



MEDWAY TOMORROW

A MASTER PLAN FOR
THE FUTURE

ACTION PLAN

Medway AP draft 081622 v.1

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The Medway Master Plan Action plan outlines a wide range of strategies to achieve the Master Plan’s vision and goals. The Master plan is comprised of 94 actionable strategies grouped into four key themes: Responsible and Strategic Growth; Public Infrastructure to Support Growth; Conservation, Resilience and Stewardship; and Supportive Community. Each strategy identifies a lead responsible party (Town board, committee, or department) and other supporting parties to be involved.

To coordinate and oversee these varied actions, the Town could consider creating a Master Plan Implementation Committee (MPIC) . If appointed, the MPIC shall work with these various parties in a supportive and collaborative role to:

- Assist in understanding how the Master Plan integrates with their existing priorities, programs, and services.
- Advocate to stay on track with the implementation strategies assigned to them.
- Liaise with and promote collaboration among Town boards, committees, departments, and residents on implementation tasks that require additional planning work.

Primary Goal

This references the main goal the strategy helps achieve. Goals are conditions to aim for that help the community achieve its vision over time.

Strategy

Strategies are actionable ways that the town will work to achieve one or more of the goals.

Related Goals

If there are additional goal(s) that this strategy helps achieve, the goals are listed here.

Strategy Narrative

The narrative explains the strategy and what it could entail in greater detail.

GOAL 1: Catalyze redevelopment of key properties on route 109 to create a traditional, walkable town center with public facility investments, public/private partnerships, creation of cohesive visual district branding, coordinated marketing and promotion, and a net increase to the local tax base.

1A Strategy: Build on Medway's recent streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to bring visible cohesion and interest to the district and to create an attractive identity as a town center.

Related Goals

- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Such an effort can include on short and long-term design changes to make accessible and welcoming public spaces, such as parklets; temporary and permanent public art installations and public amenities; and non-vehicular connections. Start by creating a placemaking playbook for the future town center area on Route 109 corridor and Village Center area to create and reinforce their unique identities. Seek public and private grants to fund improvements based on the playbook with a phased 10-year approach. With placemaking-informed redesign, Main Street/Route 109 can become a vibrant downtown area and revenue-generation stream for the town. Placemaking initiatives reimagine existing community assets and seek to promote high quality of life for those they engage.

- Burlington Town Center Playbook: <https://www.burlington.org/800/Town-Center-Placemaking-Playbook>
- PPS – "Get Funded: Tips for a New Era of Placemaking Philanthropy": <https://www.pps.org/article/get-funded-tips-for-a-new-era-of-placemaking-philanthropy>

Strategy Type

Physical/design improvements

Timing

Long-term (8-10+ years)

Lead Responsible Party

Planning and Economic Development Board

Supporting Responsible Parties

Cultural Council
Department of Public Works
Select Board
Medway Business Council
Economic Development Committee

Funding Cost

\$\$\$\$ 1M+

Funding Sources

- Massachusetts Downtown Initiative
- Local or state Cultural Council grants
- Shared Streets and Spaces program

Strategy Type

Strategies can fall into one or multiple types of projects; physical/design improvements; regulatory/policy changes; program/service provision; and/or capacity building.

physical/
design regulatory/
policy programmatic capacity
building

Timing

Strategies are either near-term (0-3 years); mid-term (4-7 years); long-term (8-10+ years); or ongoing.



near-term
(0-3 yrs)



mid-term
(4-7 yrs)



long-term
(8-10+ yrs)



ongoing

Lead Responsible Party

Identifies the primary department, board or committee, or other organization that could complete the strategy.

Supporting Responsible Parties

Identifies the supporting departments, boards and committees, and other organizations that complete the strategy.

Funding Cost

An estimated cost range for each strategy

\$

less than
\$50 k

\$\$

\$50k to
\$250k

\$\$\$

\$250k to
\$1M

\$\$\$\$

more than
\$1M

Funding Sources

Identifies how a strategy could be funded, either from existing sources, such as the Town Budget, or outside sources, such as grants.

An aerial photograph of a suburban neighborhood. The top half of the image is dominated by a large, dark blue rectangular overlay containing white text. Below the overlay, the image shows a residential area with several houses, a church with a steeple, and a large parking lot with several cars. The surrounding landscape is filled with dense trees, many of which have vibrant autumn foliage in shades of yellow, orange, and red. A road with a yellow center line curves through the middle of the scene.

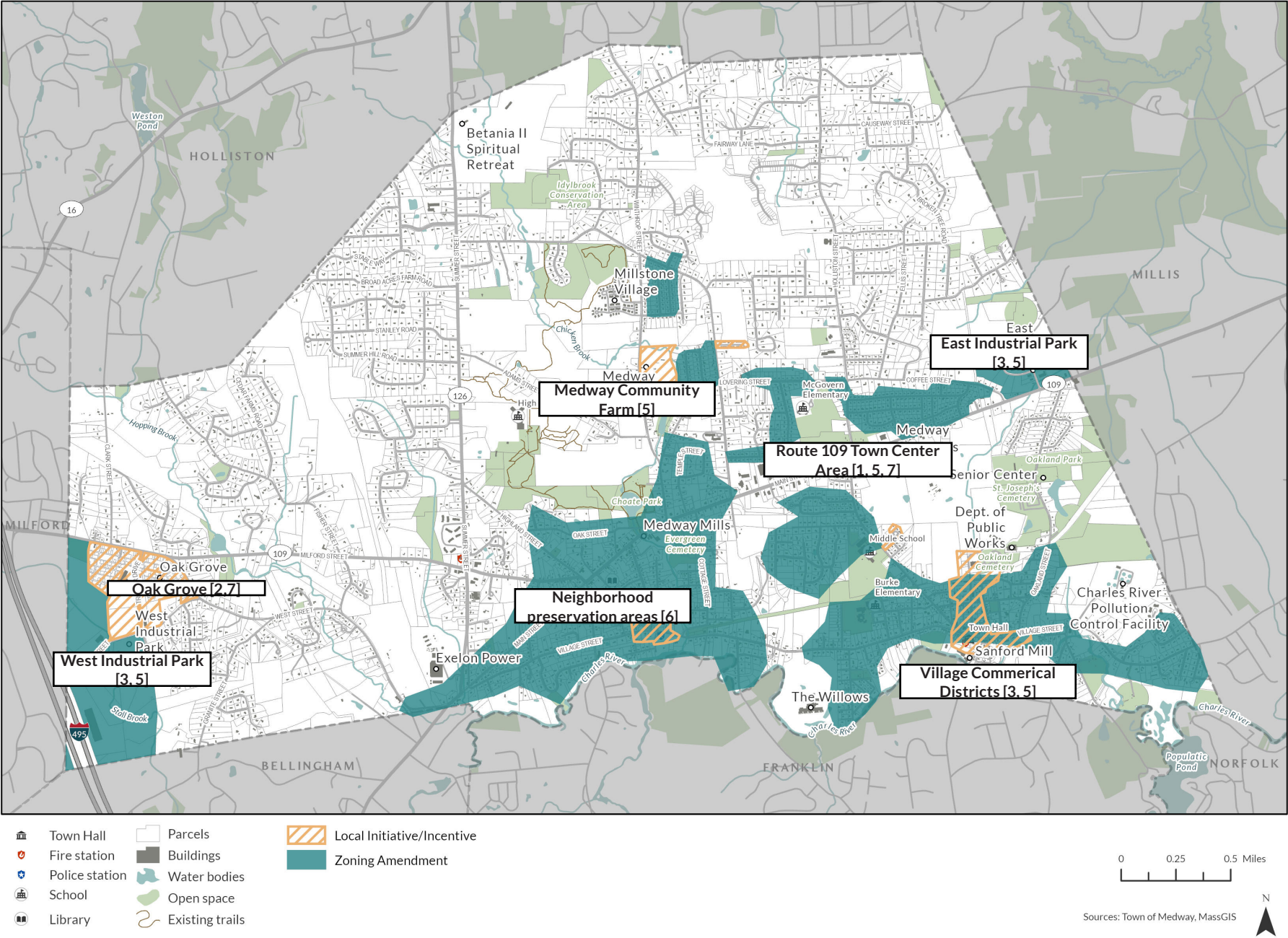
RESPONSIBLE AND STRATEGIC GROWTH

CORE THEME

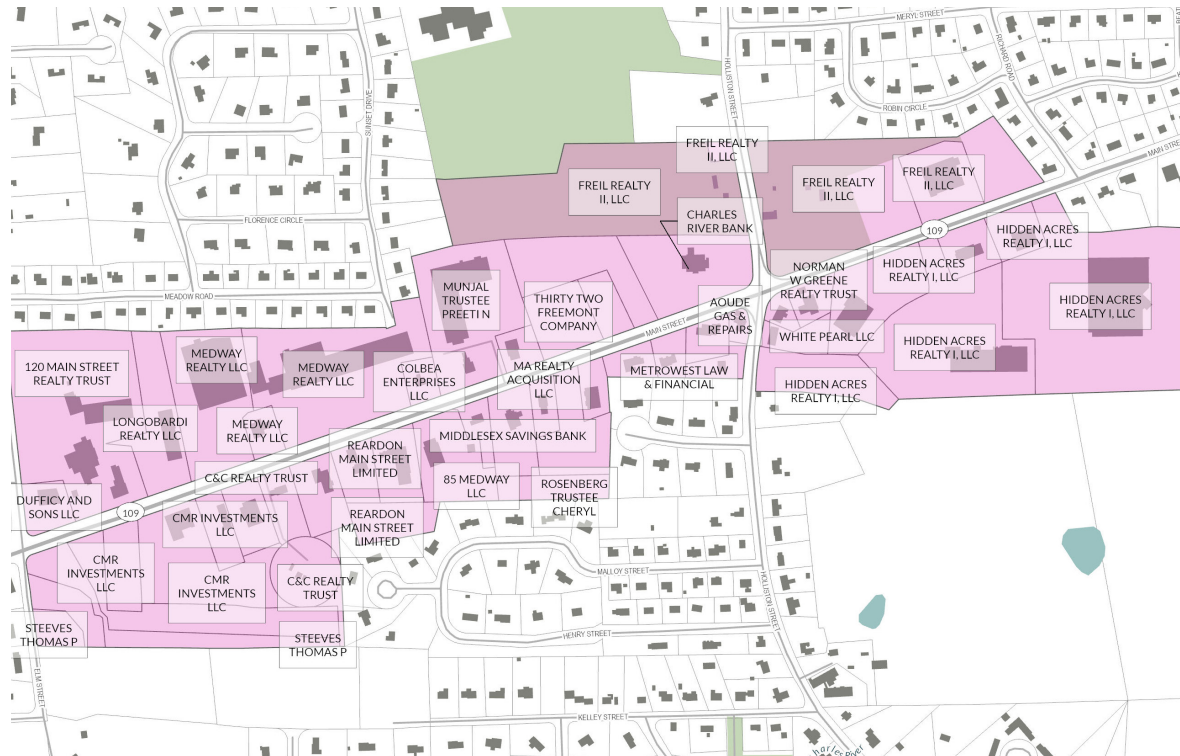
TOWN OF MEDWAY - RESPONSIBLE AND STRATEGIC GROWTH

Prepared by JM Goldson LLC

J M GOLDSON



GOAL 1: CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109 TO CREATE A TRADITIONAL, WALKABLE TOWN CENTER WITH PUBLIC FACILITY INVESTMENTS, PUBLIC/PRIVATE PARTNERSHIPS, CREATION OF COHESIVE VISUAL DISTRICT BRANDING, COORDINATED MARKETING AND PROMOTION, AND A NET INCREASE TO THE LOCAL TAX BASE.



GOAL 1

CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109

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

1A STRATEGY:

Build on Medway's recent streetscape improvements by leveraging public and private investment in placemaking improvements to the public realm to bring visual cohesion and interest to the district and to create an attractive identity as a Town Center.

Related Goals:

- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Such an effort can include on short and long-term design changes to make accessible and welcoming public spaces, such as parklets; temporary and permanent public art installations and public amenities; and non-vehicular connections. Start by creating a placemaking playbook for the future Town Center area on Route 109 corridor and Village Center area

to create and reinforce their unique identities. Seek public and private grants to fund improvements based on the playbook with a phased 10-year approach. With placemaking-informed redesign, Main Street/Route 109 can become a vibrant downtown area and revenue-generation stream for the Town. Placemaking initiatives reimagine existing community assets and seek to promote high quality of life for those they engage.

- Burlington Town Center Playbook: <https://www.burlington.org/800/Town-Center-Placemaking-Playbook>
- PPS – “Get Funded: Tips for a New Era of Placemaking Philanthropy”: <https://www.pps.org/article/get-funded-tips-for-a-new-era-of-placemaking-philanthropy>

Strategy Type:

Physical/design improvements

Timing:

Long-term (8-10+ years) Lead Responsible Party

Lead Responsible Party:

Planning & Economic Development Board

Supporting Responsible Parties

Cultural Council

Department of Public Works

Economic Development Committee

Medway Business Council

Select Board/Town Manager's Office

Funding Cost: \$\$\$ (\$250k-\$1M)

Funding Source:

Massachusetts Downtown Initiative

Local or state Cultural Council grants

Shared Streets and Spaces program

GOAL

1

CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109

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

1B STRATEGY:

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

Related Goals:

- Promote commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.
- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.

Strategy Narrative:

The Urban Center Housing Tax Increment Financing Program is a statewide initiative through DHCD's Division of Community Services to promote mixed-use residential and commercial development within municipal commercial centers. Adopting UCH-TIF zoning provides annual real estate exemptions for up to 20 years on some or all the increased value (the "Increment") of improved real estate. All Massachusetts municipalities with designated commercial centers and a need for multi-unit housing

are eligible to apply. Incentivizing private housing and commercial development along Route 109 would allow Medway to attract diverse businesses and residents. The Agreement also specifies the affordable housing to be created and includes an affordable housing restriction which ensures that 25% of the housing assisted by the exemption will be affordable for 40 years or the useful life of the housing, whichever is longer. MA Department of Housing and Community Development (DHCD) website: <https://www.mass.gov/service-details/urban-center-housing-tax-increment-financing-uch-tif>

To participate in the program, a city or town must adopt a detailed urban center housing tax increment financing plan ("UCH-TIF Plan") for a designated area with high business or commercial use (the "UCH-TIF Zone"). The UCH-TIF Plan must include:

- Development plans for proposed public and private projects in the UCH-TIF Zone
- Executed agreements with the property owners who will be doing new development and who will

be receiving tax increment exemptions ("UCH-TIF Agreements")

Strategy Type: Regulatory/Policy changes

Timing: Near-term (0-3 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Assessors

Community and Economic Development

Economic Development Committee

Finance Committee

Town Counsel

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source: Town budget

GOAL

1

CATALYZE REDEVELOPMENT OF KEY PROPERTIES ON ROUTE 109

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

1C STRATEGY:

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

Related Goals:

- Promote commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.
- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.

Strategy Narrative:

This designation would give the Town the ability to develop an Urban Renewal Plan to bring new life into the Route 109 corridor. When designated as an Urban Renewal Area, municipal Redevelopment Authorities gain access to technical assistance in preparing and implementing Urban Renewal Plans from DHCD. Revitalizing this underused area will attract new residents and businesses to Medway. This strategy would allow the Redevelopment Authority to acquire key redevelopment sites through negotiation or by

eminent domain to create an "environment needed to promote sound growth and attract and support private investment in designated urban renewal areas." An inventory and study would need to be conducted to determine if the area would meet the eligibility requirements as an Urban Renewal Area.

To qualify as an Urban Renewal Area, the municipality and the state must approve an Urban Renewal Plan. The Urban Renewal Plan must show that (a) the project area would not be by private enterprise alone and without either government subsidy or the exercise of governmental powers be made available for urban renewal; (b) the proposed land uses and building requirements in the project area will afford maximum opportunity to privately financed urban renewal consistent with the sound needs of the locality as a whole; (c) the financial plan is sound; (d) the project area is a decadent, substandard or blighted open area; (e) that the urban renewal plan is sufficiently complete.

- State webpage re: Urban Renewal <https://www.mass.gov/service-details/urban-renewal-ur>

- MGL c.121B s.45 <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXVII/Chapter121B/Section45>
- Urban Renewal Implementation Regs <https://www.mass.gov/files/documents/2018/05/23/760cmr12.pdf>

Strategy Type: Regulatory/Policy changes

Timing: Long-term (8-10 years)

Lead Responsible Party: Select Board/Town Manager's Office

Supporting Responsible Parties

Community and Economic Development staff (CED)

Planning and Economic Development Board (PEDB)

Redevelopment Authority

Town Counsel

Funding Cost: \$ (less than \$50k)

Funding Source: Town budget

GOAL 2: PROMOTE NEW DEVELOPMENT IN THE OAK GROVE AREA TO REALIZE THE VISION OF THE 2017 OAK GROVE URBAN RENEWAL PLAN WITH A DIVERSE MIX OF USES, INCLUDING BUSINESS, INDUSTRY, OPEN SPACE, AND HOUSING AND GENERATE SUSTAINABLE EMPLOYMENT OPPORTUNITIES, PROVIDE OPPORTUNITIES FOR ECONOMIC DEVELOPMENT, AND DELIVER A NET INCREASE TO THE LOCAL TAX BASE.



GOAL 2

PROMOTE NEW DEVELOPMENT IN THE OAK GROVE AREA to realize the vision of the 2017 Oak Grove Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.

2A STRATEGY:

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

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Protect drinking water quality, expand wastewater treatment capacity, and implement MS4 stormwater permit recommendations.
- Improve walking and biking safety, accessibility, and connections on arterial and connector streets throughout Medway for all ages and abilities by creating a connected network of sidewalks and bike lanes where suitable, as well as off-road trails or pathways providing people with safe and efficient access to schools, parks, commercial areas, and other key destinations.

Strategy Narrative:

The Oak Grove Urban Renewal Plan (page 69) estimates the Town will require \$4.5M to implement the Urban Renewal Plan. There are a variety of funding sources including federal, state, and local funding to spur private investments to implement the plan. Page 70 of the plan lists 18 potential funding sources including MassWorks Infrastructure Funding, Transportation Enhancement Program, Chapter 90

Funding, MassDEP and Brownfields Funds, The New Markets Tax Credits Program, District Improvement Financing, among others.

The Oak Grove Urban Renewal Plan was approved in March 2017, with Phase I being activities set to be achieved in the short-term (0-5 years) and Phase II being activities set to be achieved in the medium-term (6-10 years). These include acquiring and assembling parcels for development of a new restaurant and hotel, apartments, and townhouses, a retail or childcare facility, commercial retail and office space, and industrial use. Bringing these sectors to Medway would introduce employment opportunities and new services for residents as well as increase the local tax base. Transportation safety improvements including a new bus stop and new traffic signal and wider left turn lanes at Trotter Drive/Milford Street will minimize the effects of increased traffic in the area.

- Oak Grove Urban Renewal Plan: https://www.townofmedway.org/sites/g/files/vyhlif866/f/uploads/2017_06_12_medway_urp_final.pdf

Strategy Type:

Physical/design improvements

Timing:

Long-term (8-10+ years)

Lead Responsible Party :

Select Board/Town Manager

Supporting Responsible Parties

Community and Economic Development

Redevelopment Authority

Town Counsel

Funding Cost: \$\$\$\$ (\$1M+)

Funding Sources: See Oak Grove Urban Renewal Plan (2017, pg. 70)

GOAL 2

PROMOTE NEW DEVELOPMENT IN THE OAK GROVE AREA to realize the vision of the 2017 Oak Grove Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.

2B STRATEGY:

Create marketing materials highlighting opportunities in the Oak Grove area for future development. Include Medway's favorable tax rates, access to transportation corridors, streamlined development and permitting process, and more.

Related Goals:

- Promote commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.
- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.

Strategy Narrative:

The Oak Grove Urban Renewal Area (URA) is located near the western boundary of Medway and is comprised of approximately 82.2 acres. The northern section of the URA consists of a multi-parcel segment known as the "Bottle Cap Lots." As a gateway to Medway, the community envisions this area as having a strong identity and image with a diverse mix of uses, including the potential for housing, business, industry, and open space, to generate sustainable commercial and industrial employment opportunities, provide business opportunities for economic development, and deliver a net increase to Medway's tax base. Using its financial and political resources, Medway can help market the development opportunities at Oak Grove to new businesses. The Town can work with local and

regional business groups to attract new businesses that meet local needs. While not a common function of Town government, some towns have helped to actively market private development opportunities that could further the Town's community vision and help to spur economic growth. The Town of Norton is one example. The Town has developed a property search tool to help identify local commercial listings. The site also provides advice and guidance as well as links to other resources.

- Norton, MA's portal for commercial properties: <https://nortonmaus.ecdev.org/available-properties>

Strategy Type:

Program/service provision

Timing:

Mid term (4-7 years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Medway Business Council
Redevelopment Authority

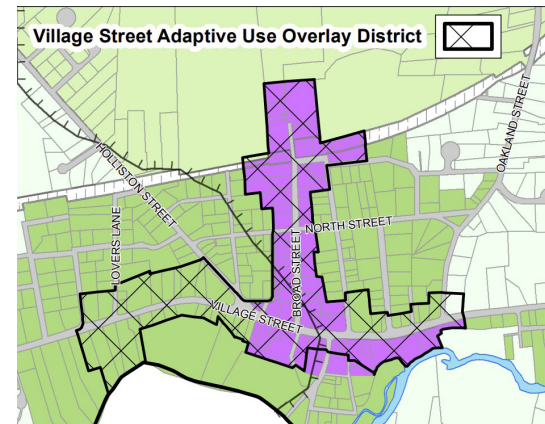
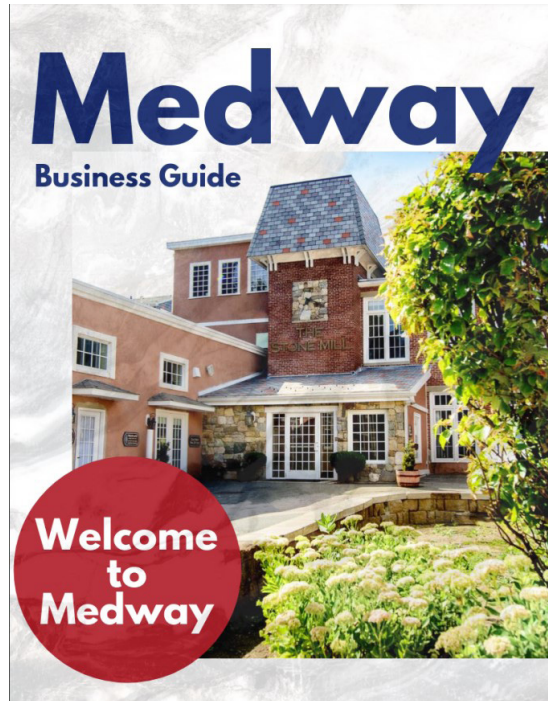
Funding Cost:

\$ (less than \$50k)

Funding Source:

Business sponsors
Chamber of Commerce
Economic development grants

GOAL 3: PROMOTE COMMERCIAL AND INDUSTRIAL DEVELOPMENT EXPANSION INCLUDING MEDIUM-SIZED BUSINESSES TO HELP MINIMIZE RESIDENTIAL TAX INCREASES AND INCREASE LOCAL EMPLOYMENT OPPORTUNITIES.



GOAL 3

PROMOTE COMMERCIAL AND INDUSTRIAL DEVELOPMENT expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

3A STRATEGY:

Consider offering Economic Development Incentive Program (EDIP) Tax Increment Financing (TIF) to encourage redevelopment in key priority development areas for economic growth, such as the Business Industrial, East Industrial, and West Industrial districts.

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

Strategy Narrative:

Offering EDIP TIF within Medway will incentivize existing businesses to remain in Town as well as attract new commercial enterprises. This program offers state and/or local tax incentives in exchange for job creation, private investment, and generation of substantial sales outside of Massachusetts and could be explored to stimulate the Medway economy. The TIF provides a property tax exemption for each landowner of between zero and one hundred percent of the taxes attributable to the increment in new value resulting from the proposed new development. Using TIF agreements would allow the Town to enter into agreements negotiated with businesses as a host community to promote increased business development and expansion in Economic Target Areas of the Commonwealth per MGL c.40 & 59. Medway is part of the I-495/95 South Regional Technology Center Economic Target Area.

The EDIP is the largest job generating program in the Commonwealth. TIF Agreements are negotiated

agreements between businesses and the host municipality. The percentage exemption applies to the incremental increase of assessed value of the parcel. TIF agreements can be structured so both parties achieve their desired outcomes such as bringing new jobs to the area, hiring local employees, or growing the tax base of the Town.

- Massachusetts Economic Target Areas: <https://www.mass.gov/doc/alphabetical-listing-of-eta-municipalities/download>
- Norwood TIF program: http://www.norwoodma.gov/government/committees_boards/economic_development_committee/tax_increment_financing.php
- Economic Assistance Coordinating Council – Economic Development Incentive Program Guidelines: <https://marlboroughdc.com/wp-content/uploads/2021/05/Massachusetts-Economic-Development-Incentive-Program-2013-1.pdf>

Strategy Type:

Regulatory/Policy changes
Program/service provision

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Assessor
Community and Economic Development
Economic Development Committee
Finance Committee
Town Counsel

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Economic Development Incentive Program

GOAL 3

PROMOTE COMMERCIAL AND INDUSTRIAL DEVELOPMENT expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

3B STRATEGY:

Encourage smaller-scale redevelopment at “Village” Centers around Medway (e.g., Village Commercial Zoning Districts).

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

Strategy Narrative:

Two areas of Medway are currently zoned as Village Commercial Zoning Districts. The VC districts allow retail, restaurants, and single-family houses, banks, offices, and services, among other uses. These areas have multiple retail and non-residential uses. Village commercial districts allow for a wide array of commercial uses while still restricting development to maintain a small-town atmosphere. Updating the allowed uses in these areas will allow for new uses of the existing land and bring new job opportunities to the Town.

Strategy Type:

Regulatory/Policy changes

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Planning and Economic Development Board

Supporting Responsible Parties:

Community and Economic Development
Historic Commission

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

GOAL 3

PROMOTE COMMERCIAL AND INDUSTRIAL DEVELOPMENT expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.

3C STRATEGY:

Analyze parcels of land in and around two industrially zoned areas in Medway (East Business Park and West Business Park) to determine if additional land could be rezoned for industrial use and if there are opportunities to modernize industrial zoning to attract more commercial development.

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

Strategy Narrative:

About 3.4 percent of Medway's land area is occupied by industrial uses, yet industrial uses make up almost 13 percent of Medway's total assessed values. Part of the Boston metropolitan region, Medway sits almost perfectly between Boston, Worcester, and Providence. Despite its advantageous location, Medway is a net exporter of labor, with a difference of more than 3,000 jobs between its resident workers and in-town jobs. The disparity between number of workers and number of jobs in Medway creates an opportunity for the Town to try and capture more employment locally, thereby providing additional employment options and potentially reducing congestion from commuters on Medway's roads.

The fact that there are relatively few jobs in town creates a heavy reliance on the residential tax base, which can burden residents in the long term while

making the Town's budget vulnerable to downturns in the wider housing market. Exploring if additional land could be rezoned for industrial use near the East Industrial zoning district, or along West Street, and studying zoning provisions of existing industrial zones to identify improvements to promote feasibility of uses that respond to the market. Tap into support and resources from the 495/MetroWest Creative Economy Network, a regional effort to accelerate the economic growth of the area's creative industries. MassDevelopment and the Metropolitan Area Planning Council provide technical assistance grants around real estate and economic development questions like these. Alternatively, the Town could fund an economic development consultant.

- 495/MetroWest Collaborative Creative Economy Network: <https://www.495partnership.org/495-mw-creative-economy-network>

Strategy Type:

Regulatory/Policy changes

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Planning and Economic Development Board

Supporting Responsible Party:

Community and Economic Development

Funding Cost:

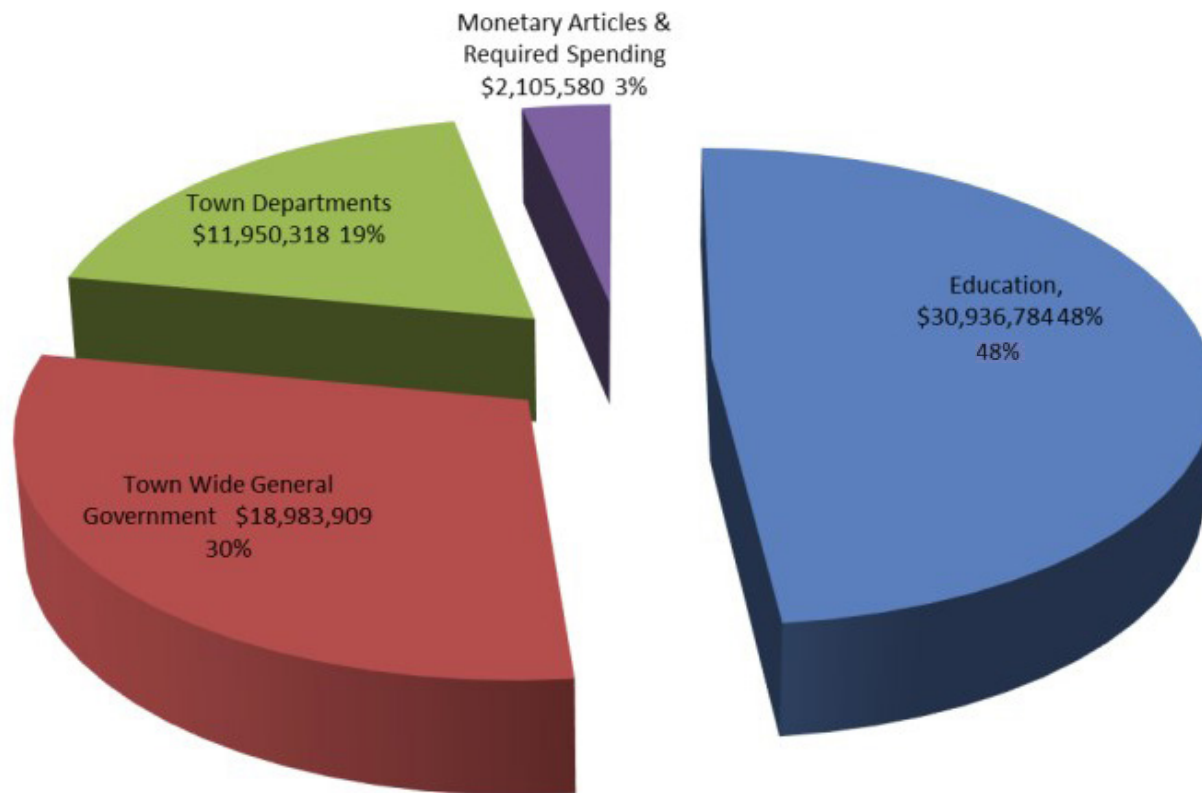
\$ (less than 50K)

Funding Source:

MassDevelopment Real Estate Services
Metropolitan Area Planning Council
Or Town budget

GOAL 4: CONTINUE TO KEEP TOWN FINANCES ON SOLID FOOTING AND MAINTAIN TOWN'S FAVORABLE AAA BOND RATING

FY23 General Fund Expenditures Total Budget = \$63,976,591



GOAL 4

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

4A STRATEGY:

Municipal leadership will continue to formally monitor financial and economic conditions impacting the Town.

Related Goals:

Maintaining the Town's good financial standing benefits all the goals of the Master Plan.

Timing:

Ongoing

Strategy Narrative:

Monitoring actual performance against the original budget can reveal problems early and give policymakers and managers time to take corrective action to avoid potential deficits. The most effective budget process follows a formal calendar that begins in the fall of each year with revenue and expenditure projections, also known as a financial forecast. Best practices of municipal financial planning include joint meetings of Town leadership, distribution of budget guidelines to department managers, and deadlines for appropriation requests. It is a best practice to closely monitor the budget adopted by Town Meeting throughout the year to verify that expenditures are consistent with Town Meeting votes, line items are not overspent, and receipts are tracking in line with expected results.

Lead Responsible Party:

Select Board/Town Manager

Supporting Responsible Parties:

Finance Committee

Finance Director

Town Treasurer

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town budget

Strategy Type:

Capacity Building

GOAL 4

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

4B STRATEGY:

Municipal leadership maintains a long-range financial forecast regarding debt affordability, liabilities such as pensions, OPEB (Other Post-Employment Benefits), economic development strategies, reserve policies, and asset management strategies.

Related Goals:

Maintaining the Town's good financial standing benefits all the goals of the Master Plan.

Timing:

Ongoing

Strategy Narrative:

A forecast of projected revenues and expenditures is a useful management and policymaking tool that enables a municipality to evaluate the impact of various government decisions over time. Since policy decisions often affect financial conditions for years to come, it is beneficial to analyze their associated fiscal impacts over a multiyear period. For example, what is the impact of a multiyear collective bargaining agreement? What is the impact of financing a new public safety building, Town hall, or community center? How will its debt service affect the tax rate? Financial forecasting provides an effective approach to evaluating these and other policy choices under consideration by a municipality.

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Finance Committee

Finance Director

Human Resources

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town Budget

Strategy Type:

Regulatory/Policy changes

GOAL 4

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

4C STRATEGY:

Municipal leadership maintains a Capital Improvement Plan (CIP) to maintain community assets with optimal service, preserve and improve existing infrastructure, and invest in future needs.

Related Goals:

Maintaining the Town's good financial standing benefits all the goals of the Master Plan.

Strategy Narrative:

The Massachusetts Department of Revenue defines a capital improvement plan as a blueprint for planning a community's capital expenditure; developing a CIP allows a municipality to organize multiple years of capital funding rather than view annual expenses in isolation.

Strategy Type:

Regulatory/Policy changes

Timing:

Ongoing

Lead Responsible Party:

Capital Improvement Planning Committee

Supporting Responsible Parties:

Department of Public Works

Finance Committee

Finance Director

Select Board/Town Manager's Office

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town budget

GOAL 4

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

4D STRATEGY:

Medway successfully meets spending parameters and target balances. For example, debt service as a percentage of the operating budget target is 5% to 8% and the unassigned fund balance as a percentage of the total Town Meeting budget target is 10% - 16%.

Related Goals:

Maintaining the Town's good financial standing benefits all the goals of the Master Plan.

Lead Responsible Party:

Select Board/Town Manager

Supporting Responsible Parties:

Finance Committee

Finance Director

Town Treasurer/Collector

Strategy Narrative:

Debt management is essential to the overall financial planning of any municipality. Borrowing allows the Town to finance projects that the Town could not support from current operating budgets and spreads the cost to citizens who will benefit in the future from the capital investment. Capping the percentage of debt service preserves the Town's high bond rating. Maintaining minimum unassigned fund balances at a level sufficient assures that the Town can withstand unanticipated financial shocks without endangering payments to bondholders or critical Town functions.

Strategy Type:

Regulatory/Policy

Timing:

On-going

GOAL 5: ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.



GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5A STRATEGY:

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

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

Strategy Narrative:

Medway retains some active local farms that are highly valued by community members. Medway is already a Right-to-Farm community. This strategy suggests taking this a step further to support local farms and farming activities by promoting agri-business opportunities to provide additional revenue streams to help local farmers sustain profitable businesses. Medway could seek new initiatives and collaborations to preserve its agricultural sector and rich farming history. The Town could investigate opportunities to connect local farms with the business community and Medway community at large so they may build mutually beneficial collaborations. Farm-to-table initiatives, sometimes called Farm-to-Fork, connect local farmers with existing food service businesses such as restaurants, bakeries, and cafeterias to provide fresh, local food to business and

consistent customers to farms. Food service providers can attract more customers with the appeal of local food and can often charge more for it as well. Farms gain name recognition and steady income supporting their financial stability. Working to develop creative solutions to reinvigorate the agricultural section will not only strengthen relationships with local farms but offer new resources to other existing businesses as well. Connecting existing agri-entrepreneurs with other commercial sectors creates opportunities for all businesses to flourish.

- Kahan, David "Entrepreneurship in Farming", 2012: <https://www.fao.org/3/i3231e/i3231e.pdf>
- Case studies: Executive Office of Energy and Environmental Affairs Agricultural Preservation case studies

Strategy Type:

Regulatory/Policy changes
Program/service provision

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Agricultural Committee
Planning and Economic Development Board

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Massachusetts Buy Local Grant Program Farm Viability Enhancement Program

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5B STRATEGY:

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

Related Goals:

- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

Farmer's Markets provide countless benefits to communities including stimulating the local agricultural economy, increasing access to fresh food, educating consumers, and building a more personalized producer-consumer relationship. Medway's Farmer's Market could seek new ways to build access for more local businesses, farms, and entrepreneurs to participate. For example,

increasing the number of vendors, providing live entertainment, kids activities, or studying or reviewing other successful farmer's markets to explore strategies (ideal day of the week, time of day).

- Case study: Canton's Farmer's Market.
<https://www.cantonfarmersmarket.org/>

Strategy Type:

Program/service provision

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Agricultural Committee

Supporting Responsible Party:

Economic Development Committee

Funding Cost:

\$ (less than \$50k)

Funding Source:

Business sponsors, Farmer's Market Promotion Program (FMPP), Farmer's Market and Local Food Promotion Program (FMLFPP), Farmers Market Coalition, Mass Farmers Markets

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5C STRATEGY:

Create a place in the Town Center for shared community gathering place and incubator for pop up businesses. This could be a large shed as a “storefront” on town-owned land, or in a private-public partnership with a vacant storefront or lot, where businesses can test-drive their market and residents can come together, like Ashland’s “Corner Spot”.

Related Goals: Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Incubator spaces allow small businesses to undergo a trial run of managing a brick-and-mortar storefront in Medway. Residents running online businesses, existing Medway businesses curious about expansion opportunities, and local small businesses interested in trying to appeal to the Medway client-base are just some of the groups that would benefit from an incubator space. By combining the incubator with a community gathering place, residents will be able to enjoy a new shared space and businesses will benefit from the foot traffic.

Case Study: North Shore Community Development Small Business Pop Up Shop; The Corner Spot, Ashland MA

Strategy Type:

Physical/design improvements
Program/service provision
Capacity Building

Timing:

Long-term (8-10+ years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Economic Development Committee
Medway Business Council
Planning and Economic Development Board
Select Board/Town Manager

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Business Sponsors, MassDevelopment, Patronicity

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5D STRATEGY:

Allow for and encourage shared co-working spaces and home-based businesses through programmatic or zoning methods.

Related Goals: Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Co-working spaces are intentional places designed like offices but are open to people from different companies. Small businesses and startups can thrive in these collaborative settings with reduced operating costs and greater flexibility. Allowing co-working spaces would incentivize more freelancers, entrepreneurs, start-ups, and creatives to relocate to Medway. Additionally, co-working spaces offer refuge for work-from-home employees that lack space or privacy. Home-based businesses, or businesses operated out of one's home, are often restricted yet offer useful services to communities such as pet and childcare, tutoring services, and event

planning. Most small businesses start as home-based businesses and many artists work out of home studios. Co-working spaces and home-based businesses are unique business models that challenge the traditional workplace setting. Developing programs and changing zoning to encourage co-working spaces and home-based businesses would enable Medway to welcome diverse enterprises and/or introduce additional local services.

Strategy Type:

Regulatory/Policy changes
Program/service provision

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Planning and Economic Development Board

Supporting Responsible Parties:

Community and Economic Development
Economic Development Committee
Medway Business Council

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5E STRATEGY:

Consolidate information on business resources, technical assistance, and networking and engagement events in one location on the Town's website.

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

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Community and Economic Development

Strategy Narrative:

Medway could streamline ease of access to information regarding businesses by consolidating everything to one central location on the Town's website. This would allow businesses to interact more positively with the Town as well as increase utilization of municipal and other local services.

- Case study: Ashland's Economic Development website: <https://www.ashlandmass.com/225/Economic-Development>

Supporting Responsible Parties:

Communications
Economic Development Committee
Information Services Department
Medway Business Council

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

Strategy Type:

Program/service provision

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5F STRATEGY:

Work with the Medway Business Council to host and promote more peer-to-peer collaboration, mentoring, and networking events for the Medway business community.

Related Goals: Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

The Medway Business Council is a non-profit organization that provides opportunities for local business owners to connect and network. MBC operates on a model that understands the exchange of ideas and practices enables businesses to improve. The Town could seek to collaborate with the Business Council to offer more wider-scale opportunities for mentorship and networking to the business community.

Strategy Type:

Program/service provision

Timing:

Long-term (8-10+ years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Medway Business Council
Economic Development Committee

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town budget
Business sponsorships

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5G STRATEGY:

Clearly communicate to the business community who the point of contact is in Medway for helping new and existing businesses with any town-related processes.

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

Supporting Responsible Parties:

Building Department
Communications Department

Strategy Narrative:

Identifying and communicating a single point of contact in Medway for new and existing businesses will streamline municipal-business procedures as well as encourage stronger relationships between business owners and the Town.

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

Strategy Type:

Regulatory/Policy changes
Program/service provision

Timing:

Near-term (0-3 years)
Lead Responsible Party
Community and Economic Development

GOAL 5

ACTIVELY LEVERAGE FINANCIAL, TECHNICAL, AND PROMOTIONAL SUPPORT FOR THE CONTINUED SUCCESS OF EXISTING AND NEW LOCAL BUSINESSES THROUGHOUT MEDWAY.

5H STRATEGY:

Consider working with the Medway Business Council to create or support a job posting board for local businesses.

Related Goals: None

Strategy Narrative:

The Medway Business Council to promote the interests of local businesses. Collaborating with either or both entities to develop a job posting board would allow the Town to maintain a strong relationship with local businesses and assist with employment efforts. Small businesses often compete with larger corporations for local talent and lack the resources to engage in large-scale recruitment practices. This board would prioritize connecting residents with local employment opportunities rather than outsourcing their labor to large nearby cities. A centralized location for job posting would also streamline the hiring process and subsequently reduce the time from when a position opens to when it is filled.

Strategy Type:

Program/service provision

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Economic Development Committee

Medway Business Council

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

GOAL 6: FOSTER ACCESSIBLE AND AFFORDABLE HOUSING

OPTIONS, INCLUDING AFFORDABLE HOMES AND OPTIONS FOR MIDDLE-INCOME HOUSEHOLDS, IN STRATEGIC LOCATIONS THAT ENABLE RESIDENTS TO THRIVE IN THE COMMUNITY AND SUPPORT THE NEEDS OF AN AGING POPULATION, YOUNG FAMILIES, YOUNG ADULTS, SPECIAL NEEDS, AND A SOCIOECONOMICALLY DIVERSE POPULATION.



GOAL 6

FOSTER ACCESSIBLE AND AFFORDABLE HOUSING OPTIONS, INCLUDING AFFORDABLE HOMES AND OPTIONS FOR MIDDLE-INCOME HOUSEHOLDS, IN STRATEGIC LOCATIONS THAT ENABLE RESIDENTS TO THRIVE IN THE COMMUNITY AND SUPPORT THE NEEDS OF AN AGING POPULATION, YOUNG FAMILIES, YOUNG ADULTS, SPECIAL NEEDS, AND A SOCIOECONOMICALLY DIVERSE POPULATION.

6A STRATEGY:

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

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

Strategy Narrative:

Many older neighborhoods predate zoning regulations. When the zoning regulations were adopted (1951), they did not always reflect the existing development patterns. This is the case of many Medway neighborhoods. Right-sized zoning that reflect existing and historical development patterns can help preserve neighborhoods and allow for compatible infill development.

Lead Responsible Party:

Planning and Economic Development Board

Supporting Responsible Party:

Community and Economic Development

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

Strategy Type:

Regulatory/Policy changes

Timing:

Near-term (0-3 years)

GOAL 6

FOSTER ACCESSIBLE AND AFFORDABLE HOUSING OPTIONS, INCLUDING AFFORDABLE HOMES AND OPTIONS FOR MIDDLE-INCOME HOUSEHOLDS, IN STRATEGIC LOCATIONS THAT ENABLE RESIDENTS TO THRIVE IN THE COMMUNITY AND SUPPORT THE NEEDS OF AN AGING POPULATION, YOUNG FAMILIES, YOUNG ADULTS, SPECIAL NEEDS, AND A SOCIOECONOMICALLY DIVERSE POPULATION.

6B STRATEGY:

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

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

Strategy Narrative:

Medway's 2016 Housing Production Plan included proactively promoting the use of infill, accessory apartment, and multifamily conversions of existing properties as an implementation action for achieving its third goal of identifying viable locations and optimizing opportunities for their development. Revising zoning provisions to allow for such housing options would streamline the success of this implementation and promote diverse housing stock and new, naturally occurring affordable housing options in Medway.

- **Accessory Apartments:** Medway's current zoning provisions allow Accessory Family Dwelling Units (AFDU) restricted to the owner, owner's family, or a caregiver for an elderly person, individuals with a disability, or other special needs. This presents a barrier to creating smaller housing options, which can help provide a flexible housing option to meet

the needs of older adults and young families alike.

- **Infill Bylaw:** Per the consultant's analysis, as of 2021, there are 11 vacant parcels that would meet the current Infill Bylaw requirements and do not appear to have significant environmental constraints. The Infill Bylaw has not been used to create any affordable homes in the 12 years since its adoption. To promote creation of neighborhood-scale affordable homes, which could help meet a need for more affordable home options, the Town could reconsider the provisions of the Infill Bylaw including expanding eligibility to all residential districts, allow a by-right path for single-family construction to create start-homes, and expand allowed housing types to include duplexes by special permit.
- **Multi-family overlay:** The existing provisions could benefit from further revision to refine the requirement for different development and redevelopment scenarios including adjusting the density requirements for different housing types such as duplexes, townhouses (attached single-family houses), and reuse scenarios.
- **Affordable Housing Provisions:** The Town

could consider revising the Affordable Housing provisions to encourage more deeply affordable units to address local housing needs including units for households at or below 30 percent AMI and between 30 and 50 percent AMI.

Strategy Type: Regulatory/Policy changes

Timing: Mid-term (4-7 years)

Lead Responsible Party: Planning and Economic Development Board

Supporting Responsible Parties: Community and Economic Development

Funding Cost: \$ (less than \$50k)

Funding Source: Metropolitan Area Planning Council; MassHousing Partnership

GOAL 6

FOSTER ACCESSIBLE AND AFFORDABLE HOUSING OPTIONS, INCLUDING AFFORDABLE HOMES AND OPTIONS FOR MIDDLE-INCOME HOUSEHOLDS, IN STRATEGIC LOCATIONS THAT ENABLE RESIDENTS TO THRIVE IN THE COMMUNITY AND SUPPORT THE NEEDS OF AN AGING POPULATION, YOUNG FAMILIES, YOUNG ADULTS, SPECIAL NEEDS, AND A SOCIOECONOMICALLY DIVERSE POPULATION.

6C STRATEGY:

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

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

Strategy Narrative:

The Medway Housing Authority (MHA) provides a public, affordable housing option for eligible residents. MHA's two oldest properties, Lovering Heights (built in 1972) and Kenney Drive (built in 1965) provide safe, decent, and accessible housing for low-income seniors and individuals with disabilities. The Lovering Heights property has 60 units of affordable elderly and disabled housing, and the Kenney Drive property has 34 units. These properties are both in great need for modernization including accessible units. In addition, redevelopment could provide an opportunity for additional affordable units, particularly at the Kenney Drive property. These properties provide a vital resource to Medway residents. Medway could take advantage of federal and state funding opportunities to provide quality public housing.

Strategy Type:

Physical/design improvements

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Housing Authority

Supporting Responsible Parties:

Council on Aging

Finance Committee

Planning and Economic Development Board

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Community Development Block Grant

Community Preservation Act funds

GOAL 6

FOSTER ACCESSIBLE AND AFFORDABLE HOUSING OPTIONS, INCLUDING AFFORDABLE HOMES AND OPTIONS FOR MIDDLE-INCOME HOUSEHOLDS, IN STRATEGIC LOCATIONS THAT ENABLE RESIDENTS TO THRIVE IN THE COMMUNITY AND SUPPORT THE NEEDS OF AN AGING POPULATION, YOUNG FAMILIES, YOUNG ADULTS, SPECIAL NEEDS, AND A SOCIOECONOMICALLY DIVERSE POPULATION.

6D STRATEGY:

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

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

Strategy Narrative:

It would benefit older adults if Medway diversified its housing stock including smaller homes, congregate housing for individuals with special needs including older adults, and other supportive housing through infill development. Infill development refers to development on underutilized lots that is consistent with existing neighborhood conditions and/or development patterns, using these lands to generate new types of housing without compromising Medway's look and feel. Smaller homes allow young adults or older adults with ties to the community to remain in Medway and provide opportunities to welcome new economically diverse residents as well. Congregate and supportive housing options combine services and housing for people with disabilities and older adults. Congregate and supportive housing provide affordable and stable shared living

environments that allow for the continuation of independent living without the responsibilities of homeownership. Providing these options in Medway would allow residents to age in place and/or ensure residents are able to remain in their community long-term.

- Resource: MassHousing Partnership's Guidebook
Create, preserve, support: Using Community Preservation Act funds to foster local housing initiatives.

Strategy Type:

Physical/design improvements
Program/service provision

Timing:

Long-term (8-10+ years)

Lead Responsible Party:

Affordable Housing Trust

Supportive Responsible Parties:

Community and Economic Development
Housing Authority
Planning and Economic Development Board

Funding Cost:

\$\$\$\$ (\$1M+)

Funding Source:

Community Preservation Act funds
Community Development Block Grant funds
Town funds, property

GOAL 7: CONSIDER THE NEEDS OF ALL RESIDENTS WHEN PLANNING FUTURE TRANSPORTATION IMPROVEMENTS

WITH LAND USE PLANNING AND REGULATORY CHANGES THAT ENCOURAGE FOCUSED RESIDENTIAL OR COMMERCIAL GROWTH.



GOAL 7

CONSIDER THE NEEDS OF ALL RESIDENTS WHEN PLANNING FUTURE TRANSPORTATION IMPROVEMENTS WITH LAND USE PLANNING AND REGULATORY CHANGES THAT ENCOURAGE FOCUSED RESIDENTIAL OR COMMERCIAL GROWTH.

7A STRATEGY:

Consider adopting a Complete Street Policy to provide safe and accessible options for all travel modes – walking, biking, transit, and vehicles – for people of all ages and abilities (where feasible), which allows design solutions to be context sensitive and complement the community.

Related Goals:

- Improve walking and biking safety, accessibility, and connections on arterial and connector streets throughout Medway for all ages and abilities by creating a connected network of sidewalks and bike lanes where suitable, as well as off-road trails or pathways providing people with safe and efficient access to schools, parks, commercial areas, and other key destinations.
- Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use, including charging stations and bicycle storage.
- Invest in traffic calming with physical improvements to streets to slow automobile travel speeds and improvements to high crash areas to increase overall road safety.

Strategy Narrative:

Complete Streets Policies support mobility and accessibility for all people: including public transportation, pedestrians, bicyclists, and all other motorists. This planning approach is equity-focused,

specifically working to include those whose needs are traditionally not met by existing transportation, including people with disabilities, seniors, low-income populations, as well as racial minorities. Adopting a Complete Streets Policy would prompt the Town to develop a Prioritization Plan which would give Medway access to MassDOT technical assistance and construction funding and ensure accountability in developing equity-focused transportation improvements. Eligible projects include intersection redesigns, pedestrian crossing modifications, street reconfigurations and traffic calming, pedestrian and bike network connections, and environment and streetscape investments.

- MassDOT Complete Streets website: <https://www.mass.gov/complete-streets-funding-program>
- MassDOT Complete Streets Funding Program - Portal: <https://gis.massdot.state.ma.us/completestreets>

Strategy Type:

Regulatory/Policy changes

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Select Board/Town Manager

Supporting Responsible Parties:

Community and Economic Development
Department of Public Works

Funding Cost:

\$ (less than \$50k)

Funding Source:

n/a

GOAL 7

CONSIDER THE NEEDS OF ALL RESIDENTS WHEN PLANNING FUTURE TRANSPORTATION IMPROVEMENTS WITH LAND USE PLANNING AND REGULATORY CHANGES THAT ENCOURAGE FOCUSED RESIDENTIAL OR COMMERCIAL GROWTH.

7B STRATEGY:

Consider an on-demand shuttle system that connects village centers and emerging economic development areas on Route 109 and Oak Grove.

Related Goals:

- Promote new development in the Oak Grove Area to realize the vision of the 2017 Oak Grove Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.
- With the aging population in mind, prioritize the creation of age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

Strategy Narrative:

Micro transit opportunities such as an on-demand shuttle allow municipalities to offer transportation within certain service locations. A public alternative to transportation network companies like Uber and Lyft would allow Medway to reduce barriers to accessing economic development areas for residents and visitors. An on-demand shuttle would likely utilize an app or phone number for riders to request a ride. Micro transit options specifically increase mobility access for people with disabilities, low-income populations, and the aging population. They also help

mitigate traffic congestion and bring more foot traffic to economic hot spots, benefitting local businesses. This expansion of public transportation would also provide new employment opportunities for residents.

- Case Study: Salem Skipper

Strategy Type:

Program/service provision

Timing:

Long-term (8-10 years)

Lead Responsible Party:

Community and Economic Development

Supporting Responsible Parties:

Council on Aging

Select Board/Town Manager's Office

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Community Transit Grant

Community Connections Grant

GOAL 7

CONSIDER THE NEEDS OF ALL RESIDENTS WHEN PLANNING FUTURE TRANSPORTATION IMPROVEMENTS WITH LAND USE PLANNING AND REGULATORY CHANGES THAT ENCOURAGE FOCUSED RESIDENTIAL OR COMMERCIAL GROWTH.

7C STRATEGY:

Explore regional shuttle options for Medway commuters who use the MBTA commuter rail facilities and the public who would benefit from expanded transit options. For example, through the Greater Attleboro and Taunton Regional Transit Authority (GATRA).

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

Strategy Narrative:

The Greater Attleboro and Taunton Regional Transit Authority (GATRA) currently offers the Medway Shuttle whose route runs from the Medway Middle School to the Village Street Post Office to the Norfolk Commuter Rail Station, assisting commuters using the Franklin/Foxboro line into Boston's South Station. Medway could explore options to expand this service and offer more stops across town to introduce new transit options for accessing the MBTA commuter rail as well as traveling across town, particularly the Glen Brook and 39 Main Street apartment developments. Expanded transit options yield a multitude of benefits such as improving community health, cutting down the environmental impact of personal vehicles, reducing traffic congestion, increasing access to the local economy, and building community mobility.

The Medway Council on Aging (COA) worked directly with GATRA to provide transportation options for Medway residents. There are two portions to the transportation service the Senior Center offers, which are completed using two Handicapped Accessible vans provided by GATRA. One is the Dial-a-Ride Service for all seniors or disabled residents in Medway and the second is the Norfolk T Shuttle for all Medway residents. Prior to the pandemic, the Dial-a-Ride offered services Monday-Thursday and brought any seniors to medical appointments, activities at the Senior Center, hair appointments, banks, post office and the library. This service included shopping trips to Shaw's Supermarket and Roche Brothers on Mondays and Market Basket and Walmart on Wednesdays. This service was curb to curb, so the senior must be able to get on and off the van without assistance. From July 1, 2018, to June 30, 2019, the Senior Center had over 2,000 passengers use the Dial-a-Ride Services.

Strategy Type:

Program/service provision

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Council on Aging

Supportive Responsible Parties:

Community and Economic Development
Select Board/Town Manager



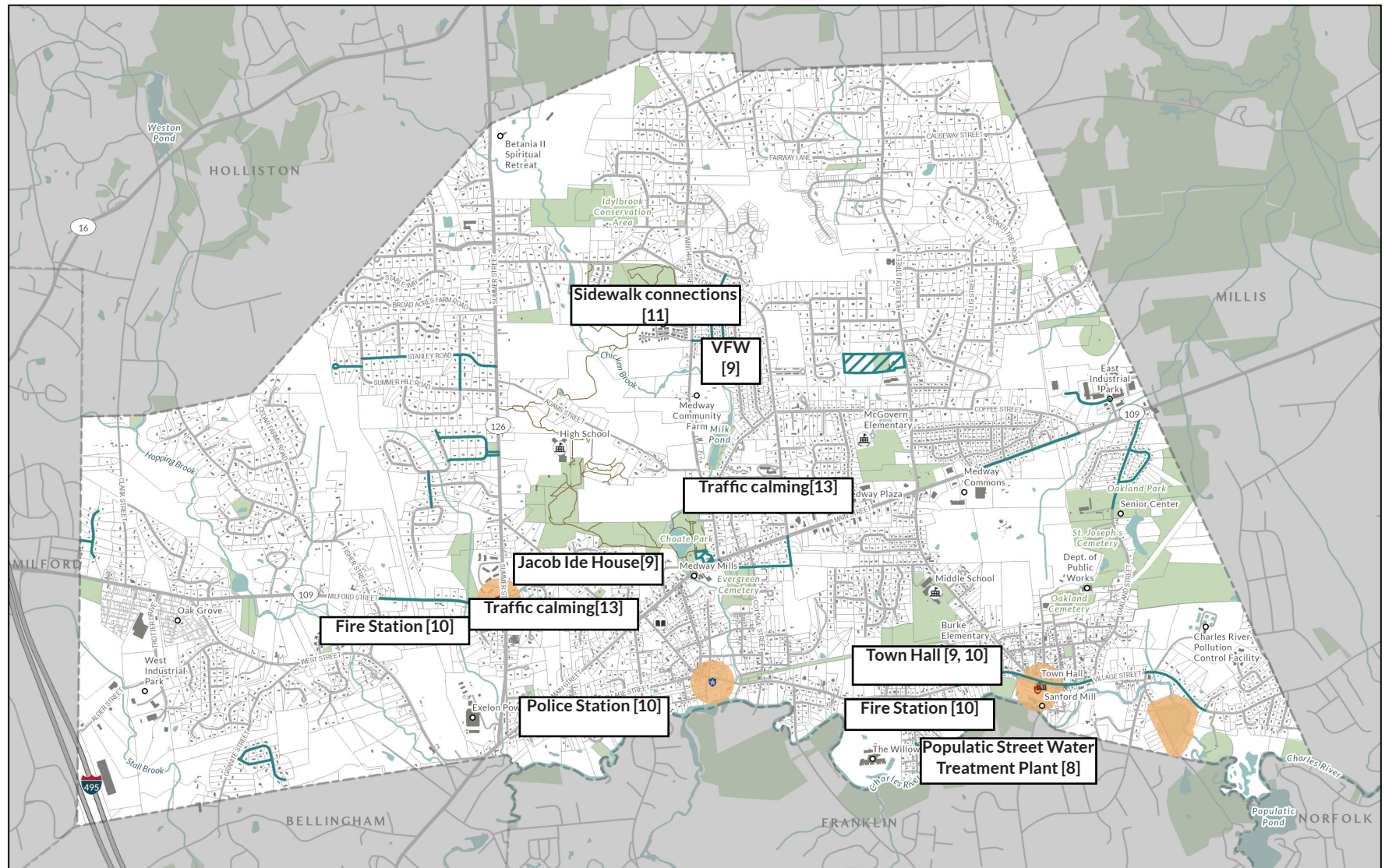
INFRASTRUCTURE TO SUPPORT GROWTH

CORE THEME

TOWN OF MEDWAY - INFRASTRUCTURE TO SUPPORT GROWTH

Prepared by JM Goldson LLC

J M GOLDSON



- | | | |
|----------------|-----------------|--------------------------------------|
| Town Hall | Parcels | Expansion of Existing Infrastructure |
| Fire station | Buildings | New Infrastructure |
| Police station | Water bodies | |
| School | Open space | |
| Library | Existing trails | |

0 0.25 0.5 Miles

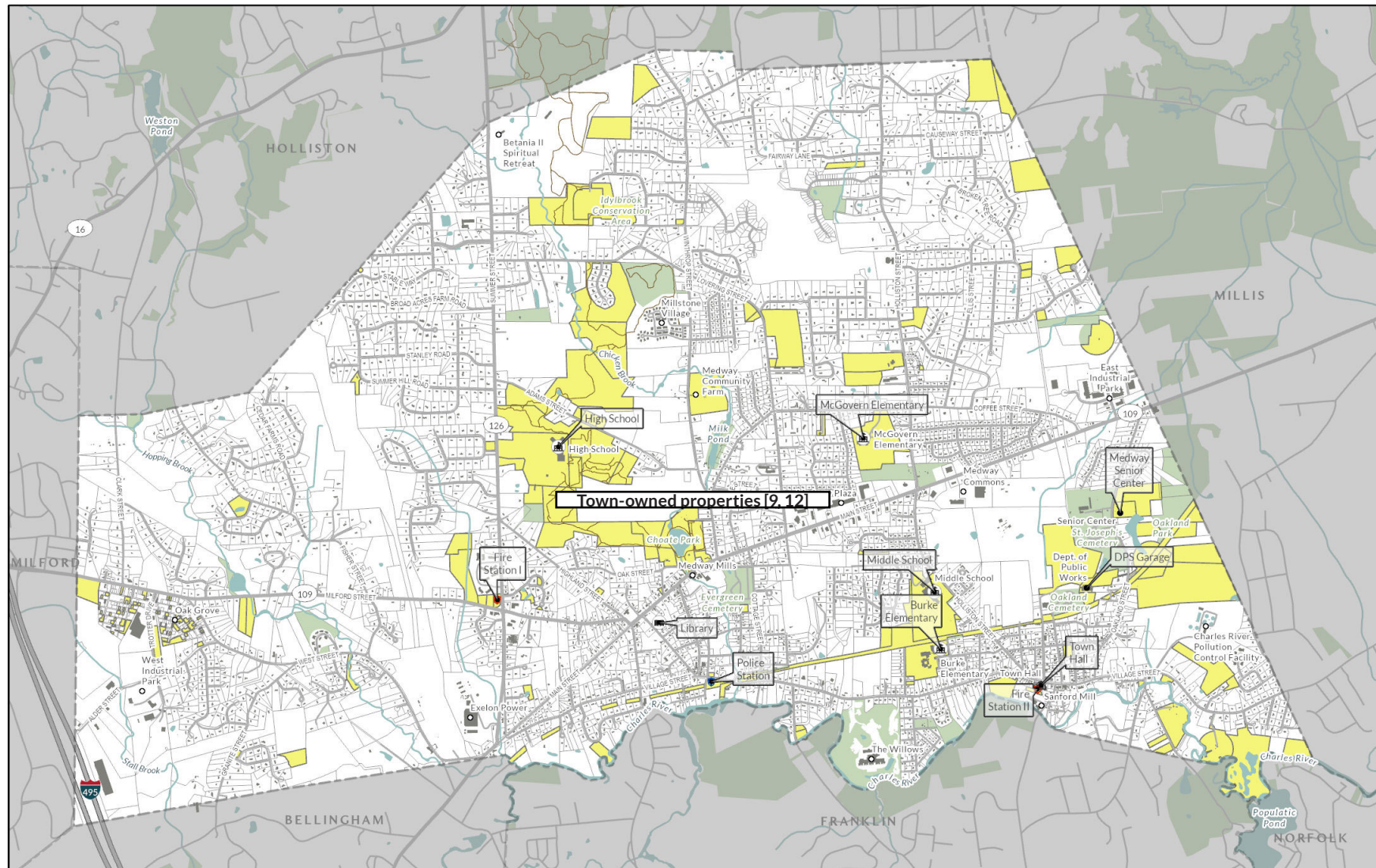
Sources: Town of Medway, MassGIS



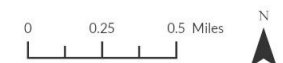
TOWN OF MEDWAY - MUNICIPAL BUILDINGS AND PROPERTIES

Prepared by JM Goldson LLC

J M GOLDSON

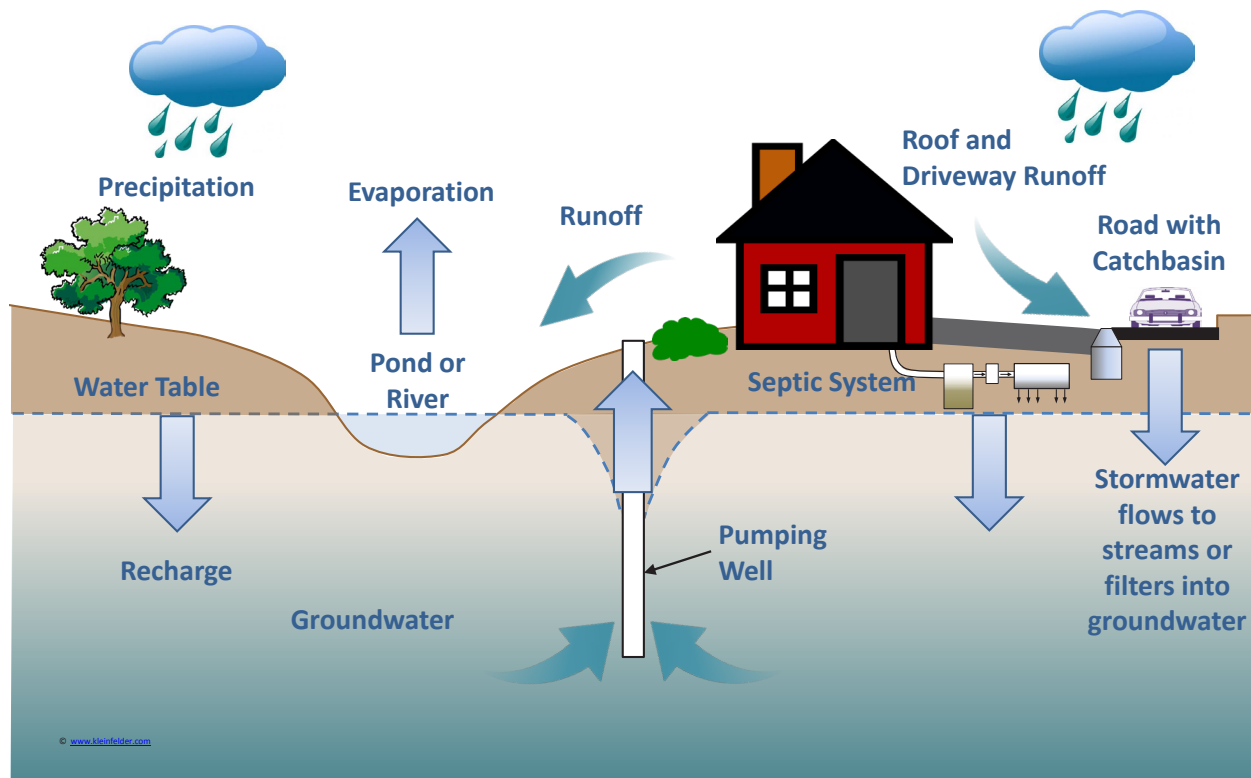


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|----------------|-----------------|-----------------------|
| Town Hall | Parcels | Municipal Buildings |
| Fire station | Buildings | Town-Owned Properties |
| Police station | Water bodies | |
| School | Open space | |
| Library | Existing trails | |



Sources: Town of Medway, MassGIS

GOAL 8: PROTECT DRINKING WATER QUALITY, EXPAND WASTEWATER TREATMENT CAPACITY, AND IMPLEMENT MS4 STORMWATER PERMIT RECOMMENDATIONS



GOAL 8

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

8A STRATEGY:

Construct the Populatic Street Water Treatment Plant to help ensure safe and adequate drinking water.

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

Strategy Narrative:

The growing population of Medway has resulted in a corresponding increase in demand for potable water. To ensure adequate supply of safe drinking water and to meet future demand, the Town has decided to design and construct a centralized water treatment plant on Populatic Street. The Populatic Street Water Treatment Plant will serve three of the Town's four well sites and will provide space for offices and equipment storage. The Town is in the process of seeking general contractors and subcontractors to construct a water treatment plant that includes a GreensandPlus pressure filtration system for iron and manganese removal, chemical feed systems, backwash recycling system, settled solids waste system, baffled clearwell, provisional space for future PFAS treatment equipment, and ancillary equipment and controls. The building also includes an operations

area containing offices, locker and toilet facilities and an attached garage. One of the notable challenges with the Town's current water supply is the reliability and redundancy due to the Oakland Street well having limited use because of water quality issues related to iron and manganese. While DPW can meet the daily water demand today, long term stability of the supply depends on reinstating the full capacity of the groundwater wells through additional treatment.

- Source: <https://www.wright-pierce.com/project/medway-ma-contractor-prqualification-populatic-water-treatment-plant/>

Strategy type:

Physical/design

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Department of Public Works

Supportive Responsible Parties:

Building Department
Conservation Commission

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget
Municipal bonds
Massachusetts State Revolving Fund Loan
ARPA funds

GOAL 8

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

8B STRATEGY:

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

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

Strategy Narrative:

Wastewater flows from Medway are close to exceeding the Town's allocated capacity at the Charles River Pollution Control District treatment facility. Some capacity has been reserved for the future connection of homes in the Town's sewer service area, which would help address the issue of septic failures. Projections show Medway may be nearing its wastewater capacity based on the reserved capacity for structures that have elected to not connect to the system but could.

The Town has also calculated a need for an additional wastewater flow of 165,000 gallons per day through the year 2035 based on known development that is or may be forthcoming. To meet this need, the Town of Medway could purchase additional wastewater

capacity from a neighboring municipality, or from the Charles River Pollution Control District (CRPCD). In addition, the implementation of the wastewater system recommendations per the Integrated Water Resources Management Program will enable Medway to holistically manage its water resources and infrastructure, and better plan for the Town's water system needs and maintenance.

Strategy type:

Capacity building
Programmatic

Timing:

Short term (0-3 years)

Lead Responsible Party:

Department of Public Works

Supporting Responsible Parties:

IWRMP Task Force
Select Board/Town Manager's Office

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town Budget

GOAL 8

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

STRATEGY 8C:

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

Related Goals: Reduce impacts on essential natural systems caused by human activity through eco-friendly landscaping and waste disposal, and nature-based stormwater solutions.

Strategy Narrative:

Up-to-date stormwater regulations will ensure Medway is better prepared to respond to extreme weather events, including flooding and storm surges. Moreover, updated stormwater management systems can reduce the potential for public health hazards, and protect the quality of Medway's natural water resources, including the bordering Charles River. The Code Review process, coordinated by the Medway DPW as a part of the Town's MS4 permit work plan, will assess current regulations, design standards, and zoning to determine if they are conducive to promoting low-impact design and green infrastructure. Recommendations will be made to ensure Medway's infrastructure and policies are more stormwater friendly.

Strategy type:

Regulatory/policy

Timing:

Near-term (0-3 years)

Lead Responsible party:

Department of Public Works

Supporting Responsible Parties:

Community and Economic Development

Conservation Commission

Planning and Economic Development Board

Select Board/Town Manager's Office

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

GOAL 8

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

STRATEGY 8D:

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

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

Strategy narrative:

Sustainable water infrastructure is vital to providing the public with clean and safe water and helping to ensure environmental, economic, and social health. Utilities can aid in community resilience by using various alternative energy sources to reduce their dependence on traditional energy sources. Options include solar panels (the most common), wind turbines, fuel cells, and micro turbines. Utilities can purchase and operate their own renewable energy generation equipment or contract with a third-party provider that owns and manages the green power on-site for them (Source: EPA). As extreme weather events occur with greater frequency, an assessment of Medway's water infrastructure will ensure the Town is prepared in case of grid failure. Back-up power options, such as a generator, can safeguard continuity of water supply and treatment during an emergency.

Strategy type:

Physical/design, capacity building

Timing:

Near-term (0-3 years)

Lead Responsible party:

Department of Public Works

Supporting Responsible Parties:

Capital Improvement Planning Committee

Energy and Sustainability Committee

Select Board/Town Manager's office

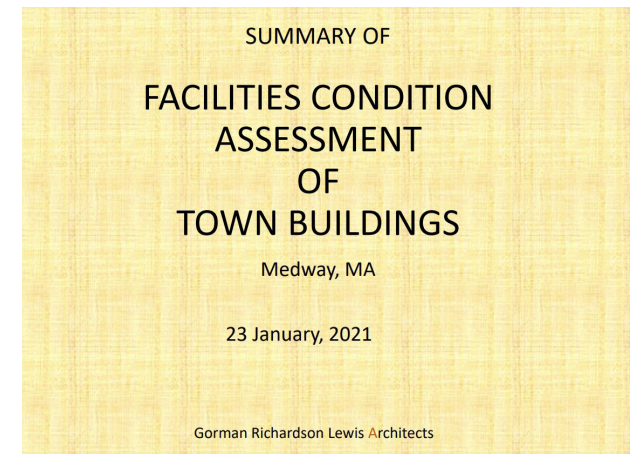
Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town Budget

GOAL 9 ENSURE ONGOING STEWARDSHIP AND IMPROVE ACCESSIBILITY FOR PUBLIC ASSETS INCLUDING PARKS, PLAYGROUNDS, TRAILS, ATHLETIC FIELDS, AS WELL AS PUBLIC FACILITIES, DPW, PUBLIC SCHOOLS, THAYER HOUSE, IDE HOUSE, AND OTHER TOWN-OWNED ASSETS.



GOAL 9

ENSURE ONGOING STEWARDSHIP AND IMPROVE ACCESSIBILITY FOR PUBLIC ASSETS INCLUDING PARKS, PLAYGROUNDS, TRAILS, ATHLETIC FIELDS, AS WELL AS PUBLIC FACILITIES, DPW, PUBLIC SCHOOLS, THAYER HOUSE, IDE HOUSE, AND OTHER TOWN-OWNED ASSETS.

9A STRATEGY:

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

Related Goals: Invest to maintain and modernize school facilities and technological resources to reinforce and sustain Medway's high quality public education services to plan and prepare for changes to school enrollment.

Strategy Narrative:

The 2021 Facilities Condition Assessment inventoried municipal buildings and provided key information outlining the condition of each building.

The report details not only the status of each facility, but the projected maintenance needs and replacement lifecycle of key building components. It identified immediate projects to improve the following buildings: Town Hall, both Fire Stations, the Police Station, the Library, the Senior Center, DPW Admin, the VFW building, and four Medway schools. These reports provide a roadmap that allows the Town to plan for and program on-going maintenance and capital investments related to each facility well in advance of when the actual repairs are needed. The Town should continue this practice of using the report to budget out capital expenditures and update these

reports over time, so they continue to be a valuable resource.

The Town's thorough and thoughtful Capital Improvement Program (CIP) covers five years' worth of planned improvement projects. There are some buildings, particularly the Town Hall, schools, public safety buildings, and the VFW building which need substantial repairs, expansions, or even new facilities. A regular schedule for updated municipal facility assessments will help Medway to prioritize these facilities' maintenance and repairs, ensure their useful life, and guide new facility development.

- Learn more about the individual recommendations here: https://www.townofmedway.org/sites/g/files/vyhlf866/f/uploads/bos-workshop-presentation_for-website.pdf

Strategy type:

Programmatic

Timing:

Ongoing

Lead Responsible Party:

Department of Public Works

Supporting Responsible Parties:

Capital Improvements Planning Committee
Select Board/ Town Manager's office

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

GOAL 9

ENSURE ONGOING STEWARDSHIP AND IMPROVE ACCESSIBILITY FOR PUBLIC ASSETS INCLUDING PARKS, PLAYGROUNDS, TRAILS, ATHLETIC FIELDS, AS WELL AS PUBLIC FACILITIES, DPW, PUBLIC SCHOOLS, THAYER HOUSE, IDE HOUSE, AND OTHER TOWN-OWNED ASSETS.

STRATEGY 9B:

Create VFW building and Jacob Ide House feasibility studies to determine future uses.

Related Goals:

- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

In 2018, the Town purchased the VFW property at 123 Holliston Street which includes a 13,352 square foot building and a playing field/softball diamond which is in very poor condition. The building is still rented and occupied by the VFW. The Building Assessment Report completed for this building notes significant physical and functional deficiencies including entries and exits, lack of ADA compliance, mechanicals beyond their serviceable life, lack of code compliance for electrical, and the building

is not sprinklered. This site could offer the Town opportunities for constructing new facilities for other departments or offering the site up for private development.

About the Jacob Ide House:

The Jacob Ide House residential building is significant to the Medway community, located at 158 Main Street. Jacob Ide was a pastor in the Town for 51 years in the 1800s who was believed to be an ardent abolitionist. In 2017, the Town used Community Preservation funds to purchase the historic house.

Feasibility studies would offer guidance to the Town on potential uses or reuses for these buildings based on the properties' physical state and historical significance.

Strategy type:

Programmatic

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Community and Economic Development

Supportive Responsible Parties:

Parks and Recreation

Select Board/Town Manager's Office

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

GOAL 9

ENSURE ONGOING STEWARDSHIP AND IMPROVE ACCESSIBILITY FOR PUBLIC ASSETS INCLUDING PARKS, PLAYGROUNDS, TRAILS, ATHLETIC FIELDS, AS WELL AS PUBLIC FACILITIES, DPW, PUBLIC SCHOOLS, THAYER HOUSE, IDE HOUSE, AND OTHER TOWN-OWNED ASSETS.

STRATEGY 9C:

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

Related Goals: Invest to maintain and modernize school facilities and technological resources to reinforce and sustain Medway's high quality public education services to plan and prepare for changes to school enrollment.

Strategy Narrative:

Several municipal departments are currently trying to fill open positions due to increased demand for services or anticipated retirements. For departments that rely on gained knowledge and experience, such as public safety, it is important to consider succession planning and have processes in place to promote from within and transfer knowledge to newer employees. There may also be a need to invest in additional staffing across some departments. As Medway's population continues to grow and change, demands on existing staff may exceed capacity. The Town might continue to carefully evaluate service demands and match that with adding staffing or volunteer capacity.

Timing:

Ongoing

Lead Responsible Party:

Finance Director

Supporting Responsible Parties:

Humans Resources

Medway municipal departments

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

Strategy type:

Capacity building

GOAL 10: CREATE NEW OR UPDATED MUNICIPAL FACILITIES

INCLUDING UPGRADED PUBLIC SAFETY FACILITIES AND TOWN HALL TO PROMOTE INVESTMENT IN THE TOWN'S ESSENTIAL FUNCTIONS. NEW FACILITIES SHOULD BE DESIGNED WITH POSSIBLE FUTURE EXPANSION IN MIND.



GOAL 10

CREATE NEW OR UPDATED MUNICIPAL FACILITIES INCLUDING UPGRADED PUBLIC SAFETY FACILITIES AND TOWN HALL TO PROMOTE INVESTMENT IN THE TOWN'S ESSENTIAL FUNCTIONS. NEW FACILITIES SHOULD BE DESIGNED WITH POSSIBLE FUTURE EXPANSION IN MIND.

10A STRATEGY:

Consider the creation of a new Town Hall and appropriate re-use of the existing Town Hall site.

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

The current Town Hall was constructed in 1912 and is in the Medway Village Historic District. The size, layout, conditions, and accessibility of the current Town Hall no longer appear to be adequate to meet the needs of staff or residents who utilize the building. A new Town Hall could be designed to accommodate modern workspaces, modernized meeting spaces for boards and committees, and possibly additional accommodation for community meetings. The new

building would also be more energy efficient and ensure compliance with all modern accessibility standards for all residents regardless of age and ability. The current Town Hall building is in a walkable village node and could possibly be repurposed in a creative way for housing or mixed use.

A 2020 building assessment of Medway's Town Hall noted several deficiencies that are of "great concern" related to the functionality of the building as a place to conduct Town business and to gather for meetings and public events. Considering these findings, Medway might study the feasibility of a new Town hall to better serve the needs of municipal departments and Medway residents. In addition to the creation of a new Town hall, Medway could identify an appropriate re-use for the Town's existing Town Hall, given the building's history and location within an existing historic commercial area.

Strategy type:

Physical/design

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

CIPC

Facility Review Committee

Finance Committee

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget, Bonding

GOAL 10

CREATE NEW OR UPDATED MUNICIPAL FACILITIES INCLUDING UPGRADED PUBLIC SAFETY FACILITIES AND TOWN HALL TO PROMOTE INVESTMENT IN THE TOWN'S ESSENTIAL FUNCTIONS. NEW FACILITIES SHOULD BE DESIGNED WITH POSSIBLE FUTURE EXPANSION IN MIND.

10B STRATEGY:

Consider creating a new or updated joint or separate fire and police facilities to further support and coordinate public safety, and appropriate reuse of existing sites.

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

Strategy Narrative:

During interviews with members of both the Fire Department and Police Department, it was noted that the current (separate) facilities for each department no longer meet their needs. This was confirmed in the recent Facilities Assessment. Staff have increased beyond what the original buildings were designed to house, equipment has exceeded the current storage space, fire apparatus continue to expand in size making it difficult to fit in existing bays, and the buildings were not designed to accommodate features both fire and police departments require today. Since both police and fire are requesting facility upgrades, it may be prudent for the Town to consider a shared public safety facility which could save money by constructing a single building and save land for other purposes. The Facilities Assessment recommends the mitigation of all these issues through the creation of a new public safety building.

Strategy type:

Physical/design; capacity building

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

CIPC

Facility Review Committee

Finance Committee

Fire Department/Police Department

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget, bonding

GOAL 10

CREATE NEW OR UPDATED MUNICIPAL FACILITIES INCLUDING UPGRADED PUBLIC SAFETY FACILITIES AND TOWN HALL TO PROMOTE INVESTMENT IN THE TOWN'S ESSENTIAL FUNCTIONS. NEW FACILITIES SHOULD BE DESIGNED WITH POSSIBLE FUTURE EXPANSION IN MIND.

10C STRATEGY:

Consider implementing recommendations of the feasibility study that will evaluate the establishment of a joint dispatch center for police calls with surrounding towns.

Related Goals: None

Strategy Narrative:

Smaller communities around the Commonwealth, like Medway, are beginning to look at ways of regionalizing services with surrounding communities of similar size as a cost savings measure. One such opportunity is the creation of a joint or shared dispatch center for police calls, often referred to as Regional 911 dispatch center. Medway has already has regional services for their animal control and veterans services. Total call volume for Medway's Police and Fire Departments have increased in recent years. Medway's Police Department currently handles dispatch calls for the Police and Fire Departments, yet there is no room to hire another dispatcher at the existing facility. A recent feasibility study recommended the establishment of a regional dispatch center, in coordination with surrounding towns like Millis, Medfield, and Bellingham. A regional dispatch center would increase overall capacity and reinforce other regional public safety initiatives.

- An example of a regional joint dispatch center can be found in Middleton, MA at the North

Shore Regional 911 Center, which serves as a 911 answering point for over 70 communities in the greater North Shore area. It is the primary answering point and dispatch center for the police and fire departments of Amesbury, Essex, Middleton, Topsfield, and Wenham.

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

Strategy type:

Physical/design; capacity building

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Facility Review Committee

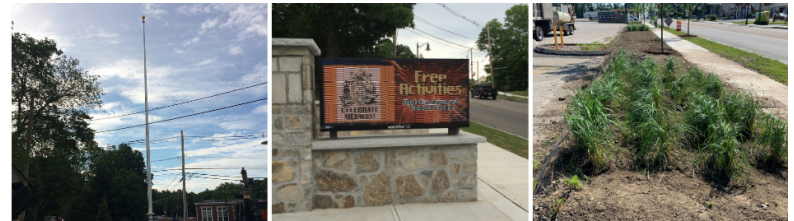
Finance Committee

Police Department/Fire Department

GOAL 11: IMPROVE WALKING AND BIKING SAFETY, ACCESSIBILITY, AND CONNECTIONS ON ARTERIAL AND CONNECTOR STREETS THROUGHOUT MEDWAY FOR ALL AGES AND ABILITIES BY CREATING A CONNECTED NETWORK OF SIDEWALKS AND BIKE LANES WHERE SUITABLE, AS WELL AS OFF-ROAD TRAILS OR PATHWAYS PROVIDING PEOPLE WITH SAFE AND EFFICIENT ACCESS TO SCHOOLS, PARKS, COMMERCIAL AREAS, AND OTHER KEY DESTINATIONS.

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

- Excerpt from Smart Growth America Strategies



CHOATE PARK/RTE. 109 UPDATE

Week of July 1, 2019



GOAL 11

IMPROVE WALKING AND BIKING SAFETY, ACCESSIBILITY, AND CONNECTIONS ON ARTERIAL AND CONNECTOR STREETS THROUGHOUT MEDWAY FOR ALL AGES AND ABILITIES BY CREATING A CONNECTED NETWORK OF SIDEWALKS AND BIKE LANES WHERE SUITABLE, AS WELL AS OFF-ROAD TRAILS OR PATHWAYS PROVIDING PEOPLE WITH SAFE AND EFFICIENT ACCESS TO SCHOOLS, PARKS, COMMERCIAL AREAS, AND OTHER KEY DESTINATIONS.

11A STRATEGY:

Continue funding support and implementation of the Town's master sidewalk plan.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.

Strategy Narrative:

The 2009 Master Plan highlighted several priority transportation improvements, including increasing the number of sidewalks and trails in Medway. Since then, the sidewalk network has been improved. Many neighborhoods and interior roadways have sidewalks on at least one side of the road, but coverage on some primary roadways is lacking; residents are not connected to each other or to activity centers across the Town.

The Massachusetts Department of Transportation's most recent roadway inventory identified that sidewalk coverage in Medway is a bit disconnected.

Notably, there are missing gaps in the Town's sidewalk network, on some collectors and arterial streets, that could provide walking options from nearby neighborhoods. Medway's Select Board/Town Manager's Office, and Department of Public Works developed a six-year Road and Sidewalk Plan for the years 2023 through 2029. The Town intends to continue to implement the plan to address connectivity issues, improve sidewalk coverage, and encourage pedestrian activity.

Strategy type:

Financial, programmatic

Timing:

Long-term (8-10 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Department of Public Works

Finance Committee

Treasurer/Collector

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget, Chapter 90 funds

MassDOT Complete Streets funding

Massachusetts Community Health and Healthy Aging Fund

Sidewalk special assessment

GOAL 11

IMPROVE WALKING AND BIKING SAFETY, ACCESSIBILITY, AND CONNECTIONS ON ARTERIAL AND CONNECTOR STREETS THROUGHOUT MEDWAY FOR ALL AGES AND ABILITIES BY CREATING A CONNECTED NETWORK OF SIDEWALKS AND BIKE LANES WHERE SUITABLE, AS WELL AS OFF-ROAD TRAILS OR PATHWAYS PROVIDING PEOPLE WITH SAFE AND EFFICIENT ACCESS TO SCHOOLS, PARKS, COMMERCIAL AREAS, AND OTHER KEY DESTINATIONS.

11B STRATEGY:

If a Complete Streets Policy is adopted, create a Complete Streets Prioritization Plan targeting commercial areas and other priority development areas, to unlock Complete Streets construction grant dollars.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Support the increased use of technology and infrastructure to expand electric vehicle and bicycle use, including charging stations and bicycle storage.
- Invest in traffic calming with physical improvements to streets to slow automobile travel speeds and improvements to high crash areas to increase overall road safety.

Strategy Narrative:

Once a community has adopted a Complete Streets Policy and enrolled in Massachusetts Department of Transportation's Complete Streets program, MassDOT will provide funding for the Town to hire a consultant to undertake a Complete Streets Prioritization Plan. The completion of a prioritization plan will not only help Medway unlock additional Complete Streets funding opportunities but will also support the equitable and streamlined implementation of Complete Street strategies.

Strategy type:

Regulatory/policy

Timing:

Mid-term (4-7 years)

Lead Responsible Party:

Department of Public Works

Supporting Responsible Parties:

Community and Economic Development

Funding costs:

\$ (less than \$50k)

Funding sources:

Complete Streets Program grant

GOAL 11

IMPROVE WALKING AND BIKING SAFETY, ACCESSIBILITY, AND CONNECTIONS ON ARTERIAL AND CONNECTOR STREETS THROUGHOUT MEDWAY FOR ALL AGES AND ABILITIES BY CREATING A CONNECTED NETWORK OF SIDEWALKS AND BIKE LANES WHERE SUITABLE, AS WELL AS OFF-ROAD TRAILS OR PATHWAYS PROVIDING PEOPLE WITH SAFE AND EFFICIENT ACCESS TO SCHOOLS, PARKS, COMMERCIAL AREAS, AND OTHER KEY DESTINATIONS.

11C STRATEGY:

Pursue other federal and state grant programs to leverage local funds to expand pedestrian and bicycle facilities in Town, such as Safe Routes to Schools or the Shared Streets and Spaces grant programs.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Invest in traffic calming with physical improvements to streets to slow automobile travel speeds and improvements to high crash areas to increase overall road safety.

Strategy Narrative:

Federal and state grant programs could help the Town share the cost to improve pedestrian and bicyclist safety by expanding the current sidewalk and bike network throughout Medway. Sidewalks and crosswalks as well as other safety mechanisms could help safely connect residential areas to municipal facilities, schools, outdoor recreation amenities, and commercial areas. A more connected bicycle network would include a mix of shared use paths, on-street bike lanes, and shared lanes as appropriate. The pursuit of matching state and federal grants will further stretch Medway's local funding and increase Medway's capacity to expand pedestrian and bicycle facilities. Specific funding opportunities, such as the

Safe Routes to School, can help Medway to prioritize pedestrian and bicycle facility upgrades along heavily trafficked routes or for vulnerable populations.

- *Safe Routes to School:* Safe Routes to School (SRTS) is an approach that promotes walking and bicycling to school through infrastructure improvements, enforcement, tools, safety education, and incentives to encourage walking and bicycling to school. Nationally, 10%–14% of car trips during morning rush hour are for school travel. SRTS initiatives improve safety and levels of physical activity for students. SRTS programs can be implemented by a department of transportation, metropolitan planning organization, local government, school district, or even a school.
- *Shared Streets:* The Shared Streets and Spaces Program is administered by the Massachusetts Department of Transportation (MassDOT). The program provides funding to municipalities and public transit authorities to quickly implement improvements to plazas, sidewalks, curbs, streets, bus stops, parking areas, and other public spaces in support of public health, safe mobility, and strengthened commerce. Building on the success

of the program first launched as a response to the COVID-19 pandemic during the summer of 2020, the program continues to be an integral funding source for communities as they address ongoing challenges and seek to improve their transportation infrastructure.

Strategy type: Capacity building, financial

Timing: Mid-term (4-7 years)

Lead Responsible Party: Department of Public Works

Supporting Responsible Parties: Public Schools

Funding costs: \$ (less than \$50k)

Funding sources: Town Budget

GOAL 12: SUPPORT THE INCREASED USE OF TECHNOLOGY AND INFRASTRUCTURE TO EXPAND ELECTRIC VEHICLE AND BICYCLE USE, INCLUDING CHARGING STATIONS AND BICYCLE STORAGE.



GOAL 12

SUPPORT THE INCREASED USE OF TECHNOLOGY AND INFRASTRUCTURE TO EXPAND ELECTRIC VEHICLE AND BICYCLE USE, INCLUDING CHARGING STATIONS AND BICYCLE STORAGE.

12A STRATEGY:

Supplemented by available grant programs, invest in installations of additional electric vehicle charging stations on public land in or near commercial areas to capture anticipated economic benefits to support Medway's small businesses.

Related Goals:

- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Actively work to achieve 40% emissions reductions below the Fiscal Year 2009 baseline by 2030 in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.

Strategy Narrative:

Boosted by federal, state, and utility incentives, electric vehicles ownership is on the rise and EV readiness through infrastructure improvements, placed strategically, can help boost local and small businesses and will help the Town be prepared for the future of widespread EV use. Customers can charge while they do some shopping or have a meal. Town Hall, the Library, Choate Park, Oakland Park, and Shaw's supermarket all have charging stations. As the

use of Electric Vehicles expands, strategically placing charging stations near local businesses would increase the number of customers visiting those businesses. The Town of Medway can access funding for the installation of electric vehicle chargers through a combination of federal and state grant opportunities. The installation of electric vehicle chargers will enable Medway to support electric vehicle use and bring new business to Medway's commercial areas. Resulting fees for electric vehicle charging would create a new revenue source for the Town.

- 6/11/21 "EV Charging Stations Can Benefit Local Economies: <https://www.governing.com/next/ev-charging-stations-can-benefit-local-economies>
- The Infrastructure Investment and Jobs Act will Deliver for Massachusetts: https://www.whitehouse.gov/wp-content/uploads/2021/08/MASSACHUSETTS_Infrastructure-Investment-and-Jobs-Act-State-Fact-Sheet.pdf
- Electric Vehicle charging in Massachusetts: <https://www.mass.gov/service-details/electric-vehicle-charging-information>

Strategy type: Programmatic

Timing: Mid-term (4-7 years)

Lead Responsible Party: DPW

Supporting Responsible Parties:

Community and Economic Development
Economic Development Committee
Energy and Sustainability Committee

Funding costs: \$ (less than \$50k) for EV charger software annually, Installation and chargers paid for with grants and incentives

Funding sources:

MassEVIP Public Access Charging Incentives
Eversource incentives
Bipartisan Infrastructure Law funding
Town funds

GOAL 12

SUPPORT THE INCREASED USE OF TECHNOLOGY AND INFRASTRUCTURE TO EXPAND ELECTRIC VEHICLE AND BICYCLE USE, INCLUDING CHARGING STATIONS AND BICYCLE STORAGE.

12B STRATEGY:

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

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.

Strategy Narrative:

The Town of Medway can anticipate and support the increased adoption of electric vehicles through regulatory and zoning measures. Added in May 2021, the Medway Zoning Bylaw allows special permits for electric vehicle charging stations with digital advertising and allows by-right electric vehicle charging stations (without digital advertising) in all districts except the three residential districts (AR-I, AR-II, VR) and one of the Oak Grove Park districts – Oak Grove Neighborhood (OGN). What else can Medway do to encourage installation of EV charging infrastructure on private property? Some communities are going beyond allowing charging stations to requiring charging stations for certain types of new development, as show in the Boston EV Readiness Policy (link below). While Medway does require a certain number of EV spaces with charging

stations, the zoning bylaw could be updated to be more rigorous.

- Example of an Electric Vehicle Readiness Policy that applies to some new development in Boston: <https://www.boston.gov/sites/default/files/file/2020/03/EV%20Readiness%20Policy%20For%20New%20Developments%20%287%29.pdf>
- MAPC Resource about Clean Vehicle Projects: <https://www.mapc.org/our-work/expertise/clean-energy/clean-vehicle-projects/>
- Example of an EV Charging Station Plan from Pioneer Valley Planning Commission: <http://www.pvpc.org/sites/default/files/doc-ev-charging-station-plan/guide3215.pdf>

Strategy type:

Regulatory, capacity-building

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Community and Economic Development

Energy and Sustainability Committee

Planning and Economic Development Board

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

GOAL 12

SUPPORT THE INCREASED USE OF TECHNOLOGY AND INFRASTRUCTURE TO EXPAND ELECTRIC VEHICLE AND BICYCLE USE, INCLUDING CHARGING STATIONS AND BICYCLE STORAGE.

12C STRATEGY:

Expand bike racks on municipal property near major activity centers, at municipal facilities, parks, and playgrounds.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.

Strategy Narrative:

The expansion of bike racks near major activity centers will help facilitate greater biking in Medway. Increased cycling activity will, in turn, reduce vehicular traffic.

Strategy type:

Programmatic, physical/design

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Department of Public Works

Supporting Responsible Parties:

Parks and Recreation Department

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

MassDOT Community Connections funding

GOAL 13: INVEST IN TRAFFIC CALMING WITH PHYSICAL IMPROVEMENTS TO STREETS TO SLOW AUTOMOBILE TRAVEL SPEEDS AND IMPROVEMENTS TO HIGH CRASH AREAS TO INCREASE OVERALL ROAD SAFETY.



GOAL 13

INVEST IN TRAFFIC CALMING WITH PHYSICAL IMPROVEMENTS TO STREETS TO SLOW AUTOMOBILE TRAVEL SPEEDS AND IMPROVEMENTS TO HIGH CRASH AREAS TO INCREASE OVERALL ROAD SAFETY.

13A STRATEGY:

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

Related Goals:

Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.

Supporting Responsible Party:

Police Department

Funding costs:

\$ (less than \$50k)

Strategy Narrative:

Slower vehicle speeds, as the result of reduced speed limits or targeted design interventions, could reduce the number of vehicular crashes, improve roadway safety, and encourage more biking and walking.

Funding sources:

Town budget

Strategy type:

Regulatory

Timing:

Near-term (0-3 years)

Lead Responsible party:

Department of Public Works

GOAL 13

INVEST IN TRAFFIC CALMING WITH PHYSICAL IMPROVEMENTS TO STREETS TO SLOW AUTOMOBILE TRAVEL SPEEDS AND IMPROVEMENTS TO HIGH CRASH AREAS TO INCREASE OVERALL ROAD SAFETY.

13B STRATEGY:

Continue to consider design interventions on roads with faster travel speeds such as sidewalk widening, curb extensions, addition of street trees, or other traffic calming measures.

Related Goals:

Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.

Lead Responsible party:

Department of Public Works

Funding costs:

\$\$\$ (\$250k-\$1M)

Strategy Narrative:

Traffic calming design interventions would have multiple benefits, including the reduction of vehicle speeds, improved street safety, and an enhanced public realm. In addition to encouraging slower driving speeds, these interventions can encourage more walking and biking.

Funding sources:

Town Budget
Complete Streets Grant Program
Shared Streets and Spaces Grant Program

Strategy type:

Physical/design

Timing:

Mid-term (4-7 years)

GOAL 13

INVEST IN TRAFFIC CALMING WITH PHYSICAL IMPROVEMENTS TO STREETS TO SLOW AUTOMOBILE TRAVEL SPEEDS AND IMPROVEMENTS TO HIGH CRASH AREAS TO INCREASE OVERALL ROAD SAFETY.

13C STRATEGY:

Consider applying for grant funds through programs like Complete Streets or Shared Streets and Spaces to evaluate and test traffic calming measures.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Improve walking and biking safety, accessibility, and connections on arterial and connector streets throughout Medway for all ages and abilities by creating a connected network of sidewalks and bike lanes where suitable, as well as off-road trails or pathways providing people with safe and efficient access to schools, parks, commercial areas, and other key destinations.

Timing:

Near-term (0-3 years)

Lead Responsible party:

Department of Public Works

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

Strategy Narrative:

Grant funding would increase the Town of Medway's capacity to both implement and evaluate the effectiveness of traffic calming measures.

Strategy type:

Financial, capacity-building

GOAL 13

INVEST IN TRAFFIC CALMING WITH PHYSICAL IMPROVEMENTS TO STREETS TO SLOW AUTOMOBILE TRAVEL SPEEDS AND IMPROVEMENTS TO HIGH CRASH AREAS TO INCREASE OVERALL ROAD SAFETY.

13D Strategy:

Consider testing traffic calming approaches with quick build, short-term, and low-cost pilot projects to evaluate the effectiveness of a solution before pursuing funds for design and construction.

Related Goals:

Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.

Strategy Narrative:

Quick-build, short-term and low-cost pilot projects would enable Medway to test the effectiveness of different traffic calming interventions, and experiment with the best solution for a particular road or neighborhood. This strategy would also allow Medway to receive community feedback on the pilots, which could lead to more equitable implementation before initiating design and construction.

Strategy type:

Programmatic

Timing:

Near-term (0-3 years)

Lead Responsible party:

Department of Public Works

Supporting Responsible Parties:

Police Department

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

Complete Streets Grant Program

Shared Streets and Spaces Grant Program



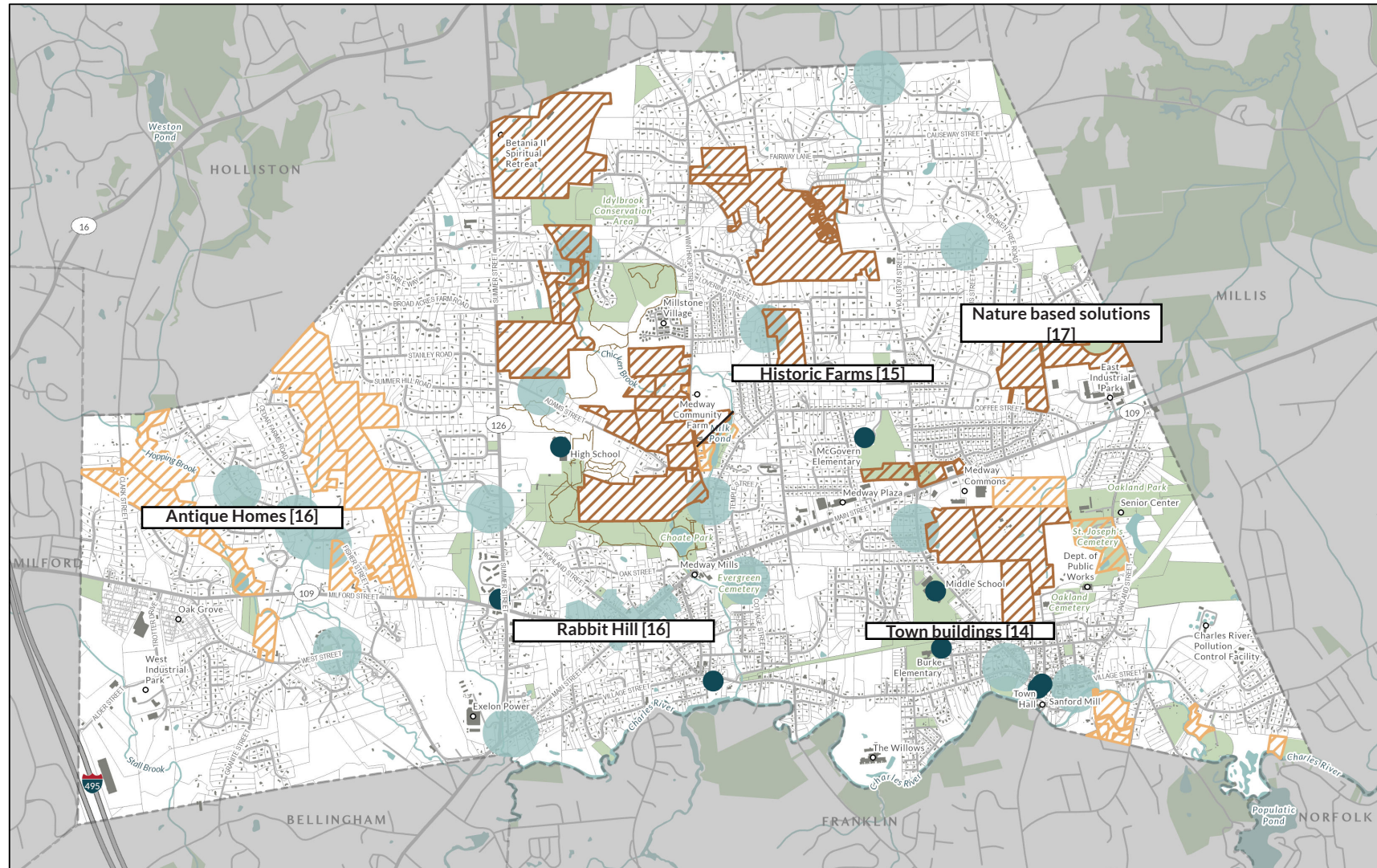
CONSERVATION, RESILIENCE & STEWARDSHIP

CORE THEME

TOWN OF MEDWAY - CONSERVATION, RESILIENCY, AND STEWARDSHIP

Prepared by JM Goldson LLC

J M GOLDSON



- | | | |
|----------------|-----------------|--|
| Town Hall | Parcels | Sustainability/Resiliency Improvements |
| Fire station | Buildings | Municipal Buildings Buffer 1 |
| Police station | Water bodies | Conservation: Priority Areas |
| School | Open space | Conservation: High Priority Areas |
| Library | Existing trails | Shady Oaks 2 |
| | | Conservation/Preservation |
| | | Historic Preservation |
| | | Points of interest |

0 0.25 0.5 Miles

Sources: Town of Medway, MassGIS



GOAL 14: ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030¹ IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.



¹2009 Baseline - 85 million lbs CO₂, The Town of Medway Local Energy Action Plan (2013)

GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030 IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.

14A STRATEGY:

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

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Create new or updated municipal facilities including upgraded public safety facilities and Town Hall to promote investment in the Town's essential functions. New facilities should be designed with possible future expansion in mind.
- Invest to maintain and modernize school facilities and technological resources to reinforce and sustain Medway's high quality public education services to plan and prepare for changes to school enrollment.

Strategy Narrative:

Plan a phased approach to move Medway's public buildings and infrastructure towards Net Zero Energy with the ability to power their operations and fleets, and run independently from the grid as needed, utilizing solar, wind, or geothermal power. Each public facility could have its own energy storage system and vehicle charging infrastructure to assist

with management of the energy produced on site. Medway could generate sufficient power through alternative energy sources during emergencies to operate public facilities, such as schools, drinking water infrastructure, electric vehicle charging stations, and Town buildings. Zero energy buildings combine energy efficiency and renewable energy generation to consume only as much energy as can be produced onsite through renewable resources over a specified period. Achieving zero energy is an ambitious yet increasingly achievable goal that is gaining momentum across geographic regions and markets. For more information on municipal actions to reduce community-wide greenhouse gas emissions to net zero by 2050: MAPC's Municipal Net Zero Playbook. This is an opportunity particularly for any upcoming new construction – such as Town Hall or the Public Safety building.

Strategy type:

Physical/design, regulatory/policy

Timing:

Ongoing

Lead Responsible Party:

Department of Public Works

Supporting Responsible Parties:

Energy and Sustainability Committee
Select Board/Town Manager's Office
Superintendent of Schools

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget
Green Communities
Energy rebates and incentives
Other grants

GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030 IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.

14B STRATEGY:

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

Related Goals: None

Strategy Narrative:

Mass Save provides financial support and technical services to help residents save money and use less energy. EnergyCENTS is a resource for further energy saving opportunities available to residents and businesses, including rebates, loans and financing for electric vehicles, appliances, home energy assessments, and solar electricity. The Mass Save and the Commonwealth Energy Tool for Savings will help Medway residents to save on energy costs and reduce their energy consumption. This is important as climate change will create more weather extremes, including extreme heat in the summer and increased storms and precipitation in the winter. By utilizing these energy programs, residents can increase their energy efficiency, lower costs, and mitigate some climate impacts.

- Learn more about Mass Save here: <https://www.masssave.com/>
- Learn more about the Commonwealth Energy Tool here: <http://public.dep.state.ma.us/Doer/ mesa/#/home>

Strategy type:

Programmatic, capacity building

Timing: Ongoing

Lead Responsible party:

Energy and Sustainability Committee

Supporting Responsible Parties:

Communications

DPW

Select Board/Town Manager's Office

Funding costs:

\$ (less than \$50k)

Funding sources:

Mass Save

Town Budget

Other grants

GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030 IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.

14C STRATEGY:

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

Related Goals:

- Promote commercial and industrial development expansion including medium-sized businesses to help minimize residential tax increases and increase local employment opportunities.
- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.

Strategy Narrative: This would include an audit of the existing regulations, reviewing case study examples from other communities, and working with the Energy & Sustainability Committee to determine best practices for communities to pursue sustainable building. Support zoning changes to incentivize high performance green building initiatives. This would include an audit of the existing regulations, reviewing case study examples from other communities, and working with the Energy & Sustainability Committee to determine best practices for communities to pursue sustainable building. There are various approaches municipalities can take to pursue green building and other sustainability policies. These include incentives, performance requirements, and overlay districts and other zoning requirements.

Incentive types:

- Density bonus: provide an increase in allowed dwelling units per acre, Floor Area Ratio, or height for desired buildings
- Fee reductions or construction waivers
- Property tax abatement for construction of desired buildings
- Subsidies for construction of desired buildings
- Design flexibility: e.g., easing requirements for setbacks
- Performance Requirements - requiring buildings meeting certain criteria (e.g., over a certain size or in a special overlay district) to conform with approved green building rating programs, which could include:
 - The LEED Green Building rating program
 - The Passive House Green Building

Zoning and other requirements:

- Altering design review and special permits: Certain developments require special permits vs. construction by right – and developments that require special permits often undergo significant

design review by Town boards. Municipalities could alter any existing special permitting or design review rules and criteria to encourage building electrification.

- Create overlay districts: Create or modify overlay districts to include sustainable building requirements.
- Require solar or solar-ready buildings

Strategy type: Physical/design, regulatory/policy

Timing: Long-term (8-10 years)

Lead Responsible party: Planning and Economic Development Board

Supporting Responsible Parties: Community and Economic Development, Energy and Sustainability Committee

Funding costs: \$ (less than \$50k)

Funding sources: Town Budget

GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030 IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.

14D STRATEGY:

Create a community-supported solar project for residents that do not own their homes or cannot afford to install solar infrastructure. Prioritize new community solar projects above parking lots or already deforested areas.

Related Goals: None

Strategy Narrative:

Create a community-supported solar project for residents who do not own their homes or cannot afford to install solar infrastructure. Massachusetts passed a virtual net metering bill in 2008 that enabled neighborhood net metering. (Net metering allows you to generate your own electricity to offset your electricity usage.) In 2014, financial incentives became available for community solar projects. A community solar project in Medway could target residents of affordable housing units to offset electric bills and work directly with these households to get solar credits.

What is Community Solar?

The U.S. Department of Energy defines community solar as any solar project or purchasing program, within a geographic area (e.g. Medway), in which the benefits of a solar project flow to multiple customers such as individuals, businesses, nonprofits, and other groups. In most cases, customers are benefitting from

energy generated by solar panels at an off-site array.

Strategy type:

Physical/design, programmatic

Timing:

Mid-term 4-7 years

Lead Responsible party:

Department of Public Works

Supporting Responsible Parties:

Community and Economic Development
Energy and Sustainability Committee
Select Board/Town Manager's Office
Town Counsel

Funding costs:

\$\$\$ (\$250k-\$1M)

if funded by the Town; However, many Towns due this as a public/private partnership at little to no cost to the Town.

Funding sources:

Town Budget
Public-Private Partnerships
Community Solar Grants
Other grants

GOAL 14

ACTIVELY WORK TO ACHIEVE 40% EMISSIONS REDUCTIONS BELOW THE FISCAL YEAR 2009 BASELINE BY 2030 IN ALIGNMENT WITH THE STATE'S ACT CREATING A NEXT-GENERATION ROADMAP FOR MASSACHUSETTS CLIMATE POLICY.

14E STRATEGY:

Expand the Energy and Sustainability Committee's charge to provide for it to take a larger role in climate change mitigation, resilience, and adaptation.

Related Goals:

- Permanently protect tree canopy and at least 30% of open space land prioritized for four purposes: carbon sequestration to remove carbon from the atmosphere, biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, prime farmland to enable local food production through regenerative water smart farming practices, and passive recreation and trails.
- Reduce impacts on essential natural systems caused by human activity through eco-friendly landscaping and waste disposal, and nature-based stormwater solutions.

Strategy Narrative:

The Town of Medway's Energy and Sustainability Committee works to promote sustainability and energy efficiency. Part of this work could include climate resilience and adaptation. As mitigation and adaption efforts can include increasing energy conservation efforts and switching to renewable energy, this could fall within the Committee's purview. This could include involving the committee in the

retrofit and improvement of municipal facilities and properties. The committee could also expand to play a more active role in public education and engagement surrounding energy and sustainability measures. Consider if the committee needs any additional professional staff support to aid in initiatives.

Strategy type:

Capacity building

Timing:

Short-term (0-3 years)

Lead Responsible party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Energy and Sustainability Committee

Department of Public Works

Funding costs:

\$ (less than \$50k)

Funding sources:

Department Budget

GOAL 15: PERMANENTLY PROTECT THE TREE CANOPY AND AT LEAST 30% OF OPEN SPACE LAND PRIORITIZED FOR FOUR PURPOSES: CARBON SEQUESTRATION TO REMOVE CARBON FROM THE ATMOSPHERE, BIODIVERSITY CONSERVATION TO ENSURE LONG-TERM PERSISTENCE OF RARE AND OTHER NATIVE SPECIES AND THEIR HABITATS, PRIME FARMLAND TO ENABLE LOCAL FOOD PRODUCTION THROUGH REGENERATIVE WATER SMART FARMING PRACTICES, AND PASSIVE RECREATION AND TRAILS.



GOAL 15

PERMANENTLY PROTECT THE TREE CANOPY AND AT LEAST 30% OF OPEN SPACE LAND PRIORITIZED FOR FOUR PURPOSES: CARBON SEQUESTRATION TO REMOVE CARBON FROM THE ATMOSPHERE, BIODIVERSITY CONSERVATION TO ENSURE LONG-TERM PERSISTENCE OF RARE AND OTHER NATIVE SPECIES AND THEIR HABITATS, PRIME FARMLAND TO ENABLE LOCAL FOOD PRODUCTION THROUGH REGENERATIVE WATER SMART FARMING PRACTICES, AND PASSIVE RECREATION AND TRAILS.

15A STRATEGY:

Acquire historic farm properties for Town ownership.

Related Goals:

- Celebrate and honor local heritage by increasing local awareness and protecting historic resources including buildings, cemeteries, landscapes, archeological resources, and other irreplaceable resources.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

The Town has several historic Farm properties that would ideally be purchased for Town ownership if they become available. Farm properties acquired by the Town could be preserved as open space or as active agriculture and protected from development. Several farms are identified in Medway's 2020 Open Space and Recreation Plan as desirable for acquisition, including some that are Scenic and Unique Features.

Strategy type:

Physical/design

Timing:

Ongoing

Lead Responsible party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Agricultural Committee
Community and Economic Development
Conservation Commission
Community Preservation Committee
Finance Director/Finance Committee
Open Space Committee
Town Counsel

Funding costs:

\$\$\$\$ (\$1M+)

Funding sources:

Town Budget
Department of Agricultural Resources
Agricultural Preservation Restriction (APR)
Community Preservation Act funds

GOAL 15

PERMANENTLY PROTECT THE TREE CANOPY AND AT LEAST 30% OF OPEN SPACE LAND PRIORITIZED FOR FOUR PURPOSES: CARBON SEQUESTRATION TO REMOVE CARBON FROM THE ATMOSPHERE, BIODIVERSITY CONSERVATION TO ENSURE LONG-TERM PERSISTENCE OF RARE AND OTHER NATIVE SPECIES AND THEIR HABITATS, PRIME FARMLAND TO ENABLE LOCAL FOOD PRODUCTION THROUGH REGENERATIVE WATER SMART FARMING PRACTICES, AND PASSIVE RECREATION AND TRAILS.

15B STRATEGY:

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

Related Goals:

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

Strategy Narrative:

Strategically acquire and conserve unprotected open space in Town to protect important open space connections, wildlife corridors, and natural resources through fee acquisition or deed restrictions. Prioritize the protection of properties identified for protection in the 2020 Open Space and Recreation Plan. Per the 2020 OSRP, only 7.2 percent of land in Medway is permanently protected open space land (Source: OSRP p. 43). Relative to neighboring towns, Medway has the lowest amount of protected recreational and open space land. The protection of open space is not only good for recreation purposes and to preserve rural features in the Town, but for the overall sustainability of the land, including carbon sequestration, the protection of natural habitat, and encouraging biodiversity.

Strategy type:

Physical/design, capacity building

Timing:

Long-term (8-10 years)

Lead Responsible party:

Conservation Commission
Supporting Responsible Parties:
Community Preservation Committee
Open Space Committee
Select Board/Town Manager's Office
Town Counsel

Funding costs:

\$\$\$ (\$250k-\$1M)

Funding sources:

Town Budget
Department of Conservation and Recreation LAND grant
Community Preservation Act funds

GOAL 15

PERMANENTLY PROTECT THE TREE CANOPY AND AT LEAST 30% OF OPEN SPACE LAND PRIORITIZED FOR FOUR PURPOSES: CARBON SEQUESTRATION TO REMOVE CARBON FROM THE ATMOSPHERE, BIODIVERSITY CONSERVATION TO ENSURE LONG-TERM PERSISTENCE OF RARE AND OTHER NATIVE SPECIES AND THEIR HABITATS, PRIME FARMLAND TO ENABLE LOCAL FOOD PRODUCTION THROUGH REGENERATIVE WATER SMART FARMING PRACTICES, AND PASSIVE RECREATION AND TRAILS.

15C STRATEGY:

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

Related Goals:

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

Strategy Narrative:

Consider adopting Natural Resource Protection Zoning as a stronger open space protection alternative to Medway's existing zoning. Natural Resource Protection Zoning (NRPZ) has been used in several Massachusetts communities to regulate new subdivisions of land in a way that maximizes the protection of wetlands, forests, agricultural lands, and open space. Using NRPZ would make the protection of open space an important component of any subdivision of land by combining low underlying densities with compact patterns of development, so significant areas of land are left undeveloped and available for agriculture, forestry, recreation, watershed, or wildlife habitat. It is different than Medway's existing Open Space Residential Development (OSRD), which is by special permit,

whereas a conventional subdivision is by-right (a.k.a. the path of least resistance for a developer). NRPZ flips this model on its head, making the conventional the special permit (as the less desirable option for open space and natural resource protection).

Natural Resource Protection Zoning (NRPZ) describes local zoning techniques designed to link land conservation to land development. It can take several forms, but its essence is to combine low underlying densities with compact patterns of development so significant areas of land are left undeveloped and available for agriculture, forestry, recreation, watershed, or wildlife habitat.

Learn more here:

- <https://www.mass.gov/service-details/smart-growth-smart-energy-toolkit-modules-open-space-design-osdnatural-resource-protection-zoning-nrpz>
- https://masswoods.org/sites/masswoods.net/files/pdf-doc-ppt/natural_resources_protection_zoning.pdf

Strategy type:

Physical design, regulatory/policy

Timing:

Mid-term (4-7 years)

Lead Responsible party:

Planning and Economic Development Board

Supporting Responsible Part:

Community and Economic Development

Funding costs: \$ (less than \$50k)

Funding sources:

Town Budget

GOAL 15

PERMANENTLY PROTECT THE TREE CANOPY AND AT LEAST 30% OF OPEN SPACE LAND PRIORITIZED FOR FOUR PURPOSES: CARBON SEQUESTRATION TO REMOVE CARBON FROM THE ATMOSPHERE, BIODIVERSITY CONSERVATION TO ENSURE LONG-TERM PERSISTENCE OF RARE AND OTHER NATIVE SPECIES AND THEIR HABITATS, PRIME FARMLAND TO ENABLE LOCAL FOOD PRODUCTION THROUGH REGENERATIVE WATER SMART FARMING PRACTICES, AND PASSIVE RECREATION AND TRAILS.

15D STRATEGY:

Inventory the existing publicly-owned tree canopy in Medway and consider adoption of a tree preservation bylaw to protect Medway's privately-owned tree canopy.

Related Goals:

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

Strategy Narrative:

Improving a community's tree canopy can have many benefits, including reducing summer peak temperatures and air pollution, enhancing property values, providing wildlife habitat, and benefitting public health. Inventory the existing public tree canopy in Medway and consider adoption of a tree preservation bylaw to protect Medway's private tree canopy. A local bylaw can strengthen tree protection and help spread the message that the community values the important and critical services that trees provide. A local bylaw can help achieve Medway's forestry goals, whether those are establishing a tree committee, preserving trees during construction projects, protecting significant trees, requiring tree planting in certain situations, or others. It is not uncommon for rules regarding trees to appear in various sections of municipal bylaws. Tree planting for

development projects may appear in planning rules or subdivision regulations, and requirements for tree buffers may appear in zoning rules. Sometimes local rules related to trees may be scattered throughout Town bylaws. Going through the process of developing a local tree bylaw can unify these provisions and ensure that rules related to trees are straightforward and compatible with Medway's goals.

Strategy type:

Regulatory/policy, programmatic

Timing:

Mid-term (4-7 years)

Lead Responsible party:

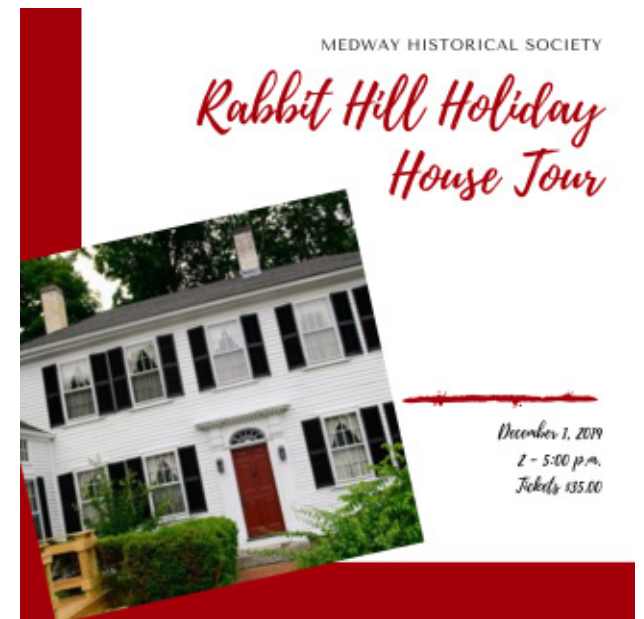
Conservation Commission

Supporting Responsible Parties:

Community and Economic Development

Planning and Economic Development Board

GOAL 16: CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.



GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.

16A STRATEGY:

Expand and create walking tours, publications, and online information to promote awareness of Medway's history, especially historically marginalized populations.

Related Goals:

- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Expand and create walking tours, publications, and online information to promote awareness of Medway's history, including the history of Native American, immigrant, and other historically marginalized populations. This strategy can expand the role of the Medway Historical Society and the Medway Historical Commission to create further

opportunities for residents of all ages to learn about Medway's history.

Strategy type:

Programmatic, capacity building

Timing:

Ongoing

Lead Responsible Party:

Historical Commission

Supporting Responsible Party:

Historical Society

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget, Grants

Sponsorships

Private philanthropy

GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.

16B STRATEGY:

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

Related Goals:

None

Strategy Narrative:

Consider the establishment of local historic districts to further protect Medway's historic resources, especially for the Rabbit Hill and neighborhood. Medway has two National Register Historic Districts: Medway Village and Rabbit Hill. However, the protection offered by this designation is slim. Designating a local historic district would further protect historic resources by providing the community with the means to make sure that growth, development, and change take place in ways that respect the important architectural, historical, and environmental characters within the district. The Rabbit Hill Historic District includes the Medway Second Congregational Church (1814) as its central point and contains 58 buildings, almost all of which are 100 years or older. The designation of a local district protects the significant properties and the historic character of the district. It provides communities with the means to make sure that growth, development, and change take place in ways that respect the important architectural, historical, and environmental

characteristics within a district. Local designation encourages sensitive development in the district and discourages unsympathetic changes from occurring. This happens through a process called design review, whereby the Historic District Commission approves major changes that are planned for the district and issues Certificates of Appropriateness which allow the proposed changes to take place.

- CASE STUDY: Easton's Ames local historic district study reports

Strategy type:

Physical/design, regulatory/policy

Timing:

Short term (0-3 years)

Lead Responsible party:

Historical Commission

Supporting Responsible Parties:

Community and Economic Development

Design Review Committee

Historical Society

Planning and Economic Development Board

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town/ Department Budgets, could fund a study before implementing

GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.

16C STRATEGY:

Consider the establishment of a floating local historic district to protect Colonial and Federal (pre-1800) buildings.

Related Goals:

None

Lead Responsible party:

Historical Commission

Strategy Narrative:

Consider the establishment of a floating Local Historic District to protect Colonial and Federal (pre-1800) buildings. Medway has over twenty pre-1800 structures located throughout the Town. These are antique buildings. Many communities have lost all or virtually all the structures that reflect our nations colonial and federal origins. Some of these antique buildings are concentrated on Village Street, and most of which are residential. A floating Local Historic District would help ensure the protection of these structures for future generations of Medway.

Supporting Responsible Parties:

Community and Economic Development
Historical Society
Planning and Economic Development Board

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town/Department Budgets

Strategy type:

Physical/design, regulatory/policy

Timing:

0-3 years

GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.

16D STRATEGY:

Consider using local, state, or federal grant dollars to provide preservation grants to fund exterior renovations of historic homes for income qualified homeowners, like Cambridge's Affordable Housing Preservation Grants program.

Related Goals:

Foster accessible and affordable housing options, including smaller homes and options for middle-income households, in strategic locations that enable residents to thrive in the community and support the needs of an aging population, young families, young adults, special needs, and a socioeconomically diverse population.

Strategy Narrative:

The Community Preservation Act (CPA) helps communities protect and preserve open spaces, historic sites, affordable housing, and recreation facilities. Funding from the CPA could be used to renovate historic homes in the Town. This program could be similar to Cambridge's Affordable Housing Preservation Grants Program which provides funding for exterior repair and restoration, as well as structural repairs for income qualified homeowners. This could help income qualified homeowners make improvements to preserve their homes and meets both goals of historic preservation and preserving affordable housing.

Strategy type:

Programmatic. Capacity building

Timing:

Mid-term (4-7 years)

Lead Responsible party:

Historic Commission

Supporting Responsible Parties:

Community and Economic Development
Community Preservation Committee
Medway Affordable Housing Trust
Town Counsel

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Community Preservation Act
Community Development Block Grants
Subsequent Grants

GOAL 16

CELEBRATE AND HONOR LOCAL HERITAGE BY INCREASING LOCAL AWARENESS AND PROTECTING HISTORIC RESOURCES INCLUDING BUILDINGS, CEMETERIES, LANDSCAPES, ARCHAEOLOGICAL RESOURCES, AND OTHER IRREPLACEABLE RESOURCES.

16E STRATEGY:

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

Related Goals:

None

Funding costs:

\$ (less than \$50k)

Strategy Narrative:

Zoning can help to restrict or allow certain types of development in designated areas. Zoning can be used to maintain single family neighborhoods and restrict the development of large-scale residential homes.

Funding sources:

Town/Department Budgets

Strategy type:

Regulatory/policy

Timing:

Short-term (0-3 years)

Responsible party:

Planning and Economic Development Board

Supporting Responsible Parties:

Community and Economic Development

GOAL 17: REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.



GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17A STRATEGY:

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

Related Goals:

- Actively work to achieve 40% emissions reductions below the Fiscal Year 2009 baseline by 2030 in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

webinars, and using a variety of other online and in-person learning tools to educate about and promote conservation.

Strategy type:

Programmatic, capacity building

Timing:

Ongoing

Lead Responsible party:

Energy and Sustainability Committee

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

MAPC Accelerating Climate Resilience Grant

Other grants

Strategy Narrative:

Public education is essential in helping Medway residents and partners to take part in sustainability strategies. Educational outreach can help to increase public awareness of the programs and tools available to them to promote sustainability and increase stewardship among everyone in Medway.

This can include providing written resources, hosting

Supporting Responsible Parties:

Communications

Conservation Commission

Community and Economic Development

GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17B STRATEGY:

Consider improvements to habitat areas like historic streams and wetland restoration areas, including planting pollinators and new trees.

Related Goals:

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

Strategy Narrative:

Habitat restoration has many benefits including helping with climate mitigation strategies, improving Town aesthetics, and providing more natural spaces which Medway residents can enjoy. Protecting habitats provides a host of ecological benefits as well and improve the overall environmental health of the area. Planting new trees and plants to attract native

pollinators can increase the tree canopy to reduce heat island effects.

Strategy type:

Physical/design, capacity building

Timing:

4-7 years

Lead Responsible party:

Conservation Commission

Supporting Responsible Parties:

Community and Economic Development

Funding sources:

Town Budget

Massachusetts Environmental Trust

Other grants

Funding costs:

\$\$ (\$50k-\$250k)

GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17C STRATEGY:

Involve integrated partners in implementing strategies, including schools, which could plant and sustain a pollinator garden and create more hands-on experiences for children.

Related Goals:

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

Strategy Narrative:

Creating partnerships in the Town, such as schools or the Medway Community Farm, can create valuable educational opportunities and promote greater land stewardship among Medway Residents. Further, this will allow Medway residents to have greater involvement in implementing sustainability initiatives. These partnerships will also help to increase the capacity for implementing and maintaining these strategies.

Strategy type:

Programmatic, capacity building

Timing:

On going

Lead Responsible party:

Energy and Sustainability Committee

Supporting Responsible Parties:

Conservation Commission

School Department

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

School Budget

Grants, e.g. Plant Something Bee-eutiful Program

GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17D STRATEGY:

Consider creating a town-wide composting program, utilize an existing resource for composting program (e.g., Hidden Acres Compost, Black Earth Compost), and/or bringing compost to local farms.

Related Goals:

Actively work to achieve 40% emissions reductions below the Fiscal Year 2009 baseline by 2030 in alignment with the state's Act Creating a Next-Generation Roadmap for Massachusetts Climate Policy.

Strategy Narrative:

Consider creating a town-wide composting program. Compost is organic material that can be added to soil to help plants grow. Food scraps and yard waste together currently make up more than 30 percent of what we throw away and could be composted instead. Making compost keeps these materials out of landfills where they take up space and release methane, a potent greenhouse gas. (Source: EPA) Composting programs are more effective when paired with a pay-as-you-throw municipal waste program. Many communities are starting to implement town wide composting programs and are finding that they can save money by reducing the frequency of trash collection and adding compost collection.

Strategy type:

Programmatic

Timing:

Short term (0-3 years)

Lead Responsible party:

Select Board/Town Manager's Office

Supporting Responsible Parties:

Department of Public Works

Energy and Sustainability Committee

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town Budget

Department of Environmental Protection Grant

Other grants

GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17E STRATEGY:

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

Related Goals:

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

Strategy Narrative:

Review and revise the land use regulations to ensure that new development activity will integrate nature-based design solutions along public streets and within parking areas to reduce stormwater runoff, protect surface and groundwater quality, reduce heat island impacts, and provide other benefits. Nature-based solutions involve working with nature to address societal challenges, providing benefits for both human well-being and biodiversity.

- Source: Nature-Based Solutions Initiative.

Strategy type:

Physical/design, regulatory/policy

Timing:

Mid-term (4-7 years)

Lead Responsible party:

Planning and Economic Development Board

Supporting Responsible Parties:

Community and Economic Development

Department of Public Works

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget

Technical assistance, e.g., Metropolitan Area Planning Council

GOAL 17

REDUCE IMPACTS ON ESSENTIAL NATURAL SYSTEMS CAUSED BY HUMAN ACTIVITY THROUGH ECO-FRIENDLY LANDSCAPING AND WASTE DISPOSAL, AND NATURE - BASED STORMWATER SOLUTIONS.

17F STRATEGY:

Implement education and removal programs that will reduce the dominance of invasive plant species and allow native plant species to prosper.

Related Goals:

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

Strategy Narrative:

According to the scientific literature, invasive species are a growing threat to preserving biodiversity and sustainability. Invasive species can cause extinctions of native plants and animals and alter habitats. In partnership with Medway's Parks and Recreation Department, Medway's Conservation Agent and Open Space Committee have been working to educate town residents about some of Medway's most serious invasive plants, and what you can do about them. Examples of invasive species in Medway (and Massachusetts) include Japanese Knotweed, Oriental Bittersweet, and Norway Maples. The Town should continue to educate residents about native

species, organize volunteer invasive removal days, and where necessary, pay for invasive species removal as a part of open space and park maintenance and improvements. The Town could also implement a policy to plant only native plant species or non-native species that have been researched and proven to be non-aggressive on public lands.

- Resources: Massachusetts Invasive Plants in Massachusetts, Student Conservation Association, X-Cel Education

Strategy type:

Physical/design, regulatory/policy

Timing:

Mid-term (4-7 years)

Lead Responsible party:

Conservation Agent

Supporting Responsible Parties:

Conservation Commission
Department of Public Works
Open Space Committee
Parks and Recreation

Funding costs:

\$ (less than \$50k)

Funding sources:

Town Budget
MassWildlife Habitat Management Grants

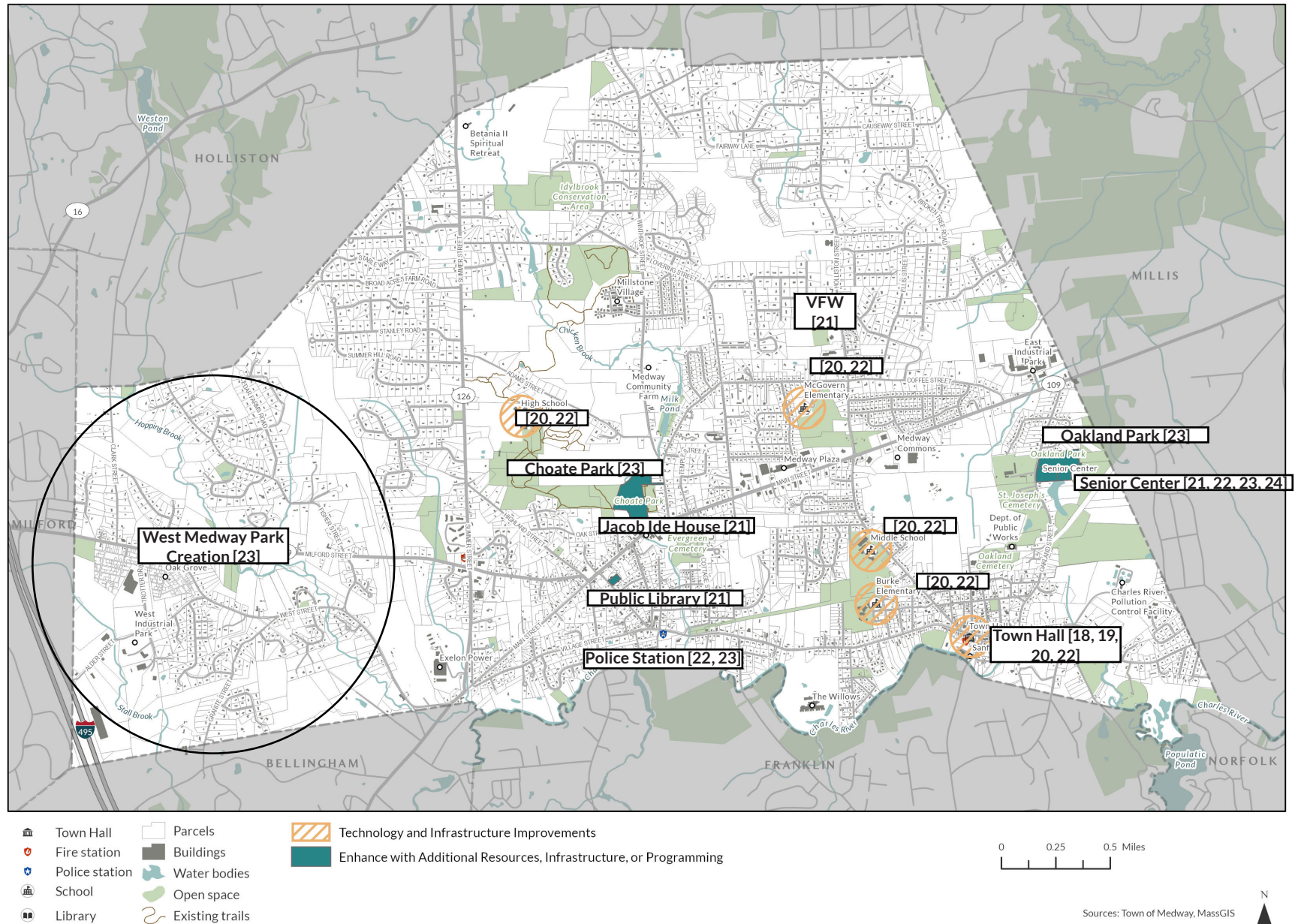


A SUPPORTIVE COMMUNITY

CORE THEME

Prepared by JM Goldson LLC

J M G O L D S O N



GOAL 18: NURTURE AND BUILD A SENSE OF BELONGING FOR ALL RESIDENTS OF MEDWAY AS A WELCOMING AND INCLUSIVE COMMUNITY WHERE PEOPLE WITH DIVERSE BACKGROUNDS AND CULTURAL IDENTITIES FEEL SAFE, RESPECTED, AND INTEGRATED, HAVE OPPORTUNITIES TO SHARE THEIR TRADITIONS, AND ARE ENCOURAGED TO PARTICIPATE IN TOWN GOVERNMENT.



May 25 | Medway Middle School | 7:00 p.m.

GOAL 18

NURTURE AND BUILD A SENSE OF BELONGING FOR ALL RESIDENTS OF MEDWAY AS A WELCOMING AND INCLUSIVE COMMUNITY WHERE PEOPLE WITH DIVERSE BACKGROUNDS AND CULTURAL IDENTITIES FEEL SAFE, RESPECTED, AND INTEGRATED, HAVE OPPORTUNITIES TO SHARE THEIR TRADITIONS, AND ARE ENCOURAGED TO PARTICIPATE IN TOWN GOVERNMENT.

18A STRATEGY:

Continue to invest in modernizing the Town's Information technology (IT) infrastructure and technology to maximize community access to Town information.

Related Goals:

- Consider ways for the public to submit feedback to the Town so that community members can express their views, as well as community volunteer opportunities to encourage civic engagement. This could be a change to Town Meeting or another vehicle for public comment.
- With the aging population in mind, prioritize the creation of age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

Strategy Narrative:

As a growing need for digital access continue to rise in our communities, Medway intends to continue to invest in both IT infrastructure as well as staff capacity to manage the overall system. This could include support for town functions and staff, emergency services, schools, and the community at-large. To increase community digital connectedness, the Town could consider expanding wi-fi availability around Medway. There will also be continued investment in ensuring the Town's data, servers, and emergency systems are protected from cyber-

attacks and hacking by having the proper protections in place and professional development and trainings for IT staff. Investments in IT infrastructure allows for Town administration to build effective systems for management of financial, physical, and human resources of Medway. Updating existing systems will streamline administrative processes and subsequently increase Town capacity. Additionally, high community access to Town information builds accountability and transparency between residents and the Town.

Strategy type:

Capacity Building

Timing:

Ongoing

Lead Responsible party:

Information Services

Supporting Responsible Party:

Select Board/Town Manager's office

Funding costs:

\$\$ (\$50k-\$250k)

Funding sources:

Town Budget + Grants

Community Compact IT Grant Program

GOAL 18

NURTURE AND BUILD A SENSE OF BELONGING FOR ALL RESIDENTS OF MEDWAY AS A WELCOMING AND INCLUSIVE COMMUNITY WHERE PEOPLE WITH DIVERSE BACKGROUNDS AND CULTURAL IDENTITIES FEEL SAFE, RESPECTED, AND INTEGRATED, HAVE OPPORTUNITIES TO SHARE THEIR TRADITIONS, AND ARE ENCOURAGED TO PARTICIPATE IN TOWN GOVERNMENT.

18B STRATEGY:

Support opportunities for collaborative activities, such as the Town Square series the Medway Village Church sponsored several years ago with speakers to discuss issues of the day and promote dialogue within the community.

Related Goals:

Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Collaborative events help residents build stronger ties to the Town, strengthening the community in turn. Medway could explore ways to connect with local organizations to offer regularly planned events that encourage both active and passive participation. Building relationships among neighbors is an essential step towards building a resilient community and can increase cohesion among Town residents. Educational recreational opportunities support lifelong learners and can be used to promote local tourism. Collaborative activities engage the broader community and result in a higher quality of life for residents. Events like the Town Square series offered more structured interaction that served as

the icebreaker introduction and allowed residents to connect with those outside their typical circle.

Strategy type:

Programmatic

Timing:

On-going

Lead Responsible party:

Parks and Recreation

Supporting Responsible Parties:

Cultural Council

Medway Public Library

Funding costs:

\$ (less than \$50k), capacity expenses/regular programming budget

Funding sources:

Town Budget + Grants (Mass Cultural Council)

GOAL 18

NURTURE AND BUILD A SENSE OF BELONGING FOR ALL RESIDENTS OF MEDWAY AS A WELCOMING AND INCLUSIVE COMMUNITY WHERE PEOPLE WITH DIVERSE BACKGROUNDS AND CULTURAL IDENTITIES FEEL SAFE, RESPECTED, AND INTEGRATED, HAVE OPPORTUNITIES TO SHARE THEIR TRADITIONS, AND ARE ENCOURAGED TO PARTICIPATE IN TOWN GOVERNMENT.

18C STRATEGY:

Consider creating Welcome to Medway materials online and in a Town building that could help new residents by providing resources about the community.

Related Goals:

Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Medway currently lacks any sort of centralized information and guidance about living in Town. Medway could develop a Welcome to Medway landing page on the Town website and physical guide or brochure that outlines Town happenings and procedures. The Town could consider developing a roadmap for diverse populations and seek opportunities to collaborate with new residents to gain a better understanding of important information to include. Providing a one-stop place for new residents to learn more about the Town reduces barriers to participation and encourages newcomers to engage more quickly.

Strategy type:

Programmatic

Timing:

Near-term (0-3 years)

Lead Responsible Party:

Select Board/ Town Manager's Office

Supporting Responsible Parties:

Communications

Community Economic Development

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

GOAL 18

NURTURE AND BUILD A SENSE OF BELONGING FOR ALL RESIDENTS OF MEDWAY AS A WELCOMING AND INCLUSIVE COMMUNITY WHERE PEOPLE WITH DIVERSE BACKGROUNDS AND CULTURAL IDENTITIES FEEL SAFE, RESPECTED, AND INTEGRATED, HAVE OPPORTUNITIES TO SHARE THEIR TRADITIONS, AND ARE ENCOURAGED TO PARTICIPATE IN TOWN GOVERNMENT.

18D STRATEGY:

Review and strategically implement the recommendations of the Inclusion, Diversity, and Equity Advisory Committee, which is tasked with providing feedback and recommendations to the Select Board/Town Manager's Office geared toward policy development that will promote and foster a community that is inclusive and welcoming to people of all backgrounds, beliefs, and cultures.

Related Goals:

- Consider ways for the public to submit feedback to the Town so that community members can express their views, as well as community volunteer opportunities to encourage civic engagement. This could be a change to Town Meeting or another vehicle for public comment.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Board/Town Manager's Office and other appropriate Town officials should review the recommendations, determine and implement strategies to address the recommendations and promote and foster an inclusive and welcoming community.

Funding sources:

Depends on recommendations

Strategy type:

Regulatory/policy

Timing:

Ongoing

Lead Responsible party:

Select Board/Town Manager's Office

Supporting Responsible Party:

School Committee

Funding costs:

\$ (less than \$50k), volunteer capacity

Strategy Narrative:

Medway's Inclusion, Diversity, & Equity Advisory (IDEA) Committee exists to specifically advocate for building an inclusive Medway community. The IDEA Committee will wrap up its final phase in November of 2022, where it will deliver recommendations to the Select Board/Town Manager's Office. The Select

GOAL 19: CONSIDER WAYS FOR THE PUBLIC TO SUBMIT FEEDBACK TO THE TOWN SO THAT COMMUNITY MEMBERS CAN EXPRESS THEIR VIEWS, AS WELL AS COMMUNITY VOLUNTEER OPPORTUNITIES TO ENCOURAGE CIVIC ENGAGEMENT. THIS COULD BE A CHANGE TO TOWN MEETING OR ANOTHER VEHICLE FOR PUBLIC COMMENT.



GOAL 19

CONSIDER WAYS FOR THE PUBLIC TO SUBMIT FEEDBACK TO THE TOWN SO THAT COMMUNITY MEMBERS CAN EXPRESS THEIR VIEWS, AS WELL AS COMMUNITY VOLUNTEER OPPORTUNITIES TO ENCOURAGE CIVIC ENGAGEMENT. THIS COULD BE A CHANGE TO TOWN MEETING OR ANOTHER VEHICLE FOR PUBLIC COMMENT.

19A STRATEGY:

Survey the community to determine strategies to boost attendance at Town Meetings, local elections, and other public meetings, such as providing free childcare.

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

Strategy Narrative:

Medway, like all municipalities, can increase participation in Open Town Meetings, town boards and committees, local elections, and public meetings. Medway could build a community survey to better understand ways to encourage more residents to participate and attend. This survey would solicit positive reinforcement of Town strategies that work well for them as well as criticism and suggestions for improvements. The analysis of this survey can be presented to relevant municipal officials and the public at large but could be utilized to inform changes that alleviate gaps in participation.

Strategy type:

Regulatory/policy
Programmatic

Timing:

Near-term (0-3 years)

Lead Responsible party:

Select Board/Town Administrator's Office

Supporting Responsible Parties:

Communications
Town Clerk

Funding costs:

\$ (less than \$50k)
potential consultant fees

Funding sources:

Town Budget
Civic Engagement Grants

GOAL 19

CONSIDER WAYS FOR THE PUBLIC TO SUBMIT FEEDBACK TO THE TOWN SO THAT COMMUNITY MEMBERS CAN EXPRESS THEIR VIEWS, AS WELL AS COMMUNITY VOLUNTEER OPPORTUNITIES TO ENCOURAGE CIVIC ENGAGEMENT. THIS COULD BE A CHANGE TO TOWN MEETING OR ANOTHER VEHICLE FOR PUBLIC COMMENT.

19B STRATEGY:

Focus more on using online and email outreach than in-person meetings.

Related Goals:

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

Strategy Narrative:

In person meetings often attract the same, small percentage of community members that are willing and able to vocalize their opinions. Understanding that participation in in-person meetings is often difficult, inconvenient, or not feasible for some residents, Medway has been including more creative outreach methods, specifically emphasizing the importance of virtual options such as providing virtual access to many public meetings, as well as the Town website, social media and email. Utilizing online and email outreach allows for accessible spaces for residents to engage with the Town and welcomes a broader audience. Additionally, virtual feedback exists in

perpetuity and can safeguard against recording errors. Most platforms include a minimum of basic analytic tools to process data which provide added convenience in analyzing and reporting out feedback. This will also involve equipment upgrades at other town facilities so that in person meetings can become hybrid (in-person and virtual) meetings.

- Case Study: Bar Harbor Citizen Engagement Platform

Strategy type:

Programmatic + Capacity Building

Timing:

Ongoing

Lead Responsible party:

Select Board/Town Manager

Supporting Responsible Parties:

Communications
Information Services
Town Clerk

Funding Cost:

\$\$ (\$50k-\$250k), initial set up costs + staff/volunteer capacity

Funding sources:

Town budget

GOAL 19

CONSIDER WAYS FOR THE PUBLIC TO SUBMIT FEEDBACK TO THE TOWN SO THAT COMMUNITY MEMBERS CAN EXPRESS THEIR VIEWS, AS WELL AS COMMUNITY VOLUNTEER OPPORTUNITIES TO ENCOURAGE CIVIC ENGAGEMENT. THIS COULD BE A CHANGE TO TOWN MEETING OR ANOTHER VEHICLE FOR PUBLIC COMMENT.

19C STRATEGY:

Work toward all board and committee meetings being broadcast and recorded, and/or having online ways to view.

Related Goals:

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

Strategy Narrative:

Presenting alternatives to attending in-person meetings boosts engagement and invites a wider audience to stay informed on Town happenings. Higher viewership in turn promotes more participation and feedback. Medway could develop a procedure for ensuring all board and committee meetings are broadcast live and available for residents to view in their free time. Medway Cable Access and social media (i.e., Facebook) should continue to be utilized to offer these services and expanded to provide coverage of all boards and committees. The Town could consider linking meeting recordings to board and committee webpages to promote ease of access for residents.

Strategy type:

Regulatory/policy

Timing:

Ongoing

Lead Responsible party:

Information Technology

Supporting Responsible Parties:

Communications

Select Board/ Town Manager

Funding costs:

\$ (less than \$50k)

Funding sources:

Town budget

GOAL 19

CONSIDER WAYS FOR THE PUBLIC TO SUBMIT FEEDBACK TO THE TOWN SO THAT COMMUNITY MEMBERS CAN EXPRESS THEIR VIEWS, AS WELL AS COMMUNITY VOLUNTEER OPPORTUNITIES TO ENCOURAGE CIVIC ENGAGEMENT. THIS COULD BE A CHANGE TO TOWN MEETING OR ANOTHER VEHICLE FOR PUBLIC COMMENT.

19D STRATEGY:

Provide resources for language translation, hard of hearing, and blind individuals to access Town information and meetings.

Related Goals:

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

Strategy Narrative:

Medway could consider integrating general accessibility solutions into public meetings and Town information to welcome a broader audience. The Town could allocate resources toward an on-demand translation service to assist residents with low English proficiency as well as deaf or hard-of-hearing individuals that require interpretation services. For example, live broadcasts and recordings of public meetings could be professionally captioned. Closed captioning benefits deaf and hard-of-hearing communities as well as those unable to view with volume and provides clarity in the event of technical

difficulties. Starting with the meetings with the most viewership, such as Select Board meetings, is a strategic way to begin. The Town might work with disability access professionals to ensure technology and virtual platforms are compatible with screen readers, captioning devices, as well as additional assistive technology.

Strategy type:

Regulatory/policy + Capacity Building

Timing:

Ongoing

Lead Responsible party:

Select Board/Town Manager

Supporting Responsible Parties:

Communications
Information Technology

Funding Cost:

\$\$ (\$50k to \$250k)

Funding Source:

Town Budget
Grants

GOAL 20: INVEST TO MAINTAIN AND MODERNIZE SCHOOL FACILITIES AND TECHNOLOGICAL RESOURCES TO REINFORCE AND SUSTAIN MEDWAY'S HIGH QUALITY PUBLIC EDUCATION SERVICES TO PLAN AND PREPARE FOR CHANGES TO SCHOOL ENROLLMENT.



GOAL 20

INVEST TO MAINTAIN AND MODERNIZE SCHOOL FACILITIES AND TECHNOLOGICAL RESOURCES TO REINFORCE AND SUSTAIN MEDWAY'S HIGH QUALITY PUBLIC EDUCATION SERVICES TO PLAN AND PREPARE FOR CHANGES TO SCHOOL ENROLLMENT.

20A STRATEGY:

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

Related Goals:

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

Strategy Narrative:

The Medway School District is comprised of four schools: two elementary schools (one serving pre-kindergarten through first grade, the other serving second through fourth grade), one middle school serving grades five through eight, and one high school serving grades nine through twelve. Except for the high school constructed in 2004, these schools were built several decades prior to the turn of the century and thus have accrued different maintenance needs. Deferred maintenance could result in more rapid deterioration of facilities and impact Medway's high educational standing in the Commonwealth. Additionally, Medway intends to invest in updating school technology to ensure access for all students and remain consistent with educational standards.

The Town's Building Assessment identified facility updates and maintenance needs for each property for a 20-year capital plan with an estimated \$60 million in capital needs. Medway must ensure adequate money is allocated to complete these updates to protect municipal assets and maintain Medway Public Schools' impressive reputation.

The 2021 Facilities Assessment Report assessed the conditions of municipal buildings in Medway, including schools. The report highlighted physical and functional issues present in the High School, the Middle School, McGovern Elementary School, and Burke-Memorial School.

- Read the Facilities Assessment report for more information: https://www.townofmedway.org/sites/g/files/vyhlf866/f/uploads/bos-workshop-presentation_for-website.pdf
- The MSBA Website: <https://www.massschoolbuildings.org/>

Strategy type: Physical/design improvements

Timing: Mid-term (4-7 years)

Lead Responsible party: School Committee

Supporting Responsible Parties:

DPW

Finance Committee

Facility Review Committee

Funding Cost:

\$\$\$\$ (\$1M+)

Funding Source:

Town Budget

Capital Planning

Grants (MSBA)

GOAL 20

INVEST TO MAINTAIN AND MODERNIZE SCHOOL FACILITIES AND TECHNOLOGICAL RESOURCES TO REINFORCE AND SUSTAIN MEDWAY’S HIGH QUALITY PUBLIC EDUCATION SERVICES TO PLAN AND PREPARE FOR CHANGES TO SCHOOL ENROLLMENT.

20B STRATEGY:

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

Related Goals:

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

Strategy Narrative:

The Burke-Memorial School is an older school facility that currently serves as a daycare and before and after school program for students. While this is a great service to the Town and its employees, the building needs repair and modernization. With enrollment trending downward the last 10 years, and capacity in all three active school buildings this may be an opportune time to look more closely at the future of this facility.

The Burke-Memorial Elementary school is divided into two portions. The Memorial portion was built in 1996 and is actively in use as an academic space for kindergarten and first grade. The Burke portion was constructed in 1954 and is currently operationalized as a daycare facility with a number of physical and

functional deficiencies. The Burke portion serves as an opportunity for Medway to renovate and increase public space in town. Medway must determine how the property will be utilized moving forward and consider alternatives to enhance the Town.

Strategy type:

Physical/design improvements

Timing:

Mid-term (4-7 years)

Lead Responsible party:

School Committee

Supporting Responsible Parties:

DPW

Facility Review Committee

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Town Budget

Capital Planning

GOAL 20

INVEST TO MAINTAIN AND MODERNIZE SCHOOL FACILITIES AND TECHNOLOGICAL RESOURCES TO REINFORCE AND SUSTAIN MEDWAY'S HIGH QUALITY PUBLIC EDUCATION SERVICES TO PLAN AND PREPARE FOR CHANGES TO SCHOOL ENROLLMENT.

20C STRATEGY:

Meet the increasingly complex and diverse needs of all students in the Medway Public Schools through additional resources for English Language Learners and high achieving students.

Related Goals:

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

Strategy Narrative:

Medway has experienced growth in the number of English Language Learners in the school population and in the number of students needing interventions and supports to achieve grade level progress. Medway would also like to create more educational programming for the highest achieving students.

Timing:

Long-term (8-10 years)

Lead Responsible party:

School Committee

Supporting Responsible Party:

School Department

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Town Budget

Capital Planning

Strategy type:

Regulatory/policy + Capacity Building

GOAL 21: FOSTER STRONG COMMUNITY CONNECTIONS AND SOCIAL PARTICIPATION BY PROVIDING INTERGENERATIONAL GATHERING SPACES, CONTINUED LEARNING OPPORTUNITIES, AND SUPPORTING COORDINATED EDUCATIONAL, ARTISTIC, AND FUN CULTURAL ACTIVITIES AND EVENTS FOR ALL AGES AND ABILITIES, INCLUDING CHILDREN, TEENS, YOUNG ADULTS, AND OLDER ADULTS.



GOAL 21

FOSTER STRONG COMMUNITY CONNECTIONS AND SOCIAL PARTICIPATION BY PROVIDING INTERGENERATIONAL GATHERING SPACES, CONTINUED LEARNING OPPORTUNITIES, AND SUPPORTING COORDINATED EDUCATIONAL, ARTISTIC, AND FUN CULTURAL ACTIVITIES AND EVENTS FOR ALL AGES AND ABILITIES, INCLUDING CHILDREN, TEENS, YOUNG ADULTS, AND OLDER ADULTS.

21A STRATEGY:

Consider the construction of a new community center that could serve a wide variety of needs, including recreation, youth activities, arts and cultural activities and more.

Related Goals:

- Create new or updated municipal facilities including upgraded public safety facilities and Town Hall to promote investment in the Town's essential functions. New facilities should be designed with possible future expansion in mind.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

Community centers offer a public space where residents can exercise both their body and mind. Medway could consider a feasibility study to develop a multigenerational space for municipal recreational offerings as well as offering rental space for private use.. This space could serve as a neutral location for municipal meetings and provide residents/local nonprofits with affordable access to recreational facilities. Public spaces such as these provide opportunities for diverse populations to build

community and connection while meeting community needs. Residents can be invited to provide ideas and feedback on what types of facilities they may be interested in seeing (e.g., fitness center, food pantry, kitchen access, computer lab, aerobic/dance studio, office/conference space, auditorium space, etc.).

- Case Study: Randolph, MA Intergenerational Community Center

Strategy type:

Regulatory/policy
Capacity Building

Timing:

Long-term (8-10 years)

Lead Responsible party:

Parks and Recreation

Supporting Responsible Parties:

Council on Aging
Cultural Council
Planning & Economic Development Board
Select Board/Town Manager's Office

Funding Cost:

\$ (less than \$50k)
for feasibility study

Funding Source:

Town Budget

GOAL 21

FOSTER STRONG COMMUNITY CONNECTIONS AND SOCIAL PARTICIPATION BY PROVIDING INTERGENERATIONAL GATHERING SPACES, CONTINUED LEARNING OPPORTUNITIES, AND SUPPORTING COORDINATED EDUCATIONAL, ARTISTIC, AND FUN CULTURAL ACTIVITIES AND EVENTS FOR ALL AGES AND ABILITIES, INCLUDING CHILDREN, TEENS, YOUNG ADULTS, AND OLDER ADULTS.

21B STRATEGY:

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

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

Creating multiple spaces dedicated to community needs throughout the Town may be the most financially realistic option. Medway is home to many

artists though lacks any sort of financial support for the arts or physical space dedicated to the arts and performance. Art has been used for centuries as a method for driving social connection and participation. Medway could designate municipal space as an arts and culture center to engage residents and invite arts-based tourism in Town. A feasibility study could be conducted to establish the viability of using Town buildings, such as the Ida House for arts and cultural space.

- Case Study: ReachArts in Swampscott, MA

Strategy type:

Physical/design improvements + Capacity Building

Timing:

Long-term (8-10+ years)

Lead Responsible Party:

Select Board/ Town Manager's Office

Responsible party:

Medway Cultural Council

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Town Budget

Capital Planning

Grants (Mass Cultural Council)

GOAL 21

FOSTER STRONG COMMUNITY CONNECTIONS AND SOCIAL PARTICIPATION BY PROVIDING INTERGENERATIONAL GATHERING SPACES, CONTINUED LEARNING OPPORTUNITIES, AND SUPPORTING COORDINATED EDUCATIONAL, ARTISTIC, AND FUN CULTURAL ACTIVITIES AND EVENTS FOR ALL AGES AND ABILITIES, INCLUDING CHILDREN, TEENS, YOUNG ADULTS, AND OLDER ADULTS.

21C STRATEGY:

Consider establishing a commission for public art with a juried artist collaborative to make decisions and give direction and support for public art, including. fostering diversity multi-dimensional enrichment, to Town, and promoting local businesses.

Related Goals:

- Actively leverage financial, technical, and promotional support for the continued success of existing and new local businesses throughout Medway.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.

Strategy Narrative:

Public Arts Commissions (PAC) are municipal leaders whose sole mission is to garner community appreciation and awareness of public art. Public art boosts both the cultural and economic vitality of a community and can be used as a tool for civic engagement. Establishing a PAC would delegate art and placemaking responsibility to a specific leadership group and regulate the expansion of public art

throughout town. Public art comes in a wide variety of forms, sizes, and scales. It can be permanent or temporary. Examples of public art include murals, sculptures, memorials, landscapes, digital art, or public performances.

- Case Study: Amherst, MA Public Arts Commission

Strategy type:

Regulatory/policy + Capