open space stewardship issues of encroachment, dumping, vandalism, and maintenance, however minimal, must be addressed.

4 Economic Development Section

Introduction – Economic Development

Economic development represents the ongoing efforts to improve the well-being of Medway's residents. Medway's economic development initiatives should balance between the desire for non-residential tax revenue and maintaining the rural-residential character of Medway. In this section we introduce the critical nature of economic development and the need for careful planning in attaining our community goals.

1999 Master Plan Economic Goals and Achievements

The goals stated in the 1999 Master Plan focused on increasing our commercial/industrial tax base. They ranged from rezoning parcels to increase the amount of land available for Commercial/Industrial use, creating a village commercial district, encouraging the reclamation and utilization of contaminated lands or "brown fields", re-writing our bylaws for consistency, maintaining a diverse workforce and creating a technology infrastructure to support growth, and becoming more business friendly.

Medway has made substantial progress in reaching the goals and objectives as outlined in the 1999 Master Plan. However, the vision is still far from being fully achieved.

Medway has rezoned approximately 20 acres for the development of the Medway Commons Shopping area. Town Meeting has adopted a number of by law changes that have streamlined and simplified our zoning by laws. In 2008 the Massachusetts High Technology Council placed Medway fifth out of 351 communities in its annual rankings of all towns' tech-readiness. This was the highest ranking in the survey among Milford-area towns. The result shows the progressive nature of our zoning changes and the impact of our early adoption of MGL Chapter 43D. This should result in higher-tech tenants being attracted to Medway.

One of the major accomplishments from the 1999 Master Plan has been to secure all of the funding necessary for the sewer extension project to the Medway Business Park at Interstate-495. The purpose of this sewer project is to complete the infrastructure at the Medway Business Park at Interstate-495 so the business park can be further developed. The Industrial Development Commission's market feasibility study (Market Feasibility Study for Medway Industrial Park at 495, September 2001 by PGC Associates) documented the substantial industrial development that has occurred in the Interstate-495 corridor since 1990. Since the Medway Business Park is located virtually in the center of the corridor, the market study projected substantial demand for space in the park if its infrastructure were fully developed. Depending on the density used and the rate of economic expansion in the region, the study projected that an additional 800,000 to 1,000,000 square feet of space could be developed in the park over the next 3 to 10 years. This level of development of the business park would generate approximately \$950,000 in annual taxes for the Town of Medway.

The cost of the sewer project is approximately 5.2 million dollars. The funding of the project is coming from a variety of sources. First, there was the Town's contribution; \$1.68 debt exclusion and betterments. The Industrial Development Commission was able to secure a Community Development Action Grant in the amount of \$500,000 for this project.

The final financial piece of this approximate \$5.2 million project was obtained by successfully securing a Commonwealth of Massachusetts More Jobs grant. This grant was obtained through a joint effort with Cybex International, a worldwide leader in exercise equipment manufacturing.

Cybex is headquartered in the Medway Business Park. This sewer project will allow Cybex to expand their facility with approximately 100,000 square feet of additional manufacturing space. It is anticipated that this additional manufacturing facility will create 150 new jobs. This project, along with the grant, has received much attention throughout the state as an example of how municipalities and private businesses can work together to accomplish a common goal that benefits the local town, private industry, and the Commonwealth of MA.

With all of the funding in place, the sewer extension project has been turned over to the Water and Sewer Department for implementation, the expected completion date for the construction of the project is in the fourth quarter of 2009.

In maximizing the region’s resources, Medway has gained better exposure at the state level for commercial development. Medway has been recognized two years in a row as being one of the top ten communities in MA for high-tech development. Medway has been working with the MA Office of Economic Development, the MA Alliance of Economic Development and other organizations to help attract commercial development to Medway. These efforts have created significant interest from local and national companies that would consider Medway as an ideal location for their commercial development. Some of the new companies locating in Medway have been Verizon and AZZ.

2009 Master Plan Survey Economic Development Issues

Many of the same themes present in the results of the 1999 Master Plan survey are repeated in the 2009 survey. Residents are very concerned about taxes and the Town’s fiscal management. The results still indicate that people would be in favor of increasing commercial and industrial tax base if done in a manner that did not sacrifice our rural nature. The survey revealed that there is some frustration in getting information disseminated throughout town. It is clear that there is the need for increased communication among Town boards and committees at all levels, regarding the policies, priorities and projects that are being considered. Our economic development and success in our Master Plan goals depends on the concurrence of all stakeholders and often depends on infrastructure investment considerations that cannot happen in isolation. The survey also indicated that residents are very proud of our community. We should be able to capitalize on our “Medway Pride” to enlist more volunteers. Communication is the key to bring some of these human resources into our Town boards, committees, and clubs. The success of our Town government and economic development to a large degree depend on our volunteer boards.

Current Conditions

Cost of Services

If we examine where our tax dollars go, and then compare these costs to neighboring towns, we can begin to understand the cause and remedy to our present tax woes. Table 4 presents a breakdown of the 2009 Town of Medway budget.

Table 4: Medway Town Budget 2009

Budget Item	Amount Budgeted
Education	\$22,616,839
General Government	\$1,642,705
Town-wide Government	\$9,639,991

Budget Item	Amount Budgeted
Public Works	\$1,534,863
Public Safety	\$2,690,409
Health and Human Services	\$182,599
Culture and Recreation	\$348,910
Total	\$38,655,276

(Source: Medway Finance Committee Report May 12, 2008)

From Table 4 it is obvious that a majority of our budget goes to funding the education budget, however, the number above does not include all school costs. Indirect cost for health benefits, workers compensation, Medicare, and retirement and other costs that are grouped together for all municipal employees need to be added to the school budget line to get the total cost. When those costs, (an additional \$4,323,800 for 2009), are allocated to school employees, the school budget is approximately 70% of the Town budget. In 2008, the average cost of educating a single student in Medway was \$9,341 (the lowest per student funding rate in the 12 towns surrounding Medway), yet our average household tax bill was \$5733. This difference represents a deficit of money collected for this purpose, especially given that most new housing starts target families with multiple children (4-5 bedroom homes).

Table 5 presents the average single-family tax bill and the percent of the overall town budget paid by residential and open space taxpayers. The table includes towns that neighbor Medway along the Route 495 corridor. Medway has the highest average family tax bill, and the highest percentage of the tax levy applied to residential/open space property owners.

Table 5: Tax Bill and Levy Breakdown for Towns Neighboring Medway Along Route 495

Town	Avg. Single Family Tax Bill	% of overall budget funded by residential taxes
Bellingham	\$3184	73.8%
Milford	\$3952	80.0%
Franklin	\$4298	79.5%
Wrentham	\$5027	82.9%
Medway	\$5733	89.4%

(Source: 2008 MA Department of Revenue Report)

Since we are already funding our schools at levels below our neighbors, further reduction of the school budget will impact our learning environment and ultimately student performance. A Towns commitment to education helps support higher house valuations. Based on these facts, Medway must focus on building a stronger commercial/industrial tax base. For every dollar collected on developed commercial/industrial properties, the Town benefits because there are no schooling costs associated with businesses. This data illustrates that if open space land is to be developed as commercial/industrial project, this will help reduce the tax burden on residents, whereas residential development will further increase the financial burden on the residential tax base. Open Space, while producing little or no tax revenue, consumes a small fraction of Town services.

Medway Employment

The local economic structure of Medway is a mix of local and regional businesses. Components of the economy include the makeup of various employment sectors as seen in Table 6 below.

Table 6: Medway Employment by Sector

Sector	2000	2010	2020	2030
Total	2585	2729	2834	2919
Professional and Business Services	192	216	233	248
Education and Health Services	685	744	789	827
Government	99	103	106	108
Leisure and Hospitality	258	282	300	314
Information	20	22	23	24
Natural Resource, Mining, Construction	248	280	303	321
Trade, Transportation and Utilities	335	354	368	379
Other Services	99	109	117	123
Manufacturing	555	517	487	462
Financial Activities	94	102	107	112

(Source: MAPC 2008)

Medway has a small scale commercial hub located along Route 109 with a few pockets of commercial space along Village Street. Industrial development is constrained to the eastern and western industrial parks. MAPC projections suggest that the region's economy will add 240,000 jobs from 2000 to 2030, an increase of 10.3%. From Table 6 one can see that there is no dramatic change in the employment type forecasted. A closer examination indicates that some sectors will grow more than others. A significant portion of the new jobs are expected to be in Professional & Business Services, Education, and Health Services. Manufacturing is the only sector expected to decline, mirroring national trends. The region is currently a leader in high-tech industry, which comprises many different activities in a variety of sectors. MAPC projections suggest that high-tech employment may grow relatively slowly over the coming decades, declining from 12% to 8% of total employment. We can improve our standing in the region in attracting businesses by improved permit processing and offering better services and support relative to neighboring towns.

Medway continues to make substantial investments in its sewer, water, and roadway infrastructure that have been noted in previous chapters. Maintenance and improvement of infrastructure is fundamental to continued economic prosperity. Medway has a limited supply of land with suitable environmental characteristics (soils, slopes, etc.), highway accessibility, infrastructure, and favorable zoning to support commercial development. Commercial and industrial objectives must be balanced with other demands for land (including housing and conservation) in order to achieve a reasonable mix of land uses in the community. Several properties in Medway have significant development potential and can have measurable impacts on the community. For example, as discussed in the Land Use section the commercial district along Route 109 is underdeveloped as are the Oak Grove lots adjacent to our West Medway Industrial Park. Development of these properties needs to be carefully planned in order to ensure that adequate services can be provided without exorbitant costs.

There has been much progress made in evaluating and updating the bylaws and site plan regulations in order to maximize commercial opportunities. Medway is in a position to continue to increase its non-residential tax revenue in the future while maintaining the rural character of the town.

Goals and Objectives for Economic Development

In our 2009 survey as in 1999, we asked the question; “What do you like least about living in Medway?” The most frequent response was high taxes. The goals and objectives presented here are consistent with the desire to reduce the Town's high residential tax burden.

Goal 1: Maximize the area’s economic resources.

Several entities and organizations currently market and attract business expansion to the area. Careful cooperation is required between State representatives and agencies, and private non-profit organizations. Cost efficiencies can be realized working as a region in economic development efforts. Often times, there is grant money available for specific areas and immediate knowledge of these programs can be extremely beneficial.

Goal 2: Facilitate smart redevelopment of the Route 109 corridor to create Village/Town center.

The Route 109 corridor from Medway Commons to Pond Street serves as the commercial heart of the Town. However, it does not function as a Town Center and the commercial opportunities have not been fully realized. A “vision” of a mixed use Town Center has been created by the Planning Board and the Town’s Consulting Planner. Development of currently vacant parcels and redevelopment of the existing parcels offers an opportunity to create a more traditional and thriving Town Center.

Goal 3: Facilitate smart development of the Oak Grove area (bottle cap lots).

The Oak Grove area is ideal for development as it is near Interstate 495 and the Medway Business Park at 495. This area consists of undeveloped land that is primarily owned by the Town and a single Town resident. The remaining parcels are owned by a variety of individuals or entities. Development of this area would offer an opportunity to further enhance Medway’s non-residential revenue and could if appropriate meet other goals of the Master Plan, such as affordable housing, etc.

Goal 4: Update zoning to maximize the economic opportunities of commercial and industrial zones.

Complex or confusing zoning by-laws not only discourage development, but also put an unfair burden on the Zoning Board of Appeals and the Building Inspector. Rezoning and increasing land that is available for commercial/industrial development will provide Medway the opportunity to increase the non-residential tax revenue. All rezoning should be carefully considered to maintain the rural character of Medway and minimize the impact on residential abutters. There are still large parcels and areas that may offer excellent commercial/industrial development if zoned accordingly.

Goal 5: Identify and utilize “brown field” parcels.

Work with the owners of “brown field” properties to bring the properties up to their highest and best use. The Town has identified all “brown field” parcels and this list should be updated from the State’s list. Rezoning may be necessary to obtain highest and best use of some of these parcels.

Goal 6: Attract new (and retain existing) businesses and increase the industrial/manufacturing base.

While there may be little the Town can do to control employer diversity, it can target certain companies and industries through marketing efforts that can attract these types of industries to Medway. While it would be advantageous to attract new commercial/industrial development (and new businesses) to Medway, we cannot afford to lose our existing base of manufacturing and businesses. Strong marketing efforts should therefore focus both on attracting and retaining business.

Goal 7: Develop an outreach program for businesses and to our community at large.

Our success in attracting and retaining businesses depends on informing, educating, and keeping all stakeholders in planning and project execution informed of status and changes. Medway has a great base of volunteers; their time and expertise needs to be employed efficiently to help Medway grow in a manner that fulfills our goals and objectives. Better utilization of our information age technologies should be encouraged. Access to information, GIS data and project status should be readily available, at any time, to facilitate collaboration between all Town boards and committees.

5 Housing Section

Introduction

This section provides an overview of Medway’s housing stock including types, age and price/value of housing. The basics of Massachusetts’ affordable housing policy are described. A synopsis of affordable housing in Medway is presented along with a brief explanation why affordable housing is important to the community. Additionally, we provide a review of the progress in meeting the Housing goals and action items of the 1999 Master Plan, and a summary of other housing related activities that have occurred since then to diversify Medway’s housing inventory. There is a discussion of the results of the 2009 mail-in and on-line surveys from the residents of Medway concerning the issue of affordable housing, and how these opinions work into the goals and objectives of the town to provide affordable housing for the community, given the perspectives and concerns of the residents. We then present Housing goals and objectives for the future, with a particular emphasis on ways to expand the supply of affordable housing in Medway and provide increased diversity in the housing options available in the community.

Current Conditions

Background and Overview of Medway’s Housing Stock

Table 7 below shows a breakdown of the types of housing units in Medway. The 2000 U.S. Census reported a total of 4,248 dwelling units in Medway. By 2008, that number had grown by 2.4% to a total of 4,349 dwelling units according to the Medway Board of Assessors. Between 1998 and 2008, 346 detached single family homes were added to Medway’s housing inventory, which represents an increase of 10.6%.

Table 7: Inventory of Existing Housing Stock

Housing Type	Property Type State Classification Code	Number of units 1998	Number of units 2000*	Number of units 2007	Number of units 2008	Assessed Value '98 (in millions)	Assessed Value 2008 (in millions)
Single family detached	101	3267	3438	3604	3613	\$537.4 (<small>\$164,493 average</small>)	\$1,369.82 (<small>\$379,136 average</small>)
Condo-minium	102	146	100	230	232	\$12.1	\$54.60
2-family	104	112	242	111	116 buildings (232 units)	\$17.9	\$42.28
3-family	105	20	127	21	21 buildings (63 units)	\$3.4	\$7.84

Housing Type	Property Type State Classification Code	Number of units 1998	Number of units 2000*	Number of units 2007	Number of units 2008	Assessed Value '98 (in millions)	Assessed Value 2008 (in millions)
Multiple housing units on one parcel	109	9 buildings (23 units)		6 buildings	10 locations (21 units)	\$1.6	\$4.26
Rental Apartments 4 units and up	111 & 112	24 buildings (181 units)	341	7 buildings		\$7.6	
Rental Apartments 4-8 units	111				18 locations (82 units)		\$5.60
Rental Apartments 9 units and up	112				7 locations (106 units)		\$5.81
Total		3749	4248		4349	\$580	\$1,489.77

(Source: Medway Assessors' Database)

*Data from 2004 Medway Community Development Plan (CDP) based on 2000 Census

Today, although Medway does offer a range of housing types, more than 83% of Medway's dwellings are detached single family homes. 5.3% are attached single family homes (townhouse condominiums), 5.4 % are duplex units, and 1.4% are 3 family units. Rental apartments comprise only 4.3% of Medway's entire housing stock. By contrast, on a statewide basis, 52.4% of the housing units were single family detached units. For further information on Medway's growth, see the Build Out Analysis in the Land Use Section of this Master Plan.

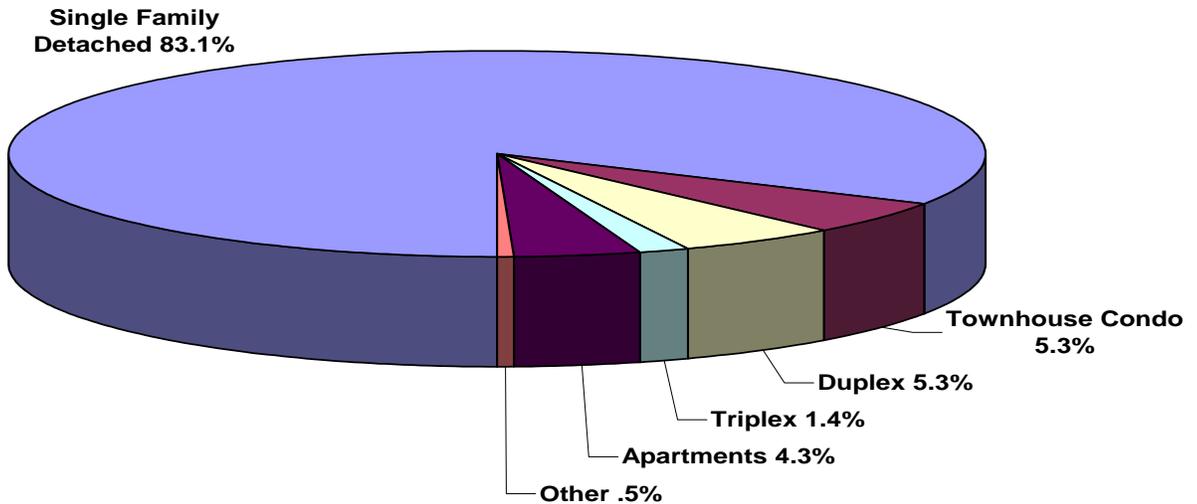


Figure 9: Medway Housing Inventory

In terms of rental housing, currently only 2.5% of Medway’s housing stock is comprised of rental apartments in apartment type buildings (188 units). They range in size from studio to two-bedroom apartments; monthly rents range from around \$750-\$850 for one-bedroom apartments to around \$850 per month and a bit more for two bedroom apartments, depending on whether utilities are included. However, not all rentals are in apartment buildings; single family detached homes, townhouse condominiums, duplexes and triplexes can all function as rental property. According to the 2000 census, 15.9% of Medway’s housing units were renter occupied; the average household size in Medway for renter occupied units was 1.96 people.

Table 8 shows dramatic growth in the assessed value of Medway’s residential properties. In 1998, the average assessed value of a single family detached home in Medway was \$164,493. By 2008, the average assessed value of a single family detached home had increased just over 130% to \$379,136 spurred in great measure by the construction of large new homes in conventional subdivisions.

Another way to look at the cost of housing is to review the changes in sales price of homes over time; Table 8 also shows the annual median sales price for a single family home in Medway from 1990 to 2008. In 2005, at its highest level, the annual median sales price for a single family home in Medway had grown to \$437,000. In spite of the recent drop in home values during the past few years, the dramatic rise in housing values during the period between the late 1990s and 2005 was such that many people, including those who grew up in Medway, as well as young families, singles, and those who might fill municipal positions as police officers, fire fighters, and teachers, were effectively priced out of the housing market in this town.

Table 8: Median Sales Price of Single Family Homes in Medway

Year	1990	1995	1998	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Median sales price (x \$1000)	\$163	\$180	\$225	\$291	\$316	\$338	\$360	\$406	\$437	\$401	\$385	\$339

(Source: Banker and Tradesman, Medway Assessors' Database, and The Warren Group, 2008)

Note: "Median Housing Unit Values for 1990 and 2000 are reported as \$175,300 and \$233,000 respectively, in the CDP report, with the source being MAPC 2003

*January through June only

The age of Medway's housing stock is presented in Table 9. As would be expected for a community that has experienced considerable growth in recent years, 20.4% of Medway's housing units were constructed from 1990 through March 2000. During this same period, only 8.3% of all of Massachusetts' housing stock was constructed. Furthermore, while 55.6% of the state's housing stock was built prior to 1960, only 37.2% of Medway's housing was constructed prior to that date. Again, this is to be expected as Medway's first large growth spurt occurred in the 1960's, then after a decline during the 1970's, picked up steam in the 1980's and 1990's.

Table 9: Age of Housing Units in Medway and Massachusetts, 2000

Year Built	Medway		Massachusetts	
	Number	Percentage	Number	Percentage
1999-March 2000	75	1.8	24,461	0.9
1995-1998	310	7.3	87,730	3.3
1990-1994	482	11.3	106,216	4.1
1980-1989	813	19.1	292,701	11.2
1970-1979	431	10.1	336,814	12.8
1960-1969	559	13.2	314,855	12.0
1940-1959	542	12.8	553,514	21.1
1939 or before	1036	24.4	905,698	34.5
TOTAL	4,248	100.0	2,621,989	100.0

(Source: U.S. Bureau of the Census, 2000)

With the recent national crisis in the housing market, it is instructive to review the status of residential foreclosures in Medway. According to the Warren Group, on a statewide basis during 2008, 12,430 foreclosure deeds had been filed in Massachusetts, up from 7,653 foreclosure deeds in 2007, a 62% increase. A foreclosure deed is the final step in the foreclosure process. In April 2009, according to foreclosure.com, 17 Medway properties were in varying states of foreclosure; foreclosure (2), preforeclosure (8), bankruptcy (5) or for sale by owner (2). The vast majority of the Medway properties are in relatively new subdivisions.

Affordable Housing in Massachusetts

The Commonwealth of Massachusetts has established a broad public policy that the housing inventory in every Massachusetts community should achieve the goal of having a minimum of 10% of their housing inventory to be Affordable. The Massachusetts Department of Housing and Community Development (DHCD) tracks the number of Affordable dwelling units in each community and compiles what is referred to as the Subsidized Housing Inventory (SHI). Each

community's SHI includes the public housing rental units managed by the local housing authority and other rental and ownership dwelling units constructed under various state or federal housing financing programs administered by MassHousing, MassDevelopment, the Massachusetts Department of Housing and Community Development and the U.S. Department of Housing and Urban Development.

According to the Citizens' Housing and Planning Association (CHAPA), as of October 2007, only 51 of Massachusetts' 351 cities and towns had met the 10% affordable housing standard.

What Does It Mean When a Dwelling Unit is "Affordable?"

The initial maximum sale price for a low and moderate income homeownership unit is set such that it is "Affordable" to a household whose income is between 70% and 80% of area median income. For purposes of this calculation, household income applicable to a particular dwelling unit is based on certain assumptions about the size of the family most likely to occupy the unit. Table 10 shows income eligibility for a few dwelling types. For example, in order to calculate the sales price of an "Affordable" 2-bedroom unit, the project sponsor/developer determines what is "Affordable" to a family earning 70% of area median income for a three-person household. For a 3-bedroom unit, the calculation should assume a four-person household, and for a 4-bedroom unit, a five-person household.

Table 10: Income Eligibility for Affordable Dwelling Units

2 Person Household	3 Person Household	4 Person Household	5 Person Household
\$52,950	\$59,550	\$66,150	\$71,450

(in Boston Metropolitan Statistical Area)
 2007 Median Household Income (family of 4) = \$82,400
 80% of Median Household Income

The "Affordable" sales price of a dwelling unit is determined based on a low and moderate income household spending no more than 30% of its income on housing costs. Housing costs include all payments made towards the principal and interest of any mortgages placed on the unit, property taxes, and insurance, as well as homeowner, neighborhood association or condominium fees.

Affordable Housing in Medway

As of September 2008, the State's Subsidized Housing Inventory indicates that Medway had 227 Affordable dwelling units, which comprise only 5.3% of the community's total housing inventory. For comparison purposes, see Table 11 below for a listing of communities around the greater Franklin/Milford area and their Subsidized Housing Inventory percentage.

Table 11: Subsidized Housing Inventory (SHI)

Community	2000 US Census Year Round Housing Units	Total SHI Dwelling Units	Percent SHI Units
Ashland	5,781	248	4.3%
Bellingham	5,632	532	9.4%
Franklin	10,296	1,058	10.3%

Community	2000 US Census Year Round Housing Units	Total SHI Dwelling Units	Percent SHI Units
Holliston	4,861	168	3.5%
Medfield	4,038	193	3.5%
Medway	4,243	227	5.3%
Millis	3,060	108	3.5%
Norfolk	2,851	111	3.9%
Walpole	8,202	472	5.5%

(Source: DHCD, September 9, 2008)

Of Medway's 227 Affordable dwelling units, 207 are owned and operated by the Medway Housing Authority as rental public housing and include:

- 164 elderly units (Mahan Circle, Lovering Heights and Kenney Drive)
- 32 family units (Maple Lane of which 2 are handicapped accessible)
- 9 units for handicapped persons.

Other than the Medway Housing Authority's 207 public housing units (the last of which was constructed in 1984), we are left with the hard reality that only 20 additional "Affordable dwelling units" have been built in Medway since the establishment of the state's 10% affordable housing goal. These 20 Affordable dwelling units are located in two 40B developments - 6 owner occupied townhouse condominiums at Colonial Park/Heritage Drive and 14 owner occupied townhouse condominiums at Woodside/Kingson Lane.

Based on 200 Census date, Medway needs to have at least 200 more Affordable dwelling units to meet the Commonwealth's 10% Affordable housing mandate. However, due to Medway's residential growth in the early years of this decade, when the results of the 2010 Census become known, it is reasonable to predict that Medway's actual Affordable percentage will drop below 5%. In the absence of any proactive initiatives, Medway will actually lose ground. It is incumbent upon us to find ways to close this gap.

1999 Master Plan Housing Goals and Achievements

Since the adoption of the 1999 Medway Master Plan, the following Housing Goals and Objectives have been implemented.

Goal 1: Manage Rate of Residential Growth

- a) Develop a consistent and comprehensive site plan review process

ACTION – Town Meeting approved a major revision to the Site Plan section of the Zoning bylaw to consolidate site plan review with the Planning Board (vs. the previous 2 step process involving the Planning Board and the Board of Selectmen).

- b) Hire professional planner for the Town

ACTIONS

Since 2003, the Town has retained a consulting planner under contract.

The Planning Board's Administrative Secretary position was expanded to a full time position in 2003 (vs. half time in 1999) and the position was upgraded in 2005 to be Assistant to the Planning Board.

In FY09, funding was approved to add a new half time secretarial/ administrative support position for the planning office – Hired staff in September 2008.

Planning Board Assistant position was upgraded to Planning and Economic Development Coordinator in March 2009.

- c) Rezone portions of ARI and ARII for economic development/light industry

ACTIONS

New Commercial V zoning district was created at intersection of Routes 109/126 (formerly ARII) – May 2004.

Goal 2: Develop an Affordable Housing Plan

- a) Balance housing inventory to meet common needs and address state mandates on affordable housing (10%); Support changes to state laws to redefine affordability

ACTIONS – The Town prepared a Community Development Plan pursuant to Executive Order 418 – September 2004.

- b) Have Selectmen reactivate the Affordable Housing Committee

ACTION – The Affordable Housing Committee was reactivated in November 2000.

Goal 3: Target Housing Needs

- a) Ensure housing opportunities for senior citizens

ACTIONS – Town Meeting approved an Adult Retirement Community Planned Unit Development (ARCPUD) option within the Medway Zoning Bylaw (October 2000) - two developments approved; none constructed.

Town Meeting approved provisions allowing for accessory dwelling units for family members by special permit from the Zoning Board of Appeals (2004).

- b) Work with landowners and developers to provide for Planned Unit Development

ACTIONS - Town Meeting approved a new Open Space Residential Development option within the Medway Zoning Bylaw (June 2005); this allows for clustered housing by special permit and requires open space conservation. Three approved, two developments under construction; one development proposed – approval expected.

Goal 4: Maintain Current Character

- a) Develop a stricter demolition delay bylaw

ACTIONS – Town Meeting approved a new and improved demolition delay bylaw in 2001.

- b) Develop neighborhood conservation districts

ACTIONS - Town Meeting approved the Adaptive Use Overlay District for a portion of Route 109/Main Street (June 2004).

- c) Ensure that conversion of single family to two family residences adheres to local zoning frontage and area requirements and accounts for off street parking

ACTIONS - The Zoning Bylaw requires a special permit from the ZBA to convert a single family residence to a 2 family residence in the ARII zoning district.

Following the adoption of the 1999 Master Plan, the Town has taken the following additional actions in support of the above noted housing goals/objectives.

- Adoption of the Community Preservation Act – 2001
- Approval of several Chapter 40B comprehensive permit projects
 - Woodside/Deerview Meadow (Kingson Lane) – 53 townhouse condominium units constructed (14 affordable)
 - West Haven (West Street) – 22 units – 5 single family detached, five triplexes (6 affordable) – not yet constructed; site was submitted to the Planning and Economic Development Board for an 18 unit OSRD (approved March 2009) instead of proceeding with a 40B development.
 - Fox Run Farm (Holliston Street across from the VFW) – 15 duplex and townhouse condominium units approved (5 affordable) – not yet constructed
 - Maritime Housing (southeast corner of Main and Elm Streets) – 30 unit apartment development (8 affordable) – not yet constructed.
- Assignment to the Town of the Right of First Refusal for Chapter 61A Parcel at Coffee and Ellis Streets. NOTE – The developer challenged this action in court and won the right to pursue a conventional residential subdivision.
- Adoption of Affordable Housing section of the Medway Zoning Bylaw to require 15% affordable units in subdivisions and OSRD developments – June 2008
- Amended ARCPUD section of Medway Zoning Bylaw to require 10% affordable units – June 2006
- Authorization to Establish an Affordable Housing Trust Fund – June 2008
- Town Meeting approved use of a .9 acre parcel owned by the Town at 9 Walker Street for the construction of affordable housing – June 2008
- Historical Commission proposed and the National Park Service approved the establishment of the Medway Village National Register Historic District (December 2008)

2009 Master Plan Survey Housing Issues

According to the responses of the questions on the 2009 mail-in survey, Medway residents believe that affordable housing is a relatively important issue, and the majority is only “moderately” satisfied with the availability of affordable housing units in town. Most of those surveyed placed an average value (mid-range among possible values) on the importance of having a diverse housing stock, and a large majority rated their satisfaction with the amount of varied housing as average, as well. It would seem that respondents are fairly satisfied with the variety that presently exists.

Results from the 2009 on-line survey give a bit more detail in terms of how the residents would like to achieve the goal of providing sufficient affordable housing. The average respondent is averse to using tax dollars to acquire land, or to use open space, for the construction of affordable housing. In addition, a low priority was placed on the construction of multi-family housing, and only a slight majority would like to see more housing for seniors.

The large majority of respondents would like to see developers provide affordable units in the newly constructed or renovated housing. It is also clear from the surveys that residents want to avoid any increase in the density that could come with providing affordable housing units, and that any added units should “maintain” the rural character of the town.

In summary, respondents want more affordable housing but want the onus put on developers to help provide this, in lieu of using tax dollars and open space to achieve these goals. As a result, it seems that the most likely way for Medway to close the gap would be to focus on working with developers either to include affordable units in residential developments or to contribute money in lieu of building units to an affordable housing trust fund. In addition, the town must work to get as much alternative financing as possible, such as soliciting donations and investments from local and area businesses, and to work with organizations such as Habitat for Humanity and other non-profit groups.

Why is Affordable Housing Important?

The lack of affordable, and reasonably priced, housing is an important issue facing many residents in the MetroWest area of the state. Consider the information below provided by the Citizen’s Housing and Planning Association (CHAPA) in 2008. (From the CHAPA web site <http://www.masshomeatlast.org/MetroWest/why.html>)

- In 2003, the median single family home prices in the region ranged from \$260,000 in Bellingham to \$675,000 in Sherborn. Yet a person earning \$35,000/year – a typical salary for a starting teacher with a bachelor’s degree – can only afford to buy a home for about \$160,000. Someone earning a \$50,000 salary can buy a home priced at about \$232,000 – still below the lowest median price of homes in the area.
- In 2000, a household earning the median income for its community could afford the median-priced home in 26 of the 32 communities. By 2003, that number had dropped to 20 communities. And only 4 of the area’s communities would be considered affordable to first-time homebuyers (defined as those earning 80% of the community median income and purchasing a home priced at 80% of the median with a 10% down payment).
- 36% of renters in the thirty-two 495/MetroWest communities pay more than 30% of their income for rent and 15% pay more than 50%; 22% of homeowners pay more than 30% and 7% pay more than 50% for their mortgages. This means that nearly 16,500 renters and more than 26,000 homeowners are considered “cost burdened”, paying more than 30% of their income for housing. Included in these numbers are some 8,400 homeowners and 7,000 renters who are severely cost burdened, paying more than 50% of their income for housing.

Healthy communities provide a diversity of housing options by addressing both little “a” affordability needs (for reasonably priced market rate homes within the reach of modest income households) and official big “A” Affordability needs (income-restricted dwellings that can be included on the town’s Subsidized Housing Inventory). Generally, references to housing affordability in this section of the master plan should be read to include both market-rate, unrestricted housing that is affordable to the widest range of incomes possible (small “a”) and income-restricted housing options (big “A”). Specific references to big “A” housing production should be read in the overall context of providing a diverse supply of housing options to meet a range of community housing needs.

What is 40B?

As previously noted, the Commonwealth of Massachusetts has established a broad public policy that the housing inventory in every Massachusetts community should achieve the goal of having a minimum of 10% of their housing inventory to be affordable. In communities that have not achieved the 10% goal, state law (known as Chapter 40B) authorizes the local Zoning Board of Appeal (ZBA) to approve Affordable housing developments under a Comprehensive Permit. Chapter 40B is designed to encourage development of Affordable housing in municipalities. The statute authorizes local ZBAs to approve residential developments that provide a percentage of their units with Affordability restrictions by reducing restrictive barriers and providing for a streamlined decision making process. At least 25% of the dwelling units in a 40B development must be Affordable. Under 40B, a ZBA is empowered to grant all local approvals necessary and may bypass many of the community's standard zoning and land development review requirements (but not building codes, Title 5 and state Wetlands Act regulations). 40B developments are generally allowed anywhere in a community and at a considerably higher density than provided by the local zoning bylaw, resulting in the construction of a larger number of units than would normally be allowed in a "by right" development. Developers must also restrict their profits.

The presumption is that in a community with less than 10% Affordable housing, proposed Affordable housing developments are needed. The community has the burden to demonstrate otherwise. Any community falling short of the state's 10% Affordable housing goal is more vulnerable to the imposition of 40B developments because a developer has a right to appeal a local denial to the state Housing Appeals Committee; such decisions usually favour the developer. Communities that have achieved the 10% Affordability level have more control over which 40B developments can come into town and how they will be developed with regard to the size, number of units, site design style of construction, etc.

The aforementioned CHAPA report indicates that on a statewide basis since the early 1970's, more than 48,000 dwelling units in almost 900 developments have been created pursuant to the 40B law. Of these, approximately 33,700 are rental apartments and 14,600 are homeownership units.

Balancing the Addition of More 40B Housing in Medway

The only way to protect Medway from the prospect of aggressive 40B development applications is for the town to reach its 10% Affordable housing goal. Short of that, developers will have the option of pursuing developments under 40B pretty much anywhere in the community. The only question is what form the proposals will take and how much influence the Town can have over what is ultimately developed.

Until the town has reached the 10% goal of Affordable housing units, Medway should explore ways to gain some degree of control over where and how 40Bs are proposed, the nature of the proposals, and who is proposing them. A strategy of encouraging "friendly 40Bs," where the development proposed is generally in keeping with the needs, goals, and objectives of the Town, should be a priority. In such instances, the developer, the Town, and nearby residents, may work cooperatively and constructively, providing input to produce a best case scenario that addresses, to the extent possible, the various needs of all parties. For instance, active solicitation of 40B proposals in appropriate locations, and constructive negotiation during the ZBA public hearing process, may change the styles of the housing, the road layout, create buffer zones, and preserve a portion of open space or incorporate a neighborhood recreation area. In addition, because the state allows 100% of units developed as rental apartments under a 40B comprehensive permit to be counted as Affordable units on the town's Subsidized Housing Inventory (no matter what rents

are charged), this is one way to make good progress toward the goal of 10% Affordable units in town. Even a modest increase in the number of rental units that could be counted on the town's Subsidized Housing Inventory would help move Medway toward reaching the 10% Affordable housing goal. This would also help single people and small families with modest incomes to live in Medway.

The alternative - "hostile 40Bs"- is, in general terms, not in keeping with the needs, goals, and objectives of the Town. By being proactive in simultaneously working towards the 10% Affordable housing goal through the "normal" development process and by looking for opportunities to "team up" with developers on "friendly 40Bs," the Town will be in a better position to shape residential development in the future.

Goals and Objectives for Affordable Housing

Much of the housing in Medway is out of reach for lower-middle and lower income families, including those who work in areas that serve the community as well as young people and families who grew up in Medway. It is in the best interest of the town's economic health and vitality to provide a diversity of housing options for households of all incomes and backgrounds. The Medway Affordable Housing Committee, together with other Town boards and committees, are working to find creative ways to increase the supply and percentage of Affordable and affordable dwelling units in Medway. By having a goal to provide our community with more affordable housing, Medway will help to ensure that future generations of families will be more able to live where they grew up. In addition, the town will be able to attract and keep the kind of workers that the community needs – police officers, fire fighters, teachers, and nurses – who find it difficult or impossible to afford living here now.

There is also an important connection between Affordable/affordable housing and economic development. A companion reason for expanding the supply of affordable housing in Medway is to provide the business community with a plentiful employee base from which to get qualified workers who don't have to travel long distances to work in Medway. If Medway hopes to attract and retain the kinds of businesses that will diversify our tax base, we need to demonstrate a commitment to providing opportunities for a wider range of housing types and choices for employees. It is our hope that this section of the Master Plan will provide critical support to Medway's efforts to expand and diversify its business base.

Goal 1: identify housing needs.

The Medway Affordable Housing Committee, along with the newly authorized Affordable Housing Trust Fund, is in the process of developing a Housing Production Plan for the town. Housing Production Plans must comply with the guidelines and regulations required by the Massachusetts Department of Housing and Community Development (DHCD). A Housing Production Plan will include a complete profile of housing statistics and trends and identify target populations among the many different types of households in Medway in need of housing. In addition, a Housing Production Plan will present an affordable housing supply-demand gap analysis, provide recommendations for the location and types of new housing, and present strategies to accomplish housing goals. Housing production plans are submitted to the State for certification.

This plan will need to consider the present, as well as the future population demographics in order to meet the current and anticipated needs of the community. This includes affordable housing for senior citizens, young adults who have grown up in Medway, municipal workers, such as police officers and school teachers, and those currently living in public housing who could be encouraged to move up and out of public housing if

affordable units were available. This would also help free up public housing units to new families in need, since there are currently long waiting lists for Medway Housing Authority family units. The plan will also need to strike a balance between the needs and desires of the community with the state mandated goals of providing 10% of its housing stock to be affordable.

Once the community's more particular needs are identified, a community education program should be developed to inform the community and municipal leaders and build support for town guided affordable housing initiatives to expand the supply of diverse housing options in Medway.

Goal 2: Establish organizational infrastructure to implement housing plans.

The Town needs to have active committees, experienced personnel, and access to funding sources in order to facilitate and implement housing projects that are deemed necessary and desirable. Once this infrastructure is in place, the Town will be in a position to aggressively seek out development opportunities and facilitate project commencement and monitor progress towards goals. The Board of Trustees for the Medway Affordable Housing Trust Fund needs to be appointed and established to move forward on a highly proactive basis. Financial support should be sought from Medway's Community Preservation fund and other revenue opportunities should be pursued.

Goal 3: Identify locations, quantities, and types of housing.

The established town committees (from Goal 2) should prepare a comprehensive listing and map of undeveloped parcels, both town and privately owned, in order to proactively seek out appropriate sites for affordable housing developments for Medway.

The Town should seek opportunities to purchase appropriate land and buildings to reserve for restricted affordable housing. Particular emphasis should be placed on town committees working collaboratively toward reaching mutually beneficial town goals, such as preserving open space and producing affordable housing at the same time. In this manner, the Town can move closer towards the state mandated 10% while helping to preserve town character.

Goal 4: Identify needed changes in the zoning bylaw to encourage market and restricted income affordable development.

Existing zoning may prohibit projects from being developed or implemented in the most appropriate areas. For example, presently the Medway Zoning Bylaw does not provide for the "by right" construction of market rate apartments anywhere in Medway. This results in a heightened tension between the critical goals of providing for diverse housing needs while preserving character. The Affordable Housing Committee must coordinate and work together with other town boards such as the Open Space Committee, Planning and Economic Development Board, Zoning Board of Appeals, and the Design Review Committee to ensure that affordable housing can be developed in a way that balances the needs and wishes of various populations in the town.

Goal 5: Explore and utilize creative development opportunities.

The Town should coordinate with other organizations and agencies, such as developers, builders, architects, and consultants that specialize in affordable housing. Some examples are Habitat for Humanity and other not-for-profit development and architectural firms. In addition, the Town should work closely with other housing agencies, such as Citizen's Housing and Planning Association (CHAPA), the

Massachusetts Housing Institute, and the Massachusetts Housing Partnership, to guide the committee in its efforts to design and implement its affordable housing plan.

Finding creative methods for working with developers and builders to streamline the building or renovation of affordable housing units without sidestepping important bylaws designed to protect Medway should receive special emphasis. The current housing market presents unique challenges, but may also provide to Town with previously unavailable opportunities to provide both market and restricted affordable housing and move towards the 10% goal.

Please refer to Appendix B for the full listing of recommended Housing action items for the 2009 Master Plan.

6 Historical, Cultural, and Natural Resources Section

Introduction

This section discusses the Historical, Cultural and Natural Resources of Medway. Knowledge of the history of Medway is valuable because it reflects on how the land was originally settled and developed during our agricultural beginnings and then how it evolved to serve the industrial period of cottage industries and mills. In the present day, Medway is typical of a modern “bedroom community”, where most working residents commute out of town to their jobs. Its centralized location between Worcester - approximately 24 miles west northwest; Providence - 30 miles to the south; and Boston 25 miles to the northeast and easy access to Route 495 and the Mass Turnpike has made it a commutable hub to the work centers in the region.

Many communities are adopting “Smart Growth” planning to create, maintain and/or enhance self sustaining “villages” and downtowns, reminiscent of a culture that was certainly in practice a century ago but has nearly disappeared with the advent of sprawling subdivisions and big box shopping centers. We encourage adoption of Smart Growth principles as Medway plans for its future.

The history of Medway has been chronicled by local historians Orion T. Mason, Herbert N. Hixon, John Mahan, Francis D. Donovan, Grace G. Hoag and Priscilla N. Howker. However, this history continues to be underappreciated despite the historical contributions of the town, its inhabitants, and structures. Most notably, famed author William Taylor Adams (1822-1897), was born in Medway in 1822. He was a noted academic, author, and Massachusetts state legislator. He is better known as an author who used the pseudonym Oliver Optic. He wrote several popular fiction books for boys. James (or John) Capon “Grizzly” Adams (1812- 1860) famed United States outdoorsman and a performer and partner in P. T. Barnum’s shows was born in Medway. Reverend Jacob Ide (1785-1880) was a prominent Minister and abolitionist within the town. Many other notable Medway families have been commemorated by having streets named after them; Adams, Barber, Brigham, Bullard, Clark, Coffee, Cutler, Daniels, Ellis, Fales, Fisher, Guernsey (named after Henry Garnsey, but was misspelled), Harding, Hill, Holbrook, Lee, Malloy, Mann, Metcalf, Newton, Partridge, Pond, Richardson, Sanford, Slocumb, Thayer, Walker, and Ward, to name a few. These streets form many of the Scenic Roads within the town and afford the traveler a view of traditional New England architecture and rural landscapes.

The history of the town is reflected in the remaining buildings and structures that still stand. Much of this is detailed in the recent book (Images of America- Medway (MA), 2004) by residents Grace Hoag and Priscilla Howker. As time passed, the industries that fueled Medway’s growth were no longer relevant to the changing times and many of the factories closed. These structures were either demolished or fell victim to fires over the years. One notable exception is the Sanford Textile Mill complex, built in 1885 which was converted to condominiums in recent times. Another example is the Medway Mill (or Stone Mill) at 165 Main Street. The mill, Choate Park and the home at what is now 2B Oak Street, figured prominently in the history of the Town and its industrial period. Choate Park was formed from a parcel of what used to be the Thayer property holdings. The pond was formed as the Thayer family dammed the stream to provide water power for their mill. The continued existence of pond, the mill and the Thayer Home Place (their residence) is rare and unique as far as having all of the historical elements survive to the current day. Currently, efforts are centered on the preservation of the home and the incorporation of the land adjacent to the park and abutting conservation land as an open space, historical and recreational resource for the town’s residents. The mill currently houses a number of businesses

and has the potential for further preservation and development. The combination of the mill pond (Choate Park Pond), mill and owner residence all surviving is rare and makes this area worthy of Historic District Nomination.

The center of town gradually moved from the river and the factories up to Main Street. After World War II, the town began to grow rapidly and many housing developments were built to accommodate outward expansion of people into outlying areas. In 1965 Medway had the opening of its first strip mall with a super market and later a department store next door. Other than changes to the businesses in this shopping center little physically has changed in the area. A vision for the redevelopment of the Medway Shopping Center on Route 109 is covered in the Land Use Section, which could serve as a means to establish and consolidate this as the Town Center with shops, municipal services within walk able distances from the surrounding neighborhoods, thereby achieving some Smart Growth goals.

In an effort to understand and appreciate our Historic past and development the Historical Commission has catalogued dozens of the historic homes and structures of the town, many of which still stand. A large number of these structures are well cared for and serve as outstanding examples of period architecture.

Two historic districts exist within the town; the Rabbit Hill Historic district, and the Medway Village Historic district which were recognized by both the Massachusetts Historical Commission and National Parks Service in 1988 and 2008 respectively. Medway Village is a large settlement cluster within the town of Medway, located along the Charles River and includes over two hundred historic buildings including municipal, religious and former mill buildings. The area is bounded by the river on the south, the railroad bed on the north, Oakland Street on the east, and Holliston Street on the west but extending along Village Street to Legion Avenue. These districts recognize areas and neighborhoods that have maintained the historical character of their homes and provide a “living” example of the period.

The Torrent Engine House, erected in 1876 is one of the few remaining unaltered examples of later 19th century firehouse architecture in the state. The fire house remained in active duty until 1991. It is now privately owned as part of a property adjacent to the former Medway Free Public Library at 195 Main Street. The building for the library was given to the town by the children of Addison and Lydia Thayer in 1918. Both buildings carry a Historic Preservation Restriction which recognizes their historical value to the town and state.

Unfortunately many other structures have been lost over the years to fire, neglect, and eventual demolition for new development. The Historical Commission has been active in the review of Demolition Permit requests in accordance with Medway Bylaw Section 17 (Historical Properties) and has had some success in working with petitioners to find alternatives to demolition in favor of preservation or incorporation of a historic structure into a new construction.

1999 Master Plan Cultural and Natural Resource Goals and Achievements

Examples of preservation accomplishments since the 1999 Master Plan include:

Medway Vital Records and Document Preservation Project

The Medway Historic Commission commissioned two projects to save and preserve a series of historical documents and town records dating back almost 300 years to the Town’s incorporation in 1713 using funds allocated from the Community Preservation Fund for Historic Preservation efforts. This has assured that these records are preserved for future generations. Already these records have aided genealogists in tracing family histories through the town.

Medway Village National Historic District Nomination

In 2007, three years of fieldwork and research supporting the nomination of the Medway Village historic district comprising over 250 historic buildings was completed. This research was submitted to both the Massachusetts Historical Commission and the US National Parks Service for consideration as a National Historic District. The Historic District was approved by both agencies in December of 2008 and represents a significant accomplishment in the recognition of the historical importance of this area to our State's and Nation's history.

The Thayer Home Place Preservation Project, 2-B Oak Street:

The Thayer family has figured prominently in the history of our Town and the property affords a beautiful vista of the adjacent Choate Park and local conservation land. In order to save the house and barn from demolition and to preserve this site from development, the town voted to acquire the property and keep it as Historic and Open Space using funds from the Community Preservation Fund. Due to the efforts of Rep. James Valle, Medway also received a \$200,000 earmark from the State to initiate the preservation efforts for this property. The Town commissioned a noted firm to prepare a comprehensive Historic Structures Report (HSR) for the property. The Historic Commission worked with the Community Preservation Committee and the Board of Selectmen to prioritize preservation efforts on the property. The HSR document has provided a critical assessment and cost estimate for a comprehensive restoration and rehabilitation of the property. This has enabled the Town to prioritize those critical efforts to stabilize the house and barn that can be accomplished with this \$200K seed money. Already work has begun on the property to address the preservation of the structures and the property has been cleared of debris. The result is the restoration of a beautiful vista overlooking the park and functional space for the town's use. The HSR also serves as the blueprint for future efforts in restoring this property as a cultural resource - a landmark - for the residents and visitors to the Town.

Evergreen Cemetery

The historical section of this cemetery located in the Rabbit Hill Historic District is deteriorating and has seen much damage to the old gravestones resulting from severe weather over the past few years. This cemetery is important to researchers around the world as it is the burial site of Revolutionary War Veterans. In an effort to preserve this important cultural resource, efforts are underway to map the cemetery and devise a preservation and conservation plan for its future. A comprehensive effort to repair and clean the stones is underway to ensure the future preservation of this section of the cemetery. The Historical Commission is currently working to have the cemetery listed in the National Register of Historic Places, a recognition that will enhance the property's eligibility for preservation grants.

2009 Master Plan Survey Cultural and Natural Resource Issues

There were several strong indicators specific to natural resource issues in the 2009 survey. These included issues of water quality and quantity, protection of our rural character, preservation of our historic architecture and preservation of open spaces.

- 93% of the 2009 MMPC Survey respondents think that the quality of drinking water and conservation are important. Water quality was a concern of residents responding to the 1999 Master Plan and continues to be an even bigger issue at this time.
- 73% of the respondents to the 2009 Master Plan Survey believe that protecting the rural, small town character of Medway was important. Likewise, maintaining the "sense of

hometown community” was a common sentiment in the 2009 Survey. The combination of low-crime rate, close knit neighborhoods, proximity to employment and a caring and involved citizenry together form a town that is attractive to live in. Our volunteer Fire Department and effective community-friendly Police Department both rated highly in terms of citizen “satisfaction”. Continued financial and community support of those departments and their consistently excellent services will provide valuable community protection for the foreseeable future.

- 63% of respondents expressed that preserving buildings and places of historical and/or unique and significant architectural character was important. In response to the 1999 Master Plan, the Town of Medway enacted a Demolition Delay By-Law giving authority to the Historic Commission to review all demolition permit requests made on any structure within the town that is 100 years old or older for determining whether the building is “preferably preserved”.
- The 2009 Survey again indicates that while many people are in favor of protecting more Open Space, many people also feel that Medway’s tax rate is already too high. Accordingly, pursuit of state grants, preservation restrictions and open space developments can provide opportunities for open space protection as part of land development outside the direct use of municipal dollars (see Open Space section for details).

Current Conditions

Natural Resources

The growth Medway experienced in the 1990s and early 2000s has had a direct impact on our natural resources. While this increase in population may enhance and enrich the Cultural Resources of the area, the reverse is true for the Natural Resources. Medway has very little topographical relief and much of the flat, undeveloped land is wetland. There is ever increasing pressure to develop marginal lands. In addition to protecting these sensitive areas, we should protect remaining farm land, open space and the Charles River and its tributaries.

One recent emerging trend is for the adoption of Community Supported Agriculture (CSA). This has taken root in New England and Medway has great opportunity to providing direct support for small farms while providing local food for local families. As side benefits, CSA is also establishing a matrix of environmental oases, building networks of families who are cultivating new and healthy aspects of community life, and helping to shape a new vision of agriculture.

The CSA movement should be supported and encouraged by the Town.

With the increasing importance of energy “resources”, particularly renewable resources that can be harnessed for use, a general assessment of Medway’s energy generating potentials present several possibilities. The US Department of Energy “Wind Power” map (2007) illustrates that the Medway area does not generally benefit from winds necessary for significant wind energy production. But, like many other areas of the state and country, Medway does have access to geothermal and solar energy potentials. Sustainable energy planning for better national security, environmental stewardship and energy price stability form a scenario for municipalities to seek local and/or renewable energy resource options along with increased energy efficiency practices. 19th-Century Medway, like many towns of its time, harnessed the power of the existing streams and rivers to provide power for the factories within the town. Advances in hydroelectric, geothermal, and solar power could be applied to offset the need for using traditional energy

resources for municipal and school buildings and should be considered in any future building or renovation designs or general expansion of the Town's power needs.

Concomitant with energy is the need for clean drinking water. Water quantity, quality and availability have always been important topics for the residents of Medway, even more so recently. Preserving the integrity and pristine condition of the land surrounding our aquifers and wells is of utmost importance. Details of this are discussed in the Land Use and Water Resources sections.

Having housing, food, work and energy options locally allow a community to exist in an environment with at least some measure of self-reliance - as was the case in Medway's past -from Native American peoples to the early European settlers to the residents of the early- and mid-20th century.

This active commitment to thoughtful planning and preserving the "New England" character of the town is being achieved, through creating a balance between maintaining the historical aspects, agricultural areas, industry, protected wooded and open spaces, recreational areas, commercial shops and residences. The Design Review Committee and the Planning Board have had an active role in balancing growth with an eye toward preserving the fundamental resources and the character of the town by encouraging "smart growth" development and planning practices. This vision is discussed in more detail in the Land Use section of this document. Building on the achievements attained toward the goals set forth by the 1999 Master Plan, we now propose the following new goals and objectives:

Goals and Objectives for Historical, Cultural and Natural Resources

Goal 1: Protect natural resources.

The strong response in the Survey to water concerns is most likely related to experiences some parts of Medway have had with their water quality (rust-like discoloration) and with the Town's recent announcement of elevated e-coli recordings. Efforts to protect our groundwater are an integral part in the long-term protection of our drinking water. If water is our greatest and most important natural resource, then the costs to protect our groundwater in quantity and quality over the long-term must be measured against the alternatives of worsening public health, more complicated and expensive water purification systems, excessive and wasteful uses and the drilling of more wells.

Water availability is also a critical limiting factor in realizing the potential build-out of the Town. To that end there have been a number of improvements and planned capital build outs. This effort will address the repair of existing wells and the building of a new well to address demand (refer to the Land Use and Water/Sewer sections for details). As the Town seeks ways to better balance its residential tax burdens through increased commercial and industrial growth – as many in the Survey have implored - planning for water accessibility and water capacities need to be top priorities. Evaluating how Medway will continue to support our existing citizenry and infrastructure must be assessed first when considering how water might be sustainably drawn for future growth. Ensuring a safe and adequate water supply for the future is everyone's responsibility.

The natural resources that link us with other communities, water and air in particular, make it important for Medway to work in conjunction with those communities and others to protect such resources from a quality of life aspect. The reduction and prevention of pollution at all levels is a goal that makes sense both from health and budgetary

perspectives. Short-term gains in growth and/or tax revenue that produce potential long-term harm to Medway's environment must be avoided.

Goal 2: Protect rural, small town character, and enhance community spirit.

Our survey indicated that a large majority of residents think protecting the rural, small town character of Medway was important. Medway's combination of low-crime rate, close knit neighborhoods, proximity to employment and a caring and involved citizenry together form a town that is attractive to live in. Carry over from the 1999 Master Plan is a sentiment to preserve the New England style of architecture and avoid the nationalized format so prominent in other parts of the country. The Design Review Committee (DRC), formed as a result of the 1999 Master Plan, along with active participation and guidance from the Medway Planning Board and the Medway Historical Commission, has adopted guidelines that have sought to preserve a New England style with regard to buildings, signage and development. One recent example of this thoughtful consideration to development and building aesthetics is exemplified in the Medway Commons Shopping Center, a retail complex aided in its design considerations by the Design Review Committee.

The purpose of the DRC's design guidance for all forms of signage and architecture is to enhance the value of the visual environment while maintaining a community that highlights Medway's cultural, regional and topographical strengths. In the same vein, good land use and site designs should aim to provide a comfortable and safe environment for citizens – those with accessibility challenges, walkers, cyclists, vehicle operators, workers, shoppers and students and seniors. The 2009 Survey results also reinforce the Town's continued desire to help shape itself in a manner that maintains value for investors and citizens alike while maintaining and enhancing its unique sense of place as a suburban New England town.

An additional aspect of the preservation of the rural character should involve the establishment of Rules and Regulations governing Medway's scenic roads. Our scenic roads and their vistas are the essence of "rural" Medway. Neighborhood community groups should be encouraged to preserve, and maintain the scenic nature through anti-litter campaigns and clean-up efforts.

The Town currently has two National Historic Districts which are centered around areas that were formerly vibrant community centers that were somewhat self-sufficient with regard to local shops and markets. The Town should perform planning studies to evaluate these historic areas and determine whether creative zoning could encourage more adaptive use and stimulate further preservation efforts within the areas.

Goal 3: Implement sustainable and energy efficiency practices and environmentally sound guidelines.

To reduce the financial and logistical burdens of heating and cooling building "systems" and transportation energy costs, energy conservation practices and products should become part of the Town's effort to be more efficient, particularly at the municipal level where tax dollars are involved. A good example can be set for the community by schools, Town Hall, Town facilities, and municipal vehicles with best energy use practices with a particular focus on retrofitting buildings with energy efficiency measures. This can be achieved through assessment with energy audits. Use these audits to propose and implement near term improvements while planning for long term solutions. Medway should Mandate LEED building standards for all new municipal construction. Additionally there should be a comprehensive review all bylaws and local regulations to see how they may be modified to promote and streamline the process for

the use of alternative energy by homeowners, commercial and industrial business and municipal government. This would set a standard and regulatory pathway to encourage alternative energy solutions (Solar, Wind Power, Fuel Cells, and Hydrogen to name a few) into the design and construction of new buildings. Additionally this would facilitate their adoption and use within the community by having the standards and zoning already in place, reducing delay.

Medway like other towns needs to be more vigilant in its efforts to provide education concerning energy efficiency practices to reduce private energy cost burdens as well, which promotes the protection of both financial and environmental resources and a healthier community. In 2008, the state of Massachusetts introduced the “Green Community Act” which, among other things, offers municipalities the chance to qualify for grants and loans for renewable energy systems and energy efficiency practices in municipal buildings and municipal operations. The Town should consider forming an Energy Committee or like advisory group to explore and advise the Town with regard to participation in the Green Community Program and to take advantages of the myriad of resources coming available from federal and state sources for smarter municipal energy management. Medway should develop a municipal plan for the use of sustainable resources that reduces Medway's carbon footprint and maximizes reimbursement or funding offsets from the state and federal governments. With this the town should also develop a municipal energy management (monitoring) strategy that includes provisions for ongoing energy conservation recommendations and reports annually to the town on reductions achieved by department.

With the addition of alternative technology in equipment and vehicles used by the town, belonging to residents and garaged in town, or being used by commuters traveling through town, it is important that all of Medway's Public and Safety groups are adequately trained to deal with the variety of issues these new technology vehicles create. We should be proactive to insure that our responders have the appropriate training in advance of any incident and ensure that this training is budgeted.

Goal 4: Preserve historical buildings and materials.

Medway residents, in both 1999 and 2009 surveys, expressed that preserving buildings and places of historical and/or unique and significant architectural character was important. In response to the 1999 Master Plan, the Town of Medway enacted a Demolition Delay By-Law giving authority to the Historic Commission to review all demolition permit requests made on any structure within the town that is 100 years old or older. In cases where a building is deemed preferably preserved, a 9-month demolition delay is enacted allowing for further research to be conducted and to work with the petitioner to arrive at potential other uses or alternatives to demolition. A structure is of significant historic value in its either architecture or relation to a prominent person in the history of Medway or the Commonwealth. To this end, Medway should create an Adaptive Overlay District and Medway Mill sub-district in the zoning by-laws to allow for the creation of housing in former mills and limited commercial uses along Route 109.

The Town needs to be more pro-active in the preservation of these sites. There is always a race against time in trying to preserve these sites each time ownership changes, therefore enforcement of the Demolition by-law becomes critical. One goal would be to extend the delay period to 12 months, as has been adopted by other communities.

Goal 5: Protect open space and unique wildlife habitat.

Medway remains far below the state average and is also well below most neighboring towns in the percentage of Protected Open Space (see Land Use Section) Medway has

5% of its total land mass protected while the state average is 23%. Protected open space is important to Medway's future for many reasons: to protect our water sources, to preserve at least some of the remaining wildlife habitat corridors, to protect and enhance Medway's property values, to provide reasonable buffers between commercial/industrial zones and residential zones and to maintain quality of life, and recreational choices for its citizenry. Medway should explore whether specialized natural resource zoning for sensitive areas (water resource corridors) would aid in efforts to protect these sites.

7 Public Facilities

Introduction

Collectively our public facilities represent a substantial investment on the part of Medway taxpayers that provide for the health, education, protection, safety and overall benefit of the community. It is the responsibility of the Town and its officers to maintain these facilities to the best of their ability, to maximize all potential uses and to enhance the quality of life of its citizens. In particular, we need to plan for changes in demographics. As our population changes it may be possible to convert the usage or share usage across all municipal departments, and organizations. Reorganization and reuse of existing facilities should be examined prior to creating new infrastructure.

As Medway's population has grown, so have the demands on the existing infrastructure and facilities. In many cases, the existing systems have not been rehabilitated or expanded to meet these increased demands because of budget constraints. As a result, necessary maintenance and improvements have not been funded. This is particularly true of our existing schools, where hard economic choices have often favored academic programs over physical maintenance.

The same challenges have resulted in our water quality being compromised. Medway will have significant water supply challenges in terms of water quality and quantity if planned improvements are not carried out, or if any of our wells are compromised.

The Medway Public Schools continue to be constrained in terms of budget by the underfunded federal mandates of "No Child Left Behind," and the current burden placed on Town budgets by the recent economic downturn. The quality of educational services provided by Medway Public Schools is heavily dependent on state funding levels. In 2007, the Town of Medway spent on average \$9,341 per pupil, the lowest average in the local area, and more than a \$1000 less per pupil than Holliston, Ashland or Milford.

Public Facility Issues Highlighted in the 1999 Master Plan

A key issue raised in the 1999 Master Plan was the issue of a general lack of fiscal responsibility and planning in terms of maintaining the existing Town infrastructure and the development of new facilities. Key elements that were highlighted include having the Board of Assessors provide a more aggressive property valuation system for new construction, and developing a more comprehensive plan for maintaining school facilities.

Other issues included creating a youth center for the younger residents of Medway, considering the needs of the growing senior citizen population, addressing the quality of the Town Library, and addressing concerns with sewage and water supply/demand.

Public Facility Issues Highlighted in the 2009 Master Plan Survey

The 2009 Master Plan Survey results indicate that Medway has concerns about the quality of drinking water, maintaining public buildings, and maintaining the quality of Medway schools. A dynamic community with superior services will attract the industrial and commercial development needed to broaden our tax base. Recent budget woes have taken their toll on the quality and expenditures per student in Medway Public Schools.

The 2009 Master Plan survey also indicates that the town should expand ambulance and EMT support in Town. In addition, the Town has sent a strong signal that the availability of a public

library is a priority, and that the current library should work towards re-establishing accreditation so that residents can borrow from surrounding Towns.

Current Conditions

Public Drinking Water

Concern over water quality and quantity was a major concern raised in the 2009 Master Plan Survey responses. The consensus is that Medway's public water system is falling short of expectations. The failure of the Village Street well, and the over pumping of the Oakland St. well to compensate for the failure, resulted in turbid water being delivered to residences. Further, lack of maintenance of the 100 year old Highland Street water tank resulted in the initiation of a chlorination program. In early 2008 the Board of Selectmen formed a Water Advisory Board to oversee water quality issues. Current estimates by the water department show that by maintaining our existing wells, bringing well #4 on line in April 2009, and drilling a new planned well #5 (on Adams St.), Medway will be able to meet future demand. We have significant water supply challenges in terms of water quality and quantity and need to ensure that planned improvements are funded. In addition, the potential effect of former dumpsites and industrial sites on our water quality should be examined. The State must approve any increases in pumping capacity, and that approval is contingent on Medway's successful demonstration of effective water conservation program.

The present water system consists of 3 wells, 2 water tanks and 71.1 miles of water mains. There are presently 3,483 residential, commercial and industrial structures serviced by the water system. Figure 10 shows the location of Medway's aquifers and well sites.

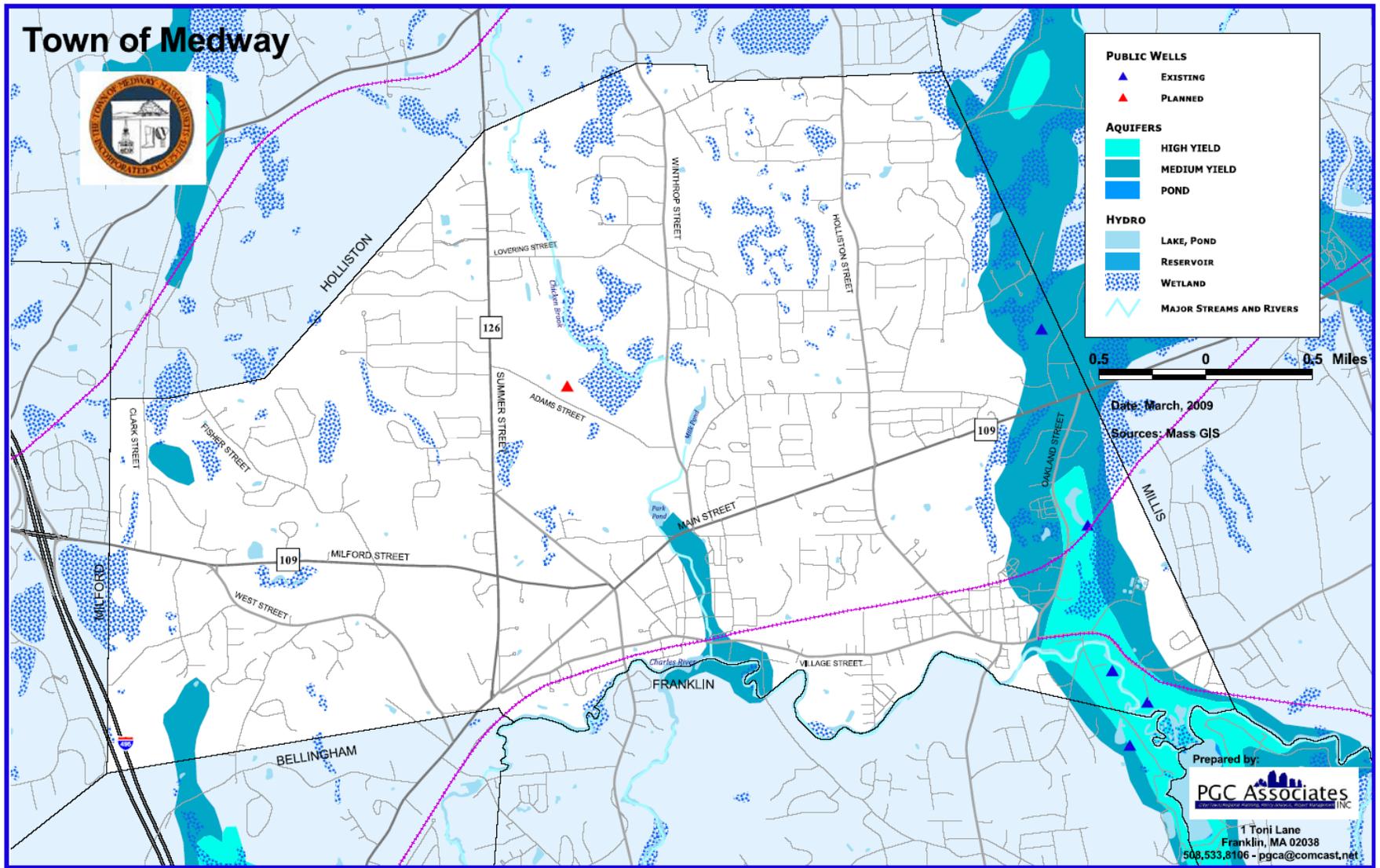


Figure 10: Medway Aquifers and Well Sites

In 2007, the average pumping rate was 876,200 gallons per day totaling 319,798,500 gallons for the year. Figure 11 shows Medway's average daily water use by month. The State of Massachusetts, when licensing water systems, is now limiting the amount of water that a water system may pump. The maximum amount of water that the Town of Medway is presently allowed to pump is 1,010,000 gallons per day under the MA DEP Water Management Act permit. The amount will be reduced under the new permit starting March 1, 2009. Since our sewage treatment plant releases water into the Charles River instead of into the ground, there is no recharge of the aquifer by homes that are on Town sewer. Approximately 46% of Medway residences have sewer connections; all of these homes have the effect of removing water from our aquifer.

There are several other constraints that limit allowable pumping. The most apparent constraint is that it is possible to pump a well to the point where it will draw contaminants into the system. In the case of the Oakland Street well, it drew iron oxide and manganese into the system thus affecting water quality. The present output of the Populatic Street well #1 is 265 gallons per minute (gpm). Although capable of producing nearly twice that volume, since installation the volume has been restricted to prevent volatile organic compound (VOC) contaminant from entering the water supply. The site has VOC contamination in the upper aquifer, hence the need to reduce withdrawal rates, so as not to pull this down into the lower aquifer. The Oakland Street well #2 production is also limited to prevent sand entering the pump; it produces 197 gpm and will be taken off line once well #4 is brought on line. The newly rebuilt Village Street well #2a is producing near expected capacity at 400 gpm. The Industrial Park Road well #4, which is forecast to be on line in the spring of 2009, is expected to produce 330 gpm.

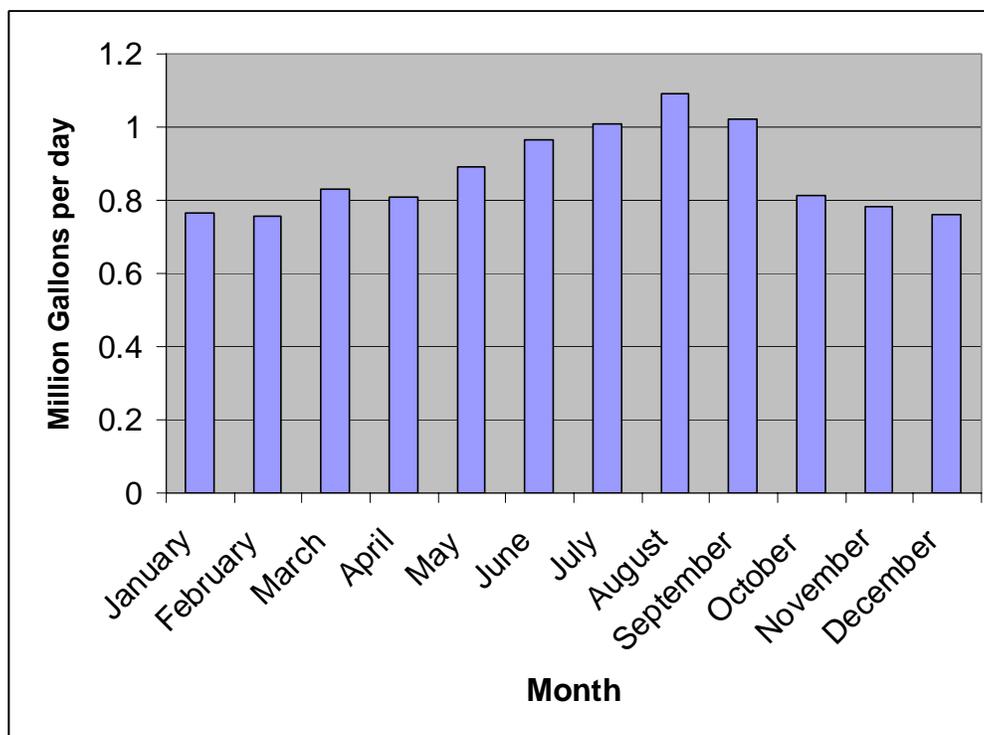


Figure 11: Average Daily Water Use in 2007 by Month
 (Source: Medway Water/Sewer Board)

Water bans mandated by the State Department of Environmental Protection have been activated to avert a serious shortage during summer months when outdoor watering increases demand significantly (Figure 11). Even with water bans, Medway has approached and even exceeded the permitted volume output in July, August, and September year after year (mainly due to summer lawn watering). If we continue to routinely exceed our permitted, we will be subject to fines from the DEP. Our DEP permit allows us to pump 100,000 gallons per day

on average over our permitted use on a limited basis, however this cannot be done continually without the Town exposed to fined. The Town would still need to implement conservation restrictions in an attempt to reduce withdrawals. Water quality issues were reduced when the Village St. replacement well #2a was activated for service in 2008, which allowed reduction in the run time (eliminating the over-pumping) of the Oakland St. #2 well.

The top priority of the Water/Sewer Department has been to address the availability of water for drinking, fire protection, and sanitary use. Secondary uses such as agricultural and industrial are also considered. Other uses that are managed under water ban restrictions are commercial and private home landscaping and other non-essential outdoor uses.

Under the newly approved Town Charter, oversight of the Water/Sewer Department now exists with the BOS. The BOS has issued a request for proposal for a new Water Master Plan. This effort will include an assessment of not only the daily operation of the Water/Sewer Department, but also will provide an independent assessment of our infrastructure relating to long-term planning and growth projections. Recent increases to capital expenses, due primarily to the installation of a new pump station and the rising maintenance costs of the treatment plant, continue to pressure the Water/Sewer Department budget.

Medway Sewer System

Medway residents utilize either private septic tanks or Medway sewer to dispose of wastewater. The Charles River Water Pollution Control District (CRPCD) was established in 1973 to provide oversight and manage the treatment and disposal of wastewater. In the 1980s the towns of Millis and Bellingham joined the District by purchasing capacity from Medway and Franklin. Later, the towns of Norfolk, Dover and Sherborn purchased capacity as well. The wastewater treatment facility located on Village Street discharges water into the upper Charles River. The facility is facing the need for significant updates, and the cost of which will be distributed across the seven member communities.

Medway’s sewer system presently consists of 44.9 miles of sewer mains, and 2,324 customer locations. At this time Medway is allocated 15.7% of the treatment plant’s capacity. This will be an issue as Medway attempts to increase its commercial base in Town. The sewer rates are currently based as a percentage of the water rates, and the percentage is adjusted as the water rates are adjusted.

A \$5.3 million expansion of the sewer system is in the engineering phase with a targeted finish date of June 2009. This project extends the sewer system and service to the western limits of Medway including the Medway 495 Business Park area. There will be approximately 5 miles of new sewer lines added to the Town. Financing the extension of sewer service to this area is intended to keep present businesses in town and to encourage new business to locate in Medway.

Table 12 below shows the breakdown for CRPCD based on 2007 flow data.

The 2007 numbers are the average flow for the year and include composite data for high flow and low flow months.

Table 12: Breakdown of Allocation and Usage of the CRPCD

	Allowed Flow	% Allocated	2007 Flow
Franklin	3.907	68.54	2.86
Medway	0.895	15.70	0.72
Millis	0.500	8.77	0.31
Bellingham	0.300	5.26	0.30
Norfolk*	0.048	0.84	0.05
Sherborn*	0.025	0.44	0.02

Dover*	0.025	0.44	0.04
Wrentham	0.0	0.0	0.06
Total	5.7	99.99	4.36

Flow is in millions of gallons of wastewater per day; *indicates septage only.

The Medway 495 Business Park/Department of Environmental Protection (DEP) sewer extension permit was issued in the summer of 2008 for a flow of 86,630 gpd. This included the flows from 111 existing residences as well as two existing industries. This puts our planned use at 90% of our allocation. The CRPCD completed a desktop analysis of Medway’s peak flow data, indicating a significant amount of extraneous water entering the Medway collection system. Since the absolute capacity of the CRPCD is not likely to increase, standard practice encouraged by DEP is for towns to implement a sewer bank that requires developers to pay for the removal of four gallons of infiltration or inflow (I/I) for every gallon they connect to the sewer system. The contractor pays a fee based upon the proposed development flow and the Town completes the I/I removal. A sewer bank may free up capacity during the wet weather months in the spring for additional commercial and industrial uses.

Medway's average flow during dry weather is 0.55 million gallons per day (mgd). The Town is permitted to discharge up to 0.895 mgd to the treatment plant. Since the yearly average flow is 0.72 mgd and the wet weather flow is 1.1 mgd, there is stormwater entering our system which can be removed. In 1999 Medway contracted with Haley and Ward, Inc. to conduct an I/I study and make recommendations on I/I removal. In 2001 and 2004 a majority of the I/I was removed. Small quantity I/I sources were not removed based on cost/benefit analysis. There remain areas where extraneous flow from private sources, including downspouts occurs however; these cannot be easily re-directed, as they exist on private property. The Town needs to periodically assess how much I/I is occurring and identify areas in Town that still need work.

Goals and Objectives for Water and Sewer

There are several Capital Improvements suggestions that will be forthcoming from the Water Master Plan. The following is a list of potential upgrades:

- Replace/paint the Highland Street water tank
- Complete construction of the Medway 495 Business Park sewer.
- Replace/update meters to provide more accurate usage.
- Reconstruct the Water St./Populatic Pond well.
- Perform radon removal at well sites where required.
- Begin design and engineering plans for the Adams Street well.
- Construct the Adams Street well.

Goal 1: Improve and protect water quality and quantity.

This is a top priority of Medway residents based on the 2009 Survey results. The first step will be to commission a Water Master Plan. Hire outside consulting engineers to evaluate our water infrastructure, pollution threats to wells, and the day-to-day operation of the Water/Sewer Department. Seek engineering and management assistance from regional and state agencies. MAPC provides technical manuals on aquifer protection, underground storage tanks, and stormwater management. We should take full advantage of these resources.

Goal 2: Protect existing and potential water supply sources through local land use mechanisms, such as by-laws.

Protect public health and ensure that existing and potential water supplies remain viable sources of public supply in the long-term avoiding additional costs for water treatment and/or developing new sources of water. Protection can be improved by adopting measures to protect aquifers, wellhead areas and their watersheds. This may require adopting new or revising existing zoning bylaws, subdivision and site plan reviews, updating general bylaws, updating health regulations, and being more aggressive with land acquisition efforts. The water protection area for Well #4 must be extended.

Goal 3: Implement comprehensive water conservation measures.

This includes leak detection and repair, full metering, conservation oriented water rates, industrial and commercial conservation, drought contingency plans, and public education, to ensure adequate supplies of potable water to meet existing and projected demands. The Water/Sewer Department must make the most efficient use of existing water sources and minimize the cost of system expansion. The Water/Sewer Department should adopt rates that provide for full cost recovery of all operation, maintenance, and capital costs, with discounted rates for low-income residents. They should also work with the Capital Improvement Planning Committee (CIPC) to make recommendation then secure adequate financial resources for the maintenance and upgrading of water and sewer infrastructure and avoid reliance on general revenues.

Goal 4: Take an active role in maintaining and/or increasing Medway's effective capacity at CRPCD.

This can be accomplished by adopting an Inflow and Infiltration bylaw and funding mechanisms to reduce stormwater flow into our sewer system. Our sewers should be inspected for any leaks or illegal hookups that may allow stormwater flows into our sewer system.

Medway Public Schools

Symmes, Maini and McKee Associates conducted the last Master Plan for the Medway Public Schools in November 1998. A smaller-scale review of District schools was conducted in 2004 prior to applying for Massachusetts School Building Assistance (MSBA) grant for the repair/renovation of the District's elementary and middle school. MSBA granted preliminary approval for a repair project to the Medway Middle School in 2008, but further progress on this front has been limited due to the need for a clear and defined scope of work for the project.

Since November 2008, the school district has investigated the possibility of entering into a major capital improvement project that will be funded through energy savings realized by infrastructure improvements. This work will improve or update some components of the major energy systems in all five school buildings. Even as improvements are planned to maintain the buildings, it is clearly time once again for the District to conduct a Master Plan Study for school buildings that will take into account the following:

- Long-term enrollment projections
- Evaluation of educational needs, with particular emphasis on technology infrastructure
- Evaluation of existing school buildings and their sites in terms of usable life and projected maintenance costs
- The use of school buildings and sites to meet community needs.

Until such time as an updated Public School Master Plan Study can be conducted, this report will summarize the current state of the schools and school sites, and will provide the basis for future planning.

Current Conditions

Description of Medway Public School Buildings

Table 13: School Statistics

Facility	Grades	Date Constructed	Years in Service
Burke School	PreK, K	1953-59	50+
McGovern School	1,2	1965	43
Memorial School	3,4	1997	11
Medway Middle School	5-6 (former HS)	1960	48
Medway Middle School	7-8 (“annex”)	1971	37
Medway High School	9-12	2004	4

If school buildings are expected to have a useful life span of 50-75 years, many of the district’s schools are at or past mid-life and require renovation and updating to meet current building and safety codes. Tables 13 and 14 provide details on our school physical plants. All schools have their original air exchange systems, plumbing, and doors, and windows, with very limited repairs or replacements.

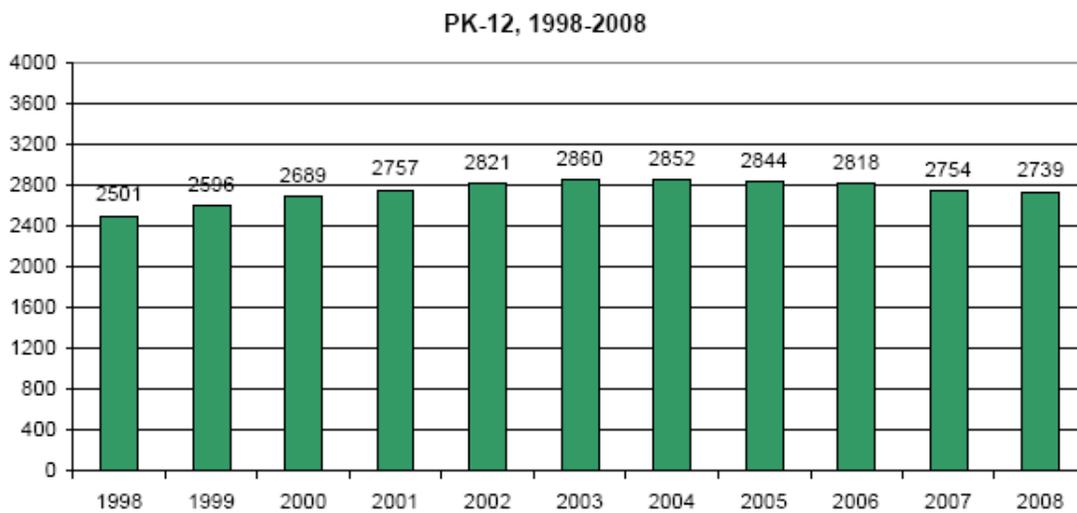
Table 14: Physical Plant Summary

Facility	Square Footage	Original Heating System	Energy Efficient	Roof
Burke School	39,640	Boiler 2004	No	Replaced 2004
McGovern School	53,865	Boiler 2005	No	Replaced 2002
Memorial School	72,699	Yes	Partial	Original (1997)
Medway Middle School (5-6)	129,360	Boiler 2003	No	Replaced 2002
Medway Middle School (7-8)	128,274	Boiler 2003	No	Replaced 2005
Medway High School	210,704	Yes	Partial	Original (2004)

Enrollment Projections

While the district has experienced significant enrollment growth over the past ten years, a December 2008 New England School Development Council (NESDEC) enrollment projection (Figure 12) shows an expected decline in student enrollment of about 2% per year for the next decade.

Figure 12: Enrollment Projection Grades Pre-K Through 12, 1998-2008



(Source: New England School Development Council,(NESDC) 12/08)

Burke/Memorial School

When constructed in 1997, the Memorial School section of the Burke/Memorial School was designed to provide space appropriate to support the educational programs required by the Massachusetts Department of Elementary and Secondary Education. Dedicated space is provided in the Memorial School for art, music, computer education, physical education, as well as administrative and health offices and small group spaces for special education, remediation, and guidance. A well-equipped library and cafeteria currently meet the needs of all students at the Burke/Memorial School.

The Burke School section of the Burke/Memorial School currently houses the district's PreK and kindergarten programs. Also housed in the Burke School is the Medway Extended Day Program. Separate school hours/programs for Burke School and the school site configuration require offices for a part-time nurse, full-time secretary, and part-time counselor. Burke also has a library, gymnasium, and small-group spaces for special education and remediation. While the Burke School offers sufficient classroom spaces for the PreK/K program, student restrooms are currently insufficient to meet the needs of these students. An additional challenge faced by the Burke/Memorial School is the lack of wireless Internet access, which limits the capacity of the school to promote appropriate use of technology.

McGovern School

The McGovern School currently houses 410 students in grades one and two students in twenty core classrooms. No dedicated classrooms are available for art, music, or computer education; these classes are held in open spaces created in each of the building's three wings and in the cafeteria. Physical education classes are held in the school's small gymnasium, which has no windows. Administrative and health offices and small group spaces for special education, remediation, and guidance are provided in various spaces in the school. The school has a library, but it lacks appropriate computer technology.

The overall lack of wireless Internet access limits the capacity of the school to use technology to support student learning. Many classrooms contain the original 1965 furnishings, which are in need of replacement.

Medway Middle School

Medway Middle School currently serves 874 students in grades 5 through 8. Students in grades 5 and 6 are housed primarily in the building that formerly served as the district's high school, while students in grades 7-8 are housed in the building constructed in 1971 as a high school. Sufficient space exists at Medway Middle School to serve the needs of the students, but the facility is in need of immediate updating to meet the educational needs of the students.

The building's library lacks appropriate spaces for classes to meet, and contains few technological resources to support Internet research. The building contains two gymnasiums that are heavily used by school and community groups, and both have lights, windows, and floors in immediate need of replacement. The room used to house the choral program lacks appropriate acoustics and sound control. Specialized spaces such as art room lack appropriate storage, equipment, and technology. Science labs lack appropriate space for students to conduct experiments.

The building's communications, fire alarm, and HVAC systems are in need of repair and/or replacement. The school department has sought revenue to fund improvements to repair/replace some systems through the Massachusetts School Building Association (MSBA) and has not been eliminated from consideration at this time. However, the funding is tenuous and the timeline for approval or disapproval by the MSBA is unclear. The district is also pursuing an energy contract that would provide immediate resources designed to improve both the learning environment and reduce energy costs. Lastly, the building lacks wireless access to the Internet.

Medway High School

The high school houses 827 students in grades 9 through 12 in a building that was designed to meet all their major educational and program needs, with the exception of wireless Internet access. The building size and configuration should meet anticipated enrollment for the next five to ten years, but some of the school's exterior spaces need expansion. The current playing fields cannot accommodate all our players safely. The unanticipated rise in student participation in high school athletics in the fall and spring seasons has led to the expansion of teams. For example, baseball and football now provide freshmen as well as varsity and junior varsity teams. This increase as well as significant community usage has led to insufficient athletic fields to meet practice and competition needs. Because fields are so heavily used, the safety of students as well as spectators is a concern since students in different sports must play and practice in close proximity to one another.

Learning Environment and Green Buildings

A strong correlation exists between student learning and the school environment. Environmental factors such as lighting, room temperature, and air quality all affect student performance. All the Medway schools (except for the high school) were built before such factors were included in design schemes. Additionally, as school departments attempt to control utility costs, consideration for energy efficiency should be contemplated as well. Consequently, future school projects should have a focus on "green" which means energy saving projects that include resource conserving strategies and create a comfortable school environment conducive to both teaching and learning

Goals and Objectives for Schools

Goal 1: Conduct a full facility use review of all school sites.

Consistent with survey feedback, Medway residents are concerned about the Town's ability to maintain our aging infrastructure. A complete review of facilities will enable the School Department to develop a long-term capital maintenance and improvement plan.

Goal 2: Work with Massachusetts School Building Authority (MSBA) to renovate/repair middle school.

MSBA refunds up to 60% of building costs for approved projects. The Middle School is one of the oldest, largest and most heavily used facilities.

Goal 3: Manage energy more efficiently and reduce utility usage through infrastructure improvements and energy management projects.

Medway's aged schools buildings currently waste energy due to building inefficiencies and deferred equipment replacement. A properly implemented energy management program can reduce utility use which would pay for much-needed capital improvements through innovative technologies and financing.

Goal 4: Review community use of school buildings and fields and make changes needed to enhance use of shared space.

Medway schools comprise the largest and most-used municipal facilities. All segments of the population should be encouraged to utilize this resource to maximize facility utilization, and to promote understanding and cooperation among all town residents. Through better use of Internet resources (e.g., online classes and digital libraries) and committee liaisons, promote cooperation among town committees to develop programs that utilize school facilities and grounds year-round.

Goal 5: Continue to make school facilities "green."

Build energy management awareness into all facilities and capital improvement plans to have Medway become a 'green' leader among Massachusetts communities. The concept is to implement an energy management plan for the schools and use lessons learned on other Town facilities.

Goal 6: Improve computer technology and access in the schools.

Wireless networks will enable classrooms to share mobile computing platforms, improving student and teacher access to information, without incurring the capital investment and installation costs of a fixed wire system. Improved internet access enhances the learning environment by dramatically increasing access to teaching materials and improving collaboration between teachers. Further, it will increase communications within student groups and teaching groups, and between home and school.

Goal 7: Investigate regional opportunities to better utilize our facilities and fields.

The Master Plan survey indicates a desire for more recreational programs for Medway residents. Economies of scale can be reached more easily if Medway and the several nearby smaller communities share fields and facilities. This simple means of increasing the population base would allow Medway to offer a greater variety of recreational, athletic, and educational programs which cannot be justified with current levels of attendance.

Current Conditions

Town Buildings and Facilities

Table 15 indicates the age of the major public buildings in Medway. Table 13 shows the age of school buildings.

Table 15: Public Buildings' Age and Renovation Data

Facility	Date Opened	Year of last renovations
Town Hall	1872	2001
Town Library	1942 (1980 as Library)	1998
Senior Center	1999	2008 (addition)
Police Station	1990	N/A
Fire Station #1	1989	N/A
Fire Station #2	1950	N/A
Highway Barn	1969	N/A

Town Hall is the focal point for most day-to-day operations for the municipality. It is the center for most direct interaction with residents and the first point of contact for prospective new businesses. Responses to the 1999 and 2007 Master Plan surveys indicate that Medway citizens remain concerned about Town efficiency, effectiveness and quality of services. The Town's recently approved charter may respond to some of these issues as it requires a realignment of the structure of Medway's municipal government in order to provide citizens with a stream-lined government which maximizes efficiency. The current physical layout of Town Hall and the productivity of its workers do not necessarily go hand in hand.

The Sanford Hall building does not support the current needs of the Town. Additionally, the space at Town Hall is inadequate to house the new staff members pursuant to the charter. Conference room space is inadequate, as well as storage facilities. Offices are located in places that are safe but uncomfortable to work in for staff and to navigate for staff and visitors alike. There are offices without windows and sufficient HVAC. There are hot and cold spots throughout the building. The basement is filled to capacity with materials and appears to have asbestos wrapped pipes making it costly to renovate for office space. The building needs a new roof in the immediate future. There are leaks at this time that have the potential to damage interior walls, flooring, and furniture. The neighborhood where the building is located has recently been registered as a Historical District, which may provide grant opportunities for landowners for property preservation. The carpet condition is poor throughout. The Information Technology and Communications infrastructure is marginally operational or non-existent. The Planning and Economic Development Board along with the Department of Public Services will be requesting Geographic Information System (GIS) for planning projects such as water system upgrades and road repairs. Technology plays an important role Town services. One recent major improvement has been the hiring of a technology director for the Town, who is responsible for both maintaining and updating technology in Town Hall, as well as throughout the Medway Public School system.

There have been preliminary discussions about relocating the Town offices to a location along Route 109 in the Medway Plaza area. While these discussions are exciting, there is no definitive plan in place for this change.

Town Library

Since 1980, the Medway Public Library has been housed in a solidly built 1940 school building. Steel reinforcing beams were added in the 1980 renovation. Thanks to a state library construction grant, the Library was renovated,

expanded, and re-roofed 1997-1998. In FY08, a Library earmark grant funded a restoration of the cupola, a repair of a long-standing water infiltration issue on the north wall, and new computers throughout the Library. There are currently no plans or pressing needs for facility renovation work at the Library.

Senior Center

The original senior center was built in 1999. At 4600 sq. ft. the center consisted of one large multi-purpose room, one smaller room, a craft room, an office and a nurse's office to meet the needs of approximately 1200 senior citizens over the age of 65. With the completion of the 2400 sq. ft. addition in November, 2008, the facility has added an exercise room, library and computer room to meet the diverse needs of our citizens. Currently the senior center services about a large number of Town individuals. The Center's space also serves as meeting space for several Town committees. Technology and communication upgrades are essential if the building is to serve the evolving needs of the senior community.

Fire Station 1

Medway Fire Station 1, which is located at 44 Milford St., serves the needs of the Medway Fire Department. While the roof of Fire Station 1 needs replacement in the near future, in general the building is in good condition. All garage doors were replaced in 2008. Medway is working with Tri-County Regional Vocational High School in Franklin to provide the labor needed to replace the roof. A new HVAC system for the building is being considered as well. With the increase in permanent staff and workload, building maintenance requirements for the Fire Station need to be evaluated

Fire Station 2

Medway Fire Station is located at 161 Village St. behind Town Hall. The building is in fair condition though it will require a roof replacement in the near future. General maintenance needs to be addressed and the heating system in the building requires replacement. Recently, an office was added to the building to house the Animal Control Officer.

Police Station

The Medway Police Station is located at 315 Village St. The building is in good condition. Some siding and gutters on the front of the building are susceptible to damage from ice sliding off of the copper roof. An ice rail system was installed on the rear of the building and air conditioning system was installed in the room storing the Emergency 911 telephone system.

Highway Barn (DPS Facility)

The Medway Highway Barn is located at 1 Broad St., next to the Town Transfer Station/Medway Recycling Center. The current building has exceeded its useful life. The rear of the building and the main support columns are collapsing. The base of building is extensively rotted and is no longer weather tight. Overall building size is too small for current operations and does not support a combined DPW function as contemplated by the Town's new charter. Building support systems for space layout, electrical, plumbing, vehicle maintenance, etc are not compliant with current regulations. The building is in urgent need of complete replacement. Supports are showing signs of corrosion. The building cannot be re-constructed at the same site due to land restrictions and limitations. Funding was set-aside in the fiscal 2009 Town budget for a Town Barn study; however, the budget could not be used as voted; a new site for the building has yet to be identified. The building and supporting land for a site will require a minimum of 3 acres. There is a level of urgency relating to this facility and its operation.

Green Technologies and Energy Conservation

Our aging infrastructure is not energy efficient, there are many state and federal programs that could provide funding for energy saving technologies. Medway should take a leadership role in utilizing green and clean technologies in all public facilities. The Town needs to develop a municipal energy management (monitoring) strategy that includes provisions for ongoing energy conservation recommendations and reports annually to the Town on reductions achieved by each Department. A key element to support this will be the creation of a Town-wide Clean Technology Committee that considers how the Town should move forward.

Goals and Objectives for Town Buildings and Facilities

Goal 1: Examine current usage and future needs of all Municipal facilities.

Medway needs to plan for changes in demographics; if we can plan for changes it may be possible to convert the usage of, or share usage of municipal facilities across all municipal departments and organizations. Reorganization and reuse of existing facilities may be less expensive than creating new infrastructure. CIPC should continue to be the “Voice of the People” with respect to municipal building planning and prioritization “Project Teams” could be created by the BOS whenever there is a major municipal building initiative, or the exploration of such. A permanent building committee could be formed to address some of these issues.

The capacity of Medway’s Town Hall facility has been exceeded. The functionality, technology and square footage of and within the facility do not meet the municipal demands for 2009 and beyond. An assessment of Town Hall needs is essential to plan then meet expected demands and to keep the municipal operation of Medway efficient. The designation of the “Village” area as a "Historical District" should afford Medway some supporting resources for renovating and preserving Town Hall. The Town should also develop a comprehensive plan for the move of Town Hall to the Medway Plaza area.

Given the extremely poor condition of the Highway Barn, the Town & DPW should fund a comprehensive “needs assessment” for the Highway Barn consistent with the functionality envisioned in the Town Charter. Concurrently, the Town and DPW should evaluate and select a location suitable for the facility and its operations. Once assessment and a location have been established, the Town should fund all related construction costs for a new Highway Barn facility as soon as possible.

Goal 2: Create a maintenance plan for municipal buildings.

CIPC (or other municipal body) should create maintenance plans for all municipal buildings, and re-evaluate the plans on an annual basis with specific department heads/committees, and report findings to the Board of Selectmen for funding considerations.

Goal 3: Introduce means to manage energy more efficiently in municipal buildings.

To manage municipal energy costs better, to create healthier indoor environments and to reduce Medway’s municipal carbon footprint, the Town should create an Energy Committee and/or facilitate the production of a Municipal Energy Policy, updated every 3-5 years. Many 2009 Master Plan Survey participants voiced their concerns regarding the cost of local government and governing - taxes. Fixed energy costs related to the Town’s operations and facilities can be reduced via improved energy efficiencies and better energy systems, both renewable and conventional. The Town must take advantage of state programs such as “Green Communities” and “Green Schools”, and other state and federal programs, which offer financial and educational support to communities seeking to better manage their energy needs and reduce operational expenditures.

Goal 4: Investigate need for and create a permanent location for a youth center.

Consistent with the survey results showing there are very few outlets for our children and teens, the town should seek a means of locating and funding a residence for a Youth center and potential location for Camp Sunshine, a six-week summer program for special children.

Goal 5: Evaluate Choate Park and the needs of citizens.

Determine the need for constructing a field house structure onsite, and potentially consider adaptation or renovation into a useful functioning facility.

Goal 6: Form a Clean/Green Technology Committee.

Medway should adopt a municipal plan for all Town buildings that will include clean technologies (e.g., solar and wind) to reduce fuel costs. Each department should report annually on energy savings. The committee should provide education to residents on clean technologies and reduction of carbon footprint.

8 Transportation Section

Introduction - Transportation

This section of the Master Plan assesses both the existing vehicular and pedestrian transportation systems (and supporting services provided by the Town) and considers the need for new or improved systems. Additionally, it examines multiple modes of transportation including: automobile, pedestrian and public transit.

The main highways and sidewalks of Medway present a number of challenges to residents. The roads wind through the center of town, without regard to traffic patterns or safety. Historically, many of these roads were cattle paths that simply avoided changes in elevation in favor of bends in the road. In earlier days, residents would walk in the road, without the present-day worries of high-speed vehicular traffic.

Medway has additional features, such as having multiple town centers, geographically non-localized public education facilities, and multiple concentrations of commercial complexes. These physically distributed centers mean that residents must spend more time traveling in their cars from place to place.

Medway possesses two major routes that handle a majority of the through-town traffic: Route 109 and Route 126. While Route 126 has been redesigned in the past couple of years to relieve congestion and anticipate the additional traffic generated by the development in neighboring towns, Route 109 continues to be plagued by major traffic and safety issues.

Medway lacks a network of interconnecting sidewalks that would allow for easy access between residential communities and commercial areas. Medway does not have a large number of options in terms of bike paths, but is working to establish a network of hiking trails which could accommodate safe off road travel for residents.

Maintaining road infrastructure is critical to any community and a major challenge for Medway is to develop a long-term plan addressing road and sideway repair and upkeep. There have been plans developed in the past, but they were not implemented due to fiscal constraints.

The establishment of a railroad in the 1840's through Medway did much to attract new mills to Town. The charter for the railroad was granted by the state legislature in 1847 and served all the towns in the area, extending as far as Blackstone. The railway through Medway was abandoned and now many Medway residents travel to neighboring towns to take advantage the MBTA Franklin train line. There are a very limited number of public transportation options in Medway. There presently is no bus line that serves Medway with transportation into Boston and there are only a limited number of public transportation options for our senior citizens and disabled.

Transportation Issues Highlighted in the 1999 Master Plan

In the 1999 Master Plan, residents indicated that sidewalks were a major issue, along with traffic safety on Route 109. Traffic safety and pedestrian safety were two of the most frequently cited issues in the 1999 Master Plan survey. Critical safety issues were identified along the stretch of Route 109 between Holliston St. and Pond St. . The number of accidents that occurred in this stretch of Route 109 increased steadily from 1990 through 1998, averaging 59 accidents between 1990 to 1995 increasing to 71 accidents in 1998 [1].

In addressing some of these concerns the development at the Medway Commons Shopping Center included a redesign of the Route 109/Holliston St. intersection. Previously this was the most dangerous intersection in Medway. Since the installation of new turning traffic lanes, associated signaling, and improved lighting, this intersection is one of the safer intersections in Medway. During the period between 2005-2008, the average number of accidents at this intersection per year was reduced to about 6 per year [2]. However, there still remain a large number of accidents in the section of Route 109 between Holliston St. and Pond St. (~45 accidents annually) [2]. Application of our experience at Medway Commons, to replicate these same design principles and traffic management concepts will increase safety and reduce accidents in this section of Route 109.

Given the amount of traffic on Route 109, there has been added traffic on cut-through streets. We need to consider methods to reduce this high volume of traffic on secondary roads which were not designed to accommodate this volume of traffic safely. Traffic calming and one-way streets are effective mechanisms to reduce the impact of cut-through streets, and could be one solution to this problem.

The general lack of sidewalks was a major issue highlighted in the 1999 Master Plan. There was a sidewalk plan proposed in 2002, but this plan was never adopted and there has been no other proposed plan for addressing the installation of new sidewalks, nor a plan for the maintenance and upkeep of existing sidewalks.

One other major development to address the amount of traffic in Medway is the introduction of the Greater Attleboro Taunton Regional Transit Authority (GATRA) shuttle to public transportation to Boston (the MBTA), which has been a significant accomplishment in providing an alternative to commuting by car. The response to this service has been very positive and residents have elected to ride the shuttle versus paying the high parking rates at the Franklin, Norfolk and Walpole MBTA parking lots.

Implementing Actions of the 1999 Master Plan

The following is an update on the Implementing Actions of the 1999 Master Plan. A number of the Actions have been addressed, while issues related to sidewalks and safety issues with Route 109 are still being considered or studied.

- **Link adjacent subdivisions by trail/sidewalks** – Subdivisions have been linked along Route 126. A more comprehensive plan is needed.
- **Identify site adjacent Route 109/Interstate 495 for a Park-and-Ride** – The Southwest Area Planning organization is advocating for a Logan Express site in the 495/Milford/Franklin area. This would offer an alternative to driving to Framingham/Braintree or the airport and reduce volume on the highways.
- **Assess traffic flow and curb cuts in Medway Plaza, install improved lights at all 109 intersections** – Many of these issues are currently under review and consideration in the Route 109 Redesign Plan. The Route 109/Holliston St. intersection has already been significantly improved with a major redesign and new signaling. A major planning effort is underway to redesign the entire length of Route 109 from Richards Rd. to the Milford line. This project is estimated to take 10 years to complete.
- **Relocate, re-sign and light crosswalks** – The crosswalks on Route 109 have been continually modified and upgraded. The most recent upgrade will make crosswalks at the Medway Plaza handicap accessible.
- **Provide bus service to MBTA stations when needed** – The GATRA van that has been in service since September 2007 to the Norfolk MBTA station has begun to address some of these issues. Increased parking is needed at all of the stops, and the Board of Selectmen is considering options to address this issue.

Transportation Issues Highlighted in the 2009 Master Plan Survey

Feedback received from the 2009 Master Plan Survey clearly indicates the Medway residents still feel that safe roads and sidewalks are a priority for our Town, and that presently they are very unsatisfied with both. On the issue of road safety, the problems that were cited include both traffic conditions and road conditions/repairs. On the issue of safe sidewalks, residents responded that Medway needs to add more sidewalks that interconnect neighborhoods, and that sidewalks need to be maintained by the Town.

Current Conditions

Road Safety

The Medway Police Department has provided accident data that highlights the current road safety issues in Medway. The data indicated that Route 109 and the extension of Main St. west of Milford St./Franklin St. are the highest accident areas. As noted earlier, the number of accidents at the Holliston St./Route 109 intersection has been greatly reduced with the addition of turning lanes and new signaling. However, many dangerous intersections still exist on both Route 109 between the Millis town line and the Milford town line, as well as at the intersection of Main St. and Route 126.

Table 16 shows the top 10 most dangerous intersections in Medway, based on accident data from 2003-2008 [3].

Table 16: Top 10 Accident Sites in Medway 2003-2008 on 109/Main St.

Intersection	Accidents 2003-2008
109/Medway Commons	121
109/Medway Plaza	64
109/Franklin St/Milford St.	61
109/Holliston St.	51
Main St./126/Village St.	36
109/Dunkin Donuts	34
109/126	30
109/Pond St.	26
109/Clark St.	23
109/Winthrop St.	23

(Source: Motor Vehicle Accident Report, Town of Medway Police Department, October 2008)

The tract of Route 109 through the center of the Town of Medway suffers from a number of design issues, including changes in elevation (between Holliston St. and Medway Plaza), multiple curb cuts on both the north and south sides along Medway Plaza, and at the intersections of “cut-through” streets such as Clark, Pond and Winthrop Streets. The entrance/exit to Dunkin Donuts is a common location for accidents due to the availability of a very active drive-thru window and a general lack of adequate parking. The accident rate at the 109/Franklin St./Milford St. intersection can easily be addressed with the addition of turning lanes and improved signaling and signage, as has been experienced at the Holliston St./109 intersection. Despite the tragic accident that resulted in the death of one of our young residents, the number of accidents has been steadily decreasing along the stretch of Route 109 between Medway Commons and Holliston St. since 2004 (see Table 17). This is particularly impressive especially considering the increase in traffic visiting Medway Commons shopping and eating establishments.

Table 17: Accidents 2004-2008, Medway Commons to Holliston St. along 109

	2004	2005	2006	2007	2008
Accidents	50	34	30	19	20

(Source: Motor Vehicle Accident Report, Town of Medway Police Department, October 2008)

The accident rates at other locations on Route 109 have either remained constant over this same period, or only decreased slightly. The number of accidents along Route 109 and Main St. through the Town of Medway was at a high in 2004 at 224, and more recently has decreased to a low in 2007 at 129 (the accident rate through October 2008 for 2008 was 99).

Sidewalks and Trails

Pedestrian safety has been identified as a key area of concern and residents are dissatisfied with the current conditions. Since the 1999 Master Plan, changes have occurred in various rules and regulations that require the installation of sidewalks in new developments. Improving sidewalks and crosswalks make pedestrian travel safer. The annual number of pedestrian accidents along Route 109 over the past 5 years has averaged 3.8 incidents, with two very tragic fatal pedestrian accidents in 2004 and 2006. During the redesign of Route 126 from the Holliston town line to Route 109, new sidewalks were constructed on the west side of Route 126 to allow for a safe route for students from the West Medway neighborhoods to walk to Medway High School, as well as to travel more easily between neighborhoods.

Medway presently does not have a Master Plan for sidewalks. While sidewalks will be constructed in any new development, there are a number of neighborhoods that remain isolated because there are no sidewalks to allow for safe pedestrian traffic. Further, there are a lack of sidewalks between neighborhoods and schools, and between neighborhoods and commercial centers.

A second issue is the lack of maintenance of existing sidewalks in Medway. Presently there is no plan for repairing sidewalks or crosswalks. While updates to crosswalks on Route 109 between Holliston St. and Pond St. are underway, additional crosswalks are needed, and clear markings and signage would increase the safety for pedestrian traffic. Additionally, many of these sidewalks are not cleared in the wintertime, forcing pedestrians to either drive or walk in the road. Having the capability to clear major sidewalks is an important safety issue.

To offset the lack of sidewalks, and also to provide access to our open spaces, Medway formed a Trails Committee in 2006. To date, the Committee developed a section of trail from the Medway High School to Choate Park. This is one part of a larger trail network plan for the Town and represents a good first step in achieving this goal. Oversight and execution of the trail development was part of an Eagle Scout Project, and Community Preservation Funds were used to purchase materials for the trail. Local volunteers, farmers and the Boy Scouts all played a critical role in completing this trail. Medway is in need of a more complete trail system to give residents alternatives to driving and access to many of Medway's open space and conservation lands; this issue is addressed more fully in the Open Space and Recreation portion of the Master Plan.

Bike Trails

Medway needs to establish bike lanes on major thoroughfares. These routes would include Route 126 from the Holliston line to the Bellingham line, and Route 109 from the Millis line to the Milford line. Efforts need to be made to link to existing bike trails in neighboring towns.

Public Transportation

In 2008, the MBTA reported that train use was increasing at a record-setting pace. Massachusetts residents are taking 2.6 percent more trips on public transit than they did a year ago, and with the highest ridership levels seen in the last 10 years [4]. Given the unstable price of gasoline, and the unpredictability in automobile commuting times into Boston, Medway residents continue to utilize public transportation heavily.

One positive change that has occurred in public transportation, that was also an action item in the 1999 Master Plan, was to begin a shuttle service to MBTA train stations. Starting in September 2007, the Town began to provide a van service to the Norfolk MBTA train station. The van picks up passengers at four different locations in Town (West Medway Firehouse, Drybridge Crossing, the Medway Middle School and on Village St. in front of the Post Office. The schedules for the shuttle are posted on the Town of Medway website. GATRA provides this

public transportation service to meet the mobility needs of people throughout 26 member communities, of which Medway is a member. The GATRA shuttle bus service is primarily paid for by Medway's MBTA assessment, and is supplemented by fees (\$1 per ride) that began to be collected in April 2009. The van service has recently experienced a significant increase in ridership due to the 100% increase of parking fees at all MBTA stations.

Town Maintenance of Medway Byways and Sidewalks

The Department of Public Services (DPS) is responsible for keeping Medway's roads and sidewalks in service and safe. This has been a daunting task given the flat budgets of the past few years in the Town. Road maintenance is performed using one of three different methods: 1) patching and resurfacing, 2) grinding, or 3) removal and replacement. Each road condition is assessed and decisions are made based on the condition of each roadbed.

The Department of Public Services has developed plans in the past for the upkeep of Medway roads, but these plans were never properly funded, so many roads lay in disrepair. Presently the best the DPS can provide is a proposed budget for road repairs and a purchase plan for the equipment to maintain town roads. The FY2010 DPS Capital Improvement Plan requested \$500,000 per year for road repair for a period of 4 years, and additional funds to purchase equipment to allow the DPS to patch Town roads. The Town needs to adopt a funding plan for roads and sidewalks that will be supported by the Selectman and funded by the Town.

In order for the Town to use Clean Technologies (e.g., fuel cell, hydrogen infrastructure for vehicle refueling) it will be necessary for the Town to form a Clean Technology Committee to plan for our green future. The Committee should review all bylaws and local regulations to see how they may be modified to promote and streamline the process for the use of alternative energy by residents and municipal government for transportation. Frequently as new green technologies are brought in front of a community there is a significant delay in the approval process as communities must first research the issues. Medway should be a leader in the use of new technologies as they become mature.

Goals and Objectives for Transportation

Goal 1: Increase vehicular safety on Route 109 and Main St.

- a) Develop a budgeting plan that includes funds annually to address safety issues related to roadways in Medway.
- b) Improve the location and safety of crosswalks located adjacent to the Medway Shopping Center.
- c) Perform a comprehensive study of traffic issues along both routes, focusing on major intersections where accidents occur.
- d) Reduce the number of curb cuts.
- e) Review and revise zoning on high-volume drive-thru businesses to reduce or eliminate this safety issue.
- f) Rigorously assess the traffic flow patterns associated with future commercial/industrial centers along these accident-prone thoroughfares – look for opportunities to make safety improvements during permitting process.

Goal 2: Increase the number of sidewalks and trails in Medway.

- a) Develop a budgeting plan that includes funds annually to address safety issues related to sidewalks in Medway.
- b) All main roads in Medway (at least in locations where any significant pedestrian traffic is found) need sidewalks on at least one and preferably both sides. This should include Route 109, Main Street, Village

Street, Holliston Street, Milford Street, Winthrop Street, Lovering Street, and Kelley Street. In particular, sidewalks are needed along the west side of Holliston Street (south of 109) and the south side of Kelley Street to allow safe passage of students to/from the Middle/High/Memorial School complex. Most of these main road sidewalks were included in the Department of Public Services Three Year Sidewalk Plan for Financial Years 2000-2002, which the Committee strongly endorses, though it was not funded.

- c) The Planning Board should work with developers to link adjacent subdivisions.
- d) The Open Space Committee, in cooperation with the Trail Committee, should develop a plan for a more comprehensive trail system and work with the Community Preservation Committee to secure lands to realize this objective.

Goal 3: Increase pedestrian safety in Medway.

- a) Increase the number of crosswalks, and develop a maintenance plan for upkeep.
- b) Consider improved signage and flashing signals to alert motorists of high-volume pedestrian activity areas.
- c) Increase the number of sidewalks and trails linking schools and commercial centers.
- d) Develop a safety education plan for educating children in Medway schools about dangerous intersections and crosswalk usage in Medway.

Goal 4: Create bike lanes on main thoroughfares through Medway.

- a) Mandate bike lanes on all future road reconstruction where the Town right-of-way will accommodate the wider road/bikeway.
- b) Work with neighboring towns to interconnect bike trails.

Goal 5: Public Transportation.

- a) Medway should continue and expand the use of the GATRA shuttle service to the Norfolk MBTA station.
- b) Consider working with the MetroWest Regional Transit Authority to extend current shuttle service to Medway (Route 6 that stops in Holliston and Milford). This will provide service to the Framingham MBTA station and potentially Natick shopping malls.
- c) Consider expanding shuttle service to provide transportation to major shopping areas in Bellingham and Natick.
- d) Work with SWAP to identify a site for a future Logan Express Park-and-Ride.
- e) Expand shuttle service to provide off-peak service for seniors and the disabled.

Goal 6: Form a Clean Technology Committee.

- a) Consider changes to bylaws that will provide access to green transportation options for Medway residents.
- b) Adopt a municipal plan for all Town vehicles that will include hybrid and fuel cell technologies to reduce fuel costs and cut down on carbon emissions.

9 References

Land Use References

http://www.mass.gov/envir/smart_growth_toolkit/pages/SG-modules.html

MA Dept. of Revenue, Division of Local Services, Municipal Data Bank/Local Aid Section

UMASS Donahue Institute www.massbenchmarks.org/statedata/data.htm

Buildout:

<http://www.townofmedway.org/LinkClick.aspx?fileticket=4TrJvKu5qKA%3d&tabid=85&mid=454>

Protected open space:

http://commpres.env.state.ma.us/publications/mapgallery/permos_list.pdf

Transportation References:

[1] Motor Vehicle Accident Report, Town of Medway Police Department, March 1999.

[2] Motor Vehicle Accident Report, Town of Medway Police Department, October 2008.

[3] Pedestrian Accident Report, Town of Medway Police Department, October 2008.

Appendix A Master Plan Implementation Summary

Master Plan Section	Priority	GOALS AND IMPLEMENTATION ACTIONS	LEAD ORG.	OTHER ORGS.	TIME LINE
LAND USE					
LU		Goal 1. Provide growth options that encourage optimal land use and aquifer preservation			
LU	1	Develop a plan to purchase or otherwise protect Chapter 61 lands.	CPC	OSC, PB, BOS	Ongoing
LU	2	Rezone parcels for optimal use and Town benefit (tax revenue, or preservation)	PB		Ongoing
LU	2	Zoning changes should not increase the Town's overall population density, that is, the maximum expected buildout population. Denser development in one area should be balanced with open space preservation in another.	PB		Ongoing
LU	6	Seek alternative funding sources for planning and growth issues listed in the Master Plan.	PB	BOS	2009-2011
LU	2	Review Medway Zoning Subdivision Rules and Regulations to ensure that regulations are consistent with optimal land use and aquifer preservation.	PB		2010-2014
LU	4	Use Best Practices to encourage development where we want it or to limit the impacts of development on the community's important natural and scenic resources.	PB		Ongoing
LU	4	Evaluate the merits of adopting a Medway specific Right to Farm bylaw.	OS	PB	2010
LU	1	Research and evaluate the establishment of a Transfer of Development Rights program.	OS	PB, BOS	2010 - 2011
LU	8	Aggressively promote availability of OSRD option to residential developers	OSC	PB	Ongoing
LU	8	Ensure that Open Space Residential Developments (OSRD) provide contiguous open space wherever possible.	PB	OS	2009
LU	10	Investigate adopting a bylaw to ban underground sprinkler systems to lower overall water consumption.	PB	WS	2009
LU	5	Establish a Wildlife Habitat Corridor Overlay Zoning District, to allow development but also require maintenance of habitat corridors.	PB	OS, WS	2009
LU	3	Strive to establish open spaces that are contiguous to other open spaces.	PB		Ongoing
LU	3	Adopt Zoning Bylaw to encourage mixed use development such as apartments above retail in community centers.	PB		2009
LU	9	Adopt percolation standards that are higher than the State mandated minimum	BOH		
LU	2	Direct residential development near established C1 district and encourage higher density	PB		2010
LU		Goal 2. Encourage Commercial/Industrial Development			
LU	2	Identify areas adjacent to current industrially zoned areas on or near Rt. 109 and Route 126 which may be identified as "industrial expansion areas" and propose rezoning to create for additional opportunities for industrial development.	PB		2010
LU	3	Create a unified plan for the expansion of water, public sewer, natural gas, electrical service and storm water drainage to industrial land for the optimal development of that land.	PB	WS	2010
LU	4	Rezone portions of Rte. 109 near Millis, at the intersection of Rte. 126, along Village St. near the Police Station, and at the intersection of Clark St., for professional office space, with a residential appearance.	PB		2011
LU	5	Amend the Zoning Bylaw to create new zoning classifications for office space and light industry.	PB		2011

LU	1	Encourage the Re-development of C1 zone using Traditional Neighborhood/Smart Growth Development practices.	PB	CPC, BOS	2009
LU	6	Amend the Zoning Bylaw to create a transitional use zone to buffer residential uses from business uses by allowing non-residential uses, such as professional offices, in buildings which maintain a residential appearance, provide adequate buffering for parking and traffic.	PB		2010
LU	2	Provide Tax Increment Financing (TIF) incentives for Commercial/Industrial development.	PB		2010
LU	2	Pursue District Improvement Financing (DIF) for infrastructure improvements	PB		
LU	1	Continue to work to streamline permitting process	PB	CC	2010
LU	3	Identify parcels which are no longer suitable for industrial uses because of conflict with environmental resources, existing uses, current traffic, or development patterns (e.g. Sanford Mill and Broad Street). Re-zone parcels as appropriate.	PB		Ongoing
LU	4	Create a Rt. 109 Redevelopment Plan to establish vision for development.	PB	CPC, BOS	2010
LU	5	Continue development of site plan and building design standards for renovation and new development of commercial/industrial and town-owned facilities.	PB/DRC		2009
LU		Goal 3. Protect Water Resources			
LU	1	Incorporate low impact development standards into all applicable land development rules and regulations of various town boards	PB	WS,BOH	Ongoing
LU	8	Investigate funding sources to support community farming and land trusts. Work with preservation organizations to preserve the open space in Medway.	CPC	BOS	2009
LU	3	Plan and support acquisition of lands to preserve the Chicken Brook ecological corridor to preserve wildlife migration along Chicken Brook from Holliston's Wenakeening Woods to Choate Park.	PB	CPC, OSC	2011
LU	4	Develop hiking/biking paths to form a network interconnecting Medway with neighboring Towns.	OS	PB, CPC	2012
LU	5	Construct safe hiking/biking paths that lead to village and commercial centers.	OS		2012
LU	2	Locate, map and investigate expansion of watershed protection areas and purchase or otherwise protect the adjacent land when possible.	BOS	WS, PB, CPC	Ongoing
LU	6	Develop a comprehensive well-site plan for the assessment of land and acquisition of a well site. Periodically update requirements for existing and future well sites.	BOS	WS	2010
LU	2	Establish additional conservation land to preserve watershed, vegetation and wildlife.	CPC	CC	2009
LU	2	Update the Medway General Wetlands By-law to increase the no-build zone.	CC	PB	2009
LU	7	Restrict the extension of the Medway's sewers except to encourage commercial/industrial growth in areas where the tax benefit is greater than the cost.	PB	WS	2010
LU	9	Establish a Medway Town Forest.	CPC	BOS, PB, OS	2013
		Goal 4.Coordinate Planning			
LU	1	Retain CPA so Town is able to leverage State dollars to reach Master Plan goals	BOS	PB, Fin Com	
LU	3	Keep Chapter 61 lands in use for protection and preservation	PB	BOS	
LU	2	Expand GIS system to provide access through a computer network to multiple boards and departments	PB	CIPC	2009-2011
LU	1	Open Space Committee should coordinate Town Boards and Commissions to develop a plan to pursue high value open space land.	OS	BOS, PB	Ongoing
LU	2	Investigate all means possible to encourage volunteerism, communication and cooperation.	BOS		2010
		OPEN SPACE			
OS		Goal 1. Identify and protect undeveloped land that directly affects aquifers and groundwater, wildlife habitats, ponds and waterways.			

OS	1	Identify key parcels of land which are most important for protecting natural resources, including water resources and wildlife corridors	OS		2009
OS	1	Identify key parcels of land which are most important for protecting historic landscapes and/or community character	OS		2009
OS	2	Develop/implement a system of prioritizing parcels for potential acquisition	OS		2009
OS	3	Encourage/promote the incorporation of open space into new development plans (especially by the use of the open space residential subdivision (OSRD) and the Adult Retirement Community Planned Unit Development (ARCPUD) sections of the Zoning Bylaw), and use these tools to establish “eco-corridors” or greenbelts where appropriate	OS	PB	2010
OS	1	Acquire additional conservation and open space lands. Encourage donations of open space by landowners	OS	CPC	Ongoing
OS	3	Increase public awareness of the value of open space, and encourage citizen input	OS		Ongoing
OS		Goal 2. Provide and maintain a diversity of conservation and recreation land uses, with opportunities for both passive and active recreation.			
OS	1	Identify key parcels of land that facilitate access to water resources for recreation and protection	OS		2009
OS	1	Acquire/protect additional water resources for recreation and protection of municipal water supply sources	OS		Ongoing
OS	2	Help develop management plans for conservation lands in the town	OS		2011
OS	3	Increase visibility and public access to conservation lands as appropriate	OS		Ongoing
OS	2	Establish/expand greenbelts along the Charles River, Chicken Brook, and other water bodies as well as other corridors as appropriate	OS	PB, CC	2010
OS	3	Identify potential trail networks and pursue development of them, including continued development of current trail system	OS		Ongoing
OS		Goal 3. Promote the development and maintenance of trails and trail linkages.			
OS	2	Identify existing and potential trail networks and pursue development of them, including development of current trail system	OS		Ongoing
OS	1	Establish/expand greenbelts along the Charles River, Chicken Brook, and other water bodies as well as other corridors as appropriate	OS	PB, CC	2010
OS	2	Develop and maintain communications with neighboring towns to identify potential trails which could cross town borders	OS	PB, CC	Ongoing
OS	2	Increase visibility and public access to conservation lands as appropriate through signage and parking	OS	CC	Ongoing
OS		Goal 4. Provide outreach to increase awareness among residents of Medway’s open space and recreational assets.			
OS	2	Increase public awareness of important habitat areas	OS		Ongoing
OS	2	Expand environmental awareness programs for school age children	OS		Ongoing
OS	2	Encourage environmental education for all ages on Town-owned lands	OS		Ongoing
OS	1	Use media such as a web site and/or cable access TV to increase public awareness of open space and recreation facilities, issues and potential actions	OS		Ongoing
OS	2	Provide well-balanced recreation and conservation opportunities	OS		Ongoing
OS	3	Use periodic surveys, public meetings and other means to encourage input from residents	OS		Ongoing
OS	3	Increase visibility and public access to conservation lands as appropriate	OS		Ongoing
OS		Goal 5. Develop and maintain an active community culture of open space acquisition and habitat preservation.			
OS	2	Encourage environmental education for all ages on Town-owned lands	OS		Ongoing
OS	2	Increase public awareness of important habitat areas	OS		Ongoing
OS	2	Increase visibility and public access to conservation lands as appropriate	OS		Ongoing
OS	2	Encourage donations of open space by landowners	OS		Ongoing
OS	2	Expand environmental awareness programs for school age children	OS		Ongoing

OS	1	Increase public awareness regarding use of pesticides, fertilizers and other chemicals as well as water	OS		Ongoing
OS	1	Review and strengthen, where necessary, protective measures for wetlands and floodplains and other water resources	OS		Ongoing
OS		Goal 6. Encourage compact development.			
OS	1	Work with PB to review land use controls to determine features that encourage sprawl	OS		2010
OS	1	Work with PB to formulate and adopt revisions that encourage compact development	OS		2010
OS	2	Target infrastructure improvements to promote compact development	OS		2010
OS	2	Encourage/promote the incorporation of open space into new development plans (especially by the use of the open space residential subdivision (OSRD) and the Adult Retirement Community Planned Unit Development (ARCPUD) sections of the Zoning Bylaw), and use these tools to establish "eco-corridors" or greenbelts where appropriate	OS		Ongoing
OS		Goal 7. Facilitate the stewardship of open spaces.			
OS	1	Develop management plans for each conservation parcel.	OS		2010
OS	2	Mark boundaries of Town owned land, document any encroachment and notify abutters.	OS		2011
OS	2	Inventory and evaluate available conservation and recreation funding programs and apply for grants as appropriate	OS		2010
OS	2	Investigate further use of Town property for passive and/or active recreation	OS		2010
OS	3	Provide all neighborhoods with appropriate recreation, park and/or playground facilities, including incorporating recreation areas in new subdivisions	OS	PB	Ongoing
OS	3	Establish a cost-effective maintenance schedule for municipal recreation and conservation facilities	PC	DPS	2011
OS	3	Use reliable and durable equipment when developing or redeveloping parks and playgrounds	PC	OS	Ongoing
ECONOMIC DEVELOPMENT					
ED		Goal 1: Maximize the economic area's economic development resources			
ED	2	Continue to work with the Metropolitan Area Planning Council (MAPC) and the Southwest Area Planning (SWAP) to promote Medway as a potential development area	EDC		Ongoing
ED	2	Establish relationship with MA Alliance for Economic Development to promote Medway and the 43D development sites	EDC		2009
ED	2	Work with the Medway Business Council to keep the Town's goals and objectives consistent with the needs of local businesses.	EDC		Ongoing
ED	2	Join and become active in the Milford and Franklin Chambers of Commerce to promote Medway and Medway's businesses	EDC		2009
ED	2	Establish relationship with regional director of the MA Office of Economic Development	EDC		2009
ED	2	Work with the Town of Bellingham to cooperatively plan for and develop the open land along the border between the 2 towns.	PB	EDC	Ongoing
ED		Goal 2: Facilitate smart redevelopment of the Rt. 109 corridor to create Village/Town Center			
ED	1	Utilizing the previously created "vision" of a pedestrian friendly Town Center, share with Town Boards and the community so that the vision can be shared and understood by the residents	EDC	PB	Ongoing
ED	1	Complete and adopt new provisions to the zoning bylaw that includes incentives for landowners to develop and/or redevelop their properties in a manner consistent with the vision.	PB	EDC	2010

ED	3	Obtain approvals for this specific zone to be an Economic Target Area as defined by the MA Department of Economic Development so that the parcels can qualify for Tax Incremental Financing and other state developmental programs	EDC	BOS	2011-2012
ED	5	Explore alternative means of providing appropriate infrastructure through grants, District Improvement Financing, or other programs to enhance this area.	EDC		2010
ED	1	Facilitate discussion groups with the landowners to stimulate consideration of the development opportunities available through the smart redevelopment vision	EDC	PB, BOS	2012-2014
ED		Goal 3: Facilitate smart development of the Oak Grove area (bottle cap lots)			
ED	1	Create the Oak Grove Task Force Committee to coordinate and facilitate the efforts	BOS	PB	2009
ED	2	Create a realistic vision for the Oak Grove area that maximizes the best use for the area in a manner consistent with the Master Plan.	OGTF	PB, EDC	2009-2010
ED	2	Share and promote the vision to various Town boards and to the community so that it can be understood by residents	OGTF	PB, EDC	2010-2014
ED	3	Have vision, ownership, and zoning in place to allow for development	PB	OGTF, PB, EDC	2014-2017
ED	3	Facilitate a partnership with landowners to maximize the potential development area.	BOS	OGTF, PB, EDC	2010
ED		Goal 4: Update zoning to maximize the economic opportunities of commercial and industrial zones			
ED	2	Review Zoning Bylaw and Site Plan Rules and Regulations and update to assure zoning and design standards are consistent with Master Plan vision	PB	EDC	2009-2013
ED	3	Create an overlay district to provide for mixed uses along Village Street that will preserve historic and scenic areas where mixed uses already exist	PB	EDC, HC	2011
ED	1	Provide incentives for redevelopment with mixed uses within C1 district.	PB	EDC	2009
ED	3	Increase land zoned for industrial purposes by expanding the I-1 district (East Medway Industrial Park)	PB	EDC	2010-2012
ED	3	Increase land zoned for industrial purposes by expanding the I-3 district (Medway Business Park at 495)	PB	EDC	2010-2012
ED		Goal 5: Identify and utilize any "brown field" parcels			
ED	1	Review all "brown field" sites and their current conditions	EDC	PB	2010
ED	2	Research and identify available grants available for "brown field" cleanups	EDC	PB	2010
ED	3	Meet with property owners of identified "brown fields" to discuss options	EDC	PB, BOS	2010 - 2011
ED	4	Assist in securing grants to cleanup and potentially redevelop "brown field" sites including Town dump and DPS Highway Barn	EDC	PB, BOS	2011-2012
ED		Goal 6: Attract new (and retain existing) businesses and increase the industrial/manufacturing base			
ED	2	Work with the Medway Business Council to keep the Town's goals and objectives consistent with the needs of local businesses.	EDC		Ongoing
ED	2	Join and become active in the Milford and Franklin Chambers of Commerce to promote Medway businesses and development opportunities	EDC		2009
ED	2	Create a section on the town website for economic development items	EDC		2009
ED	1	Identify any infrastructure (or technology) needs in commercial and industrial zoned area	EDC		2011-2013
ED	1	Create a marketing plan to promote Medway to local and national commercial real estate brokers	EDC		2010
ED	4	Identify key personnel at Exelon and work with them to encourage revival of the expansion of the peak electricity generating plant	EDC		2010-2015
ED	2	Identify key industrial or commercial parcels for development	EDC		2009-2010
ED	2	Implement a strategic development plan to assist property owners with successful development that is consistent with Medway's Master Plan	EDC		2010-2013

ED		Goal 7: Develop an outreach program for businesses and to our community at large.			
ED	1	Increase public awareness of the value of economic development, and encourage citizen input	BOS	EDC	2009
ED	3	Develop a comprehensive and easy to access web site, email lists, and phone tree lists to inform and solicit volunteer participation in town boards, committees and clubs.	BOS	EDC	2010
AFFORDABLE HOUSING					
AH		Goal 1: Identify Housing Needs			
AH	1	Complete a Housing Production Plan per DHCD requirements, a) Identify single and multi-family needs, b) Determine public housing needs	AHC	PB	2009
AH	2	Research and apply for public housing resources (for both new construction and modernization)	MHA	AHC	2010-2011
AH	3	Encourage private development of market and restricted affordable housing	AHC	PB, BOS, CPC	Ongoing
AH		Goal 2: Establish Organizational Infrastructure to Implement Housing Plans			
AH	1	Activate the Affordable Housing Trust Fund (as authorized by Town Meeting)	AHC	BOS, PB	2009
AH	2	Retain a housing consultant to help manage restricted affordable housing processing and compliance	AHC	CPC, AHC, PB	2009
AH	3	Continue to actively engage the Affordable Housing Committee	BOS	AHC, BOS	Ongoing
AH		Goal 3: Identify Locations, Quantities, and Types of Housing			
AH	1	Identify appropriate parcels for market and restricted affordable housing	AHC	PB, ZBA, BOS	2009
AH	2	Purchase land for open space/restricted affordable housing combination	AHTF	CPC, BOS, OSC	Ongoing
AH		Goal 4: Amend Zoning Bylaw to Encourage Market and Restricted Affordable Development			
AH	1	Adopt “mixed-use”/”town center” zoning	PB	AHC, AHTF, ZBA, BOS	2009
AH	2	Adopt provisions for Transfer of Development Rights ,a) Preserve rural character and open space ,b) Direct development to areas that are more suitable	AHC	PB, AHTF, BOS, OSC	2010
AH	3	Allow for “in-fill” development of smaller parcels of land for restricted affordable housing	AHC	PB	2009
AH	4	Adopt options for 40R development (higher density)	PB	AHC, BOS	2009
AH	5	Adopt provisions for the development of multi-family housing in appropriate locations	PB, AHC	BOS	2010
AH		Goal 5: Explore and Utilize Creative Development Opportunities			
AH	1	Solicit local builders and non-profit organizations to build “friendly 40B” projects	AHC	AHTF, PB, BOS	2010

AH	2	Look into “buying down” existing residences and foreclosed properties to transfer them into restricted affordable units	AHC	AHTF, CPC	2010
AH	3	Use Affordable Housing Trust/CPC funds to rehabilitate older homes into restricted affordable units	AHC	AHTF, CPC	2010
AH	4	Encourage use of ARCPUD and OSRD development options	AHC	PB, AHTF, OSC	Ongoing
AH	5	Research and propose ways to use CPC funds to support development of affordable housing	AHC	CPC	Ongoing
NATURAL AND CULTURAL RESOURCES					
NCR		Goal 1: Protect Groundwater and Other Natural Resources			
NCR	2	Expand buffer zones for wells and continue to enforce all water protection laws and by-laws including the Rivers Act.	WS, PB	BOS	2009
NCR	1	Continue stringent groundwater and drinking water testing throughout the Town.	WS	BOS	Ongoing
NCR	2	Codify development practices that prevent water run-off and replenish aquifers.	PB, WS	BOS	2009-2010
NCR	3	Promote and educate the public regarding the benefits, financial and logistical, of water conservation.	WS	BOS	Ongoing
NCR	4	Assess the impacts of private water well extraction on public water supply sources.	WS	BOS	2009-2012
NCR	4	Investigate enlarging area included in the groundwater protection districts.	WS	BOS	2009-2012
NCR		Goal 2: Protect Rural, Small Town Character and Enhance Community Spirit			
NCR	3	Create incentives for land developers to consider the topographical character when proposing land use in addition to a site’s location and future market opportunities.	PB/OS/DRC		2009-2012
NCR	3	Further the community-friendly objectives of the Design Review Committee and their design recommendations through expanded outreach and educational means.	PB/DRC		
NCR	2	Assist in the preservation of family farms and encourage locally grown produce.	PB/OS	BOS	Ongoing
NCR	6	Establish a community meeting place in addition to the current town hall and school facilities.	CPC	BOS	2013
NCR	1	Amend zoning to encourage development designed for safe walking and cycling as well as vehicular travel, from neighborhood to neighborhood and from residential to commercial areas.	PB		2009-2012
NCR	4	Support a broad range of community organizations and encourage ideas and community contributions through effective communications from all residents to invigorate wider participation in town government and decision-making.	BOS		Ongoing
NCR	5	Offer more continuing educational courses/programs to enhance community knowledge and opportunities	SC		2010
NCR	6	Establish Rules and Regulations governing Medway’s scenic roads	PB		2011
NCR	6	Neighborhood community groups should be encouraged to preserve, and maintain their scenic nature through anti-litter campaigns and clean-up efforts.	BOS		2012
NCR		Goal 3: Implement Sustainable Energy Practices and Environmentally Sound Guidelines			
NCR	2	Assess through energy use audits all municipal buildings and transportation options then implement best and simplest energy efficiency products and practices as a first response while planning for significant long-term energy use reductions.	PB	BOS	2009-2010
NCR	3	Mandate LEED building standards for all future municipal buildings as well as any refurbished structures, including the use of renewable energy systems.	TA	BOS	2010-2012
NCR		Expand mass (public) transit options where feasible.	BOS		Ongoing
NCR	3	Set goals for the reduction of Medway’s municipal “carbon footprint” and encourage private reduction efforts as well.	TA	BOS	Ongoing
NCR	1	Zone the Town’s village centers to encourage development practices based on Smart Growth, pedestrian and bike friendly communities while reducing the need for	PB		2009-2012

		vehicular trips.			
NCR		Goal 4: Preserve Historic Sites and Other Concerns of Historical Significance			
NCR	1	Educate residents to the value of historic preservation and the deeper understanding of the community's physical and cultural heritage.	HC	BOS, CPC	Ongoing
NCR	3	Continue recommending appropriate sites for National Register and other historic designations.	HC		Ongoing
NCR	3	Provide informational guidance in all efforts to preserve private and public historic structures, sites and districts.	HC	BOS, CPC	Ongoing
NCR	2	Continue to enforce the Demolition Delay Bylaw and work to extend the review period to allow comprehensive study and discussion of historical significance to occur.	HC		Ongoing
NCR		Goal 5: Protect Open Space and Unique Wildlife Habitats			
NCR	1	Support the community work of an Open Space Committee.		BOS, PB/OS	Ongoing
NCR	3	Pursue land protection aimed at keeping water sources clean, linking protected lands and wildlife corridors together and providing buffer areas between residential and commercial/industrial zones.		PB/OS	Ongoing
NCR	4	Promote awareness and protection of the Charles River and other riverfront lands.		PB/OS	Ongoing
NCR	2	Prioritize through a land protection matrix, the approach to protecting lands through the use of Community Preservation Funds as well as other funding and protection means; be prepared as a Town to respond quickly and comprehensively to each Chapter 61X land transaction.		PB/OS CPC. BOS	2009-2010
PUBLIC FACILITIES - WATER & SEWER					
PF - WS		Goal 1: Improve and Protect Water Quality and Quantity.			
PF - WS	1	Commission a Water Master Plan.		BOS WS	2009
PF - WS	2	Seek help from regional and state agencies.		BOS WS	2009
PF - WS	3	Extend water protection area for Well #4.		BOS WS	2009
PF - WS	4	Ensure that there is adequate coverage by licensed personnel for water system maintenance		BOS WS	2010-2011
PF - WS		Goal 2: Protect existing and potential water supply sources			
PF - WS	1	Adopt measures to protect aquifers, wellhead areas, and their watershed, including zoning bylaws, subdivision and site plan review, general bylaws, health regulations, and land acquisition.		BOS WS	2010
PF - WS	2	Examine Town dump sites and "Brownfields" in town and ascertain their potential for well contamination.		BOS WS	2011
PF - WS		Goal 3: Implement comprehensive water conservation measures,			
PF - WS	1	Adopt rates which provide for full cost recovery of all operation, maintenance, and capital costs, with discounted rates for low income residents		BOS WS	2010
PF - WS	2	Work with Capital Improvement Planning Committee to provide adequate financial resources for the maintenance and upgrading of water and sewer infrastructure		BOS WS	
PF - WS		Goal 4: Maintain and Increase Medway's effective sewer capacity			

PF - WS	1	Adopt an Inflow and Infiltration bylaw and funding mechanism to reduce storm water flowing into our Sewer System. Require new developments to remove I/I elsewhere in town equivalent to their expected volume.	BOS	WS	2009
PF - WS	2	Assess and evaluate sewers for any leaks that may cause storm water to flow into our sewers.	BOS	WS	2010
		PUBLIC FACILITIES - SCHOOLS			
PF - SCH		Goal 1: Conduct a full facility use review of all school sites			
PF - SCH	1	Appoint school committee liaison to newly re-formed CIPC	SC		2009
PF - SCH	2	Survey all school facilities/grounds; create comprehensive maintenance plan/schedules with annual audits/progress reports.	SC		2010
PF - SCH		Goal 2: Work with Massachusetts School Building Authority (MSBA) to renovate/repair middle school			
PF - SCH	1	Apply for MSBA funding for long-delayed infrastructure maintenance/improvement of middle school.	SC		2009
PF - SCH	2	Authorize and begin work on middle school project.	SC		2010
PF - SCH	3	Complete work and receive reimbursement from MSBA.	SC		2012
PF - SCH		Goal 3: Manage energy more efficiently and reduce utility usage through infrastructure improvements and energy management projects.			
PF - SCH	1	Award and implement Energy Savings Contract to reduce utility usage in the schools (natural gas and electricity) by a minimum of 23%.	SC		2009
PF - SCH	1	Apply rebates and stimulus funding to reduce costs of project.	SC		2009
PF - SCH	2	Complete installation of ESCO capital improvements, initiate financing for long-term repayment of costs through savings realized from lower utility spending.	SC		2010
PF - SCH	3	Audit program annually to ensure savings continue and proper maintenance procedures followed.	SC		Ongoing
PF - SCH		Goal 4: Review community use of school buildings and fields and make changes needed to enhance use of shared space.			
PF - SCH	1	Survey schools, COA and Parks to identify programs that could be housed in school facilities during any part or all of the calendar year.	SC		2010
PF - SCH	2	Incorporate survey results into capital improvements plans.	SC		2011
PF - SCH		Goal 5: Continue to make school facilities "green."	SC		
PF - SCH	1	Create capital improvement planning guidelines that incorporate energy awareness and efficiencies into all future programs.	SC	BOS	2010
PF - SCH	2	Investigate sharing facilities manager responsibilities to be town-wide.	SC		2010
PF - SCH	3	Expand energy savings audit to include all municipal buildings for self-funding utility-savings-paid capital improvements.	SC	BOS	2011
PF - SCH		Goal 6: Improve computer technology and access in the schools.	SC		
PF - SCH	1	Apply for grants and stimulus funds to install wireless technology in the Burke, McGovern and Middle schools.	SC		2009
PF - SCH	2	Apply for grants and stimulus funds for mobile computing platforms and laptops for teachers.	SC		2009
PF - SCH	3	Provide professional development training for teachers to take full advantage of technology in the classroom.	SC		2010

PF - SCH	3	Create interactive websites for project management and communications within the schools and between school and home, managed by the town IT director.	SC		2011
PF - SCH		Goal 7: Investigate regional opportunities to better utilize our facilities and fields.			
PF - SCH	1	Work with other towns to increase usage of our infrastructure and their infrastructure for shared recreation facilities and school related activities.	SC	P&R	2009
PUBLIC FACILITIES - TOWN FACILITIES					
PF - TF		Goal 1: Examine current usage and future needs of all Municipal facilities			
PF - TF	1	Create committee to perform a needs assessment of all Town facilities	BOS	CIPC	2009
PF - TF	2	Perform needs assessment of Town Hall	BOS	CIPC	2010
PF - TF	1	Perform needs assessment of Town Barn	BOS	CIPC	2009
PF - TF		Goal 2: Create a maintenance plan for municipal buildings			
PF - TF	1	Create maintenance plans for all municipal buildings and re-evaluate the plans on an annual basis with specific department heads/committees	BOS	CIPC	2010
PF - TF		Goal 3: Introduce means to manage energy more efficiently in municipal buildings.			
PF - TF	1	Investigate means to reduce energy consumption in public facilities and create energy plan.	BOS	CIPC	2010
PF - TF	3	Re-evaluate energy plans every 3 to 5 years	BOS	CIPC	2013
PF - TF	2	Apply for grants for green buildings	CIPC		2010
PF - TF		Goal 4: Investigate need for and create a permanent location for a youth center.			
PF - TF	1	Park Commissioners should assess the community needs and work with CPC to find permanent location if deemed necessary.	P&R		2012
PF - TF		Goal 5: Evaluate Choate Park and the needs of citizens.			
PF - TF	1	Evaluate current use and needed improvements to Choate Park, work with citizens groups such and "Friends of Choate" to establish priorities.	P&R		2010
PF - TF		Goal 6: Form a Clean/Green Technology Committee			
PF - TF	1	Form Committee to adopt a municipal plan for all Town buildings that will include clean/green technologies	BOS	CIPC	2010
PF - TF	2	Have each department report annually on energy savings.	BOS		2010
PF - TF	3	Clean/Green Technology committee to provide education on technologies and benefits	BOS		2010
TRANSPORTATION					
TR		Goal 1: Increase vehicular safety on Route 109 and Main St.			
TR	1	Develop a budgeting plan that includes funds annually to address safety issues related to roadways in Medway.	BOS	DPW	2010
TR	1	Improve the location and safety of crosswalks located adjacent to the Medway Shopping Center.	BOS	DPW	2010
TR	2	Perform a comprehensive study of traffic issues along both routes, focusing on major intersections where accidents occur.	DPW	BOS	2010
TR	3	Reduce the number of curb cuts.	PB	DPW	2010
TR	4	Review and revise zoning on high-volume drive-thru businesses to reduce or eliminate this safety issue.	PB	Police, DPW	2011
TR	1	Rigorously assess the traffic flow patterns associated with future commercial/industrial centers along these accident-prone thoroughfares – look for	PB	DPW	Ongoing

		opportunities to make safety improvements during permitting process.			
TR		Goal 2: Increase the number of sidewalks and trails in Medway.	BOS	DPW	2010
TR	1	Develop a budgeting plan that includes funds annually to address safety issues related to sidewalks in Medway.	BOS,FC	DPS	2011
	3	All main roads in Medway need sidewalks on at least one and preferably both sides.	BOS,FC	DPS	2012
TR	2	Planning Board should work with developers to link adjacent subdivisions.	PB		Ongoing
TR	3	The Open Space Committee, in cooperation with the Trail Committee, should develop a plan for a more comprehensive trail system	OS		2010
TR		Goal 3: Increase pedestrian safety in Medway			
TR	3	Increase the number of crosswalks, and develop a maintenance plan for upkeep.	DPW		2010
TR	2	Consider improved signage and flashing signals to alert motorists of high-volume pedestrian activity areas.	BOS	DPW	2010
TR	3	Increase the number of sidewalks and trails linking schools and commercial centers.	OS	PB	2010
TR	1	Develop a safety education plan for educating children in Medway schools about dangerous intersections and crosswalk usage in Medway.	Police	BOS	2009
TR		Goal 4: Create bike lanes on main thoroughfares through Medway			
TR	1	Mandate bike lanes on all future road reconstruction where the Town right-of-way will accommodate the wider road/bikeway.	PB		2011
TR	2	Work with neighboring towns to interconnect bike trails.	PB	OS	2011
TR		Goal 5: Public Transportation			
TR	1	Medway should continue and expand the use of the GATRA shuttle service to the Norfolk MBTA station.	BOS		Ongoing
TR	2	Consider working with the MetroWest Regional Transit Authority to extend current shuttle service to Medway	BOS		2010
TR	2	Consider expanding shuttle service to provide transportation to major shopping areas in Bellingham and Natick.	BOS	COA	2011
TR	3	Work with SWAP to identify a site for a future Logan Express Park-and-Ride.	BOS		2011
TR	3	Expand shuttle service to provide off-peak service for seniors and the disabled.	BOS	COA	2011
TR		Goal 6: Form a Clean Technology Committee			
TR	1	Consider changes to bylaws that will provide access to green transportation options for Medway residents.	BOS		2010
TR	2	Adopt a municipal plan for all Town vehicles that will include hybrid and fuel cell technologies to reduce fuel costs and cut down on carbon emissions.	BOS	Police, DPW	2011

KEY

	<u>Organization Name</u>
AHC	Affordable Housing Committee
AHTF	Affordable Housing Trust Fund
BOS	Board of Selectmen
CC	Conservation Commission
CIPC	Capital Improvement Planning Committee
CPC	Community Preservation Committee
DPS	Department of Public Services
DPW	Department of Public Works
DRC	Design Review Committee
FC	Finance Committee
HC	Historical Commission
MHA	Medway Housing Authority
OGTF	Oak Grove Task Force
OS	Open Space Committee
PB	Planning & Economic Development Board
PC	Board of Parks Commissioners
SC	School Committee
WS	Water and Sewer Board
ZBA	Zoning Board of Appeals
	<u>Section Headings</u>
LU	Land Use
OS	Open Space
ED	Economic Development
AH	Affordable Housing
NCR	Natural and Cultural Resources
PF-	Public Facilities - Water and Sewer
WS	
PF-SC	Public Facilities - Schools
PF-TF	Public Facilities - Town Facilities
TR	Transportation

Appendix B Master Plan Mail-In Survey Results

2009 Medway Master Plan Survey Mail-in Data, Compiled 4/12/08

The Master Plan Survey was sent out with the 2008 census mailing. This file presents the raw numbers compiled from scanning the returned mail-in surveys. The results will be used to help formulate an update to the Medway Master Plan. In addition to the mail-in survey there was an on-line supplement regarding Town priorities, the on-line results have not been tabulated yet. Approximately 1890 of 4900 mail-in surveys were returned representing a 39% response rate. Note that approximately 14% of the surveys returned could not be scanned due to sloppy data entry or damage. Note also that in order to make data entry easier the columns labeled Importance and Satisfaction have been reversed from the printed survey. The data compiled here represents a 99% confidence level +/-2%.

I. Current Conditions

On a scale of 1 being lowest/least and 5 being highest/most, please indicate the number that comes closest to your opinion on each of the following. Please indicate a number rating under Satisfaction and a number rating under Importance for each item listed.

I - A Community Characteristics - How do you feel about living in Medway?	Blank	1 lowest					Total	Blank	5 -highest					Total
		Importance							Satisfaction					
		1	2	3	4	5		1	2	3	4	5		
Buildings/places of historical/architectural character	108	102	153	470	440	324	1597	128	66	227	705	337	134	1597
Community pride & friendliness	93	27	44	206	584	643	1597	108	41	150	500	540	258	1597
Passive recreational facilities - walking/running trails, picnic areas	95	48	87	331	550	486	1597	133	139	375	592	261	97	1597
Pedestrian friendly development	109	57	87	309	516	519	1597	149	215	360	586	208	79	1597
Protected open space/natural environments (forests, habitats)	104	50	73	274	498	598	1597	141	105	289	631	320	111	1597
Reputation of public schools	92	48	29	97	276	1055	1597	116	83	204	517	503	174	1597
Small town/rural New England character	78	51	78	285	546	559	1597	113	80	226	603	416	159	1597
Access to the Charles River	99	387	310	423	223	155	1597	190	216	256	596	203	136	1597
Overall aesthetic appeal of community	95	24	32	215	606	625	1597	114	79	292	665	350	97	1597
I - B Public Facilities / Infrastructure - Rate the physical condition, access to the Town's public facilities and infrastructure?														
Active Recreational Facilities/Fields (Cassidy,Oakland, Idylbrook)	153	39	61	312	558	474	1597	184	33	108	507	543	222	1597
Choate Park	168	57	72	356	514	430	1597	214	89	249	541	370	134	1597
Choate Pond - for swimming	157	302	227	332	285	294	1597	237	651	291	293	69	56	1597
Choate Pond - as a natural feature	148	77	83	339	504	446	1597	185	140	263	575	297	137	1597
Choate Pond - for recreational uses (fishing, skating)	168	156	146	366	420	341	1597	229	256	315	530	176	91	1597
Fire Stations	118	29	16	131	382	921	1597	124	27	43	240	586	577	1597
Library	99	64	62	198	365	809	1597	134	362	353	387	198	163	1597
Police Station	115	27	29	132	405	889	1597	120	17	37	241	557	625	1597
Roads	98	28	21	116	468	866	1597	111	254	381	534	266	51	1597
School administration offices	205	105	104	423	398	362	1597	263	57	138	603	368	168	1597
School buildings	170	59	38	184	411	735	1597	200	86	193	518	418	182	1597
Senior center	168	146	138	362	374	409	1597	239	31	74	515	440	298	1597
Sewer system	174	92	49	205	348	729	1597	233	148	127	460	406	223	1597
Sidewalks - condition	104	48	39	198	469	739	1597	134	371	359	488	191	54	1597
Sidewalks - availability and connectivity	118	44	45	203	448	739	1597	140	345	374	491	188	59	1597
Stormwater drainage/flood control	145	43	46	280	464	619	1597	178	95	155	634	417	118	1597
Town Hall	123	51	68	480	492	383	1597	131	72	157	636	389	212	1597
I - C Public Services - How do you feel about the quality of these municipal services?														
Library hours	103	109	90	271	387	637	1597	145	585	335	344	115	73	1597
Quality of library services	136	87	66	215	458	635	1597	174	225	290	403	340	165	1597
Quality of education	159	36	14	76	203	1109	1597	200	57	156	475	528	181	1597
School electives and after school activities	234	76	44	187	331	725	1597	299	157	250	484	295	112	1597
Maintenance and landscaping of public areas	150	26	57	393	556	415	1597	166	94	190	659	376	112	1597
Residential recycling	144	42	29	143	412	827	1597	150	75	102	323	555	392	1597
Water System - Quality of drinking water	129	50	13	45	209	1151	1597	148	384	233	360	299	173	1597
Sewers	207	55	32	193	403	707	1597	248	112	95	469	450	223	1597
Snow plowing	93	17	15	156	473	843	1597	108	94	141	386	583	285	1597
Street lighting	120	34	60	357	470	556	1597	136	84	172	563	457	185	1597
Street repair	96	27	25	143	505	801	1597	112	288	380	522	238	57	1597
Street sweeping/cleaning	130	52	104	479	473	359	1597	152	83	189	633	396	144	1597
Trash collection	103	29	18	163	481	803	1597	107	87	121	313	527	442	1597
I - D Social & Community Services - How do you feel about the availability and quality of social and community services in Medway?														
Arts and cultural programs	274	117	139	474	391	202	1597	351	94	223	636	217	76	1597
Community sports programs and organizations	288	86	68	285	473	397	1597	341	22	91	440	455	248	1597
Services for children (0-12 years of age)	332	122	52	274	404	413	1597	420	34	115	544	357	127	1597
Services for youth (12-21 years of age)	335	118	50	272	400	422	1597	446	75	159	589	242	86	1597
Services for disabled persons	344	98	60	333	367	395	1597	487	42	93	656	235	84	1597
Services for economically disadvantaged residents	336	120	98	368	370	305	1597	502	52	120	622	207	94	1597
Services for senior citizens	268	86	49	273	423	498	1597	394	24	66	534	393	186	1597
Services for veterans	321	84	61	301	378	452	1597	494	36	94	634	236	103	1597

	Blank	1 lowest					Total	Blank	5 -highest					Total
		Importance							Satisfaction					
		1	2	3	4	5			1	2	3	4	5	
I - E Public Safety - How do you feel about the quality of these municipal services?														
Ambulance/Emergency Medical Services	158	20	9	72	246	1092	1597	225	34	50	307	500	481	1597
Animal Control Services	187	47	81	447	436	399	1597	267	50	91	523	409	257	1597
Building Inspection	222	42	60	388	461	424	1597	309	60	112	562	375	179	1597
Bylaw Enforcement (zoning, water bans)	217	41	75	382	442	440	1597	279	137	145	551	342	143	1597
Fire Fighting Services	154	18	7	60	260	1098	1597	205	25	41	252	525	549	1597
Police Protection - Law Enforcement	144	19	8	69	250	1107	1597	189	17	25	195	552	619	1597
Police Protection - Crime Prevention	158	18	7	76	244	1094	1597	197	12	25	241	536	586	1597
Police Protection - Traffic Enforcement	141	33	27	153	371	872	1597	171	46	99	317	520	444	1597
I - F Traffic & Transportation - How do you feel about these traffic and transportation issues?														
Ease of travel by Cars - Traffic Flow in Town	113	32	22	174	586	728	1655	117	142	278	565	421	132	1655
Ease of travel by Bicycles	194	141	139	370	431	380	1655	252	238	328	584	170	83	1655
Ease of travel by Pedestrians	161	53	51	250	511	629	1655	185	214	323	583	264	86	1655
Access to Public Transportation	179	192	196	396	345	347	1655	276	384	302	453	174	66	1655
Sidewalk access/availability	148	48	53	220	485	701	1655	187	276	368	528	227	69	1655
Access to Route 109 & I-495	115	36	26	242	495	741	1655	137	37	65	319	582	515	1655
I - G Planning & Development - How important are these planning and development issues? Are you satisfied that they being addressed?														
Commercial Development	141	92	72	260	496	544	1605	256	196	334	560	219	90	1655
Industrial Development	202	118	116	303	421	495	1655	263	218	352	531	209	82	1655
Tax incentives to encourage Commercial/Industrial growth	216	119	120	304	418	478	1655	308	208	319	589	165	66	1655
Land use planning	230	46	41	273	447	618	1655	307	147	283	610	244	64	1655
Protecting character of neighborhoods	202	37	46	216	462	692	1655	263	86	211	617	372	106	1655
Preserving historic buildings/resources	201	82	107	349	446	470	1655	264	76	144	685	360	126	1655
Protecting argicultural land	187	61	92	313	445	557	1655	264	144	249	639	270	89	1655
Protecting the natural environment	178	31	36	183	450	777	1655	265	127	217	633	324	89	1655
Providing options for all types of housing development	228	162	169	474	356	266	1655	303	86	174	688	286	118	1655
Area employment opportunities	222	76	79	338	475	465	1655	302	124	303	638	223	65	1655
Availability of a variety of stores and businesses to meet consumer need	165	48	77	288	590	487	1655	213	74	198	477	450	243	1655
Availability of varied types of housing	199	143	182	470	376	285	1655	276	57	173	695	313	141	1655
Housing affordability	170	105	84	341	420	535	1655	243	174	281	618	242	97	1655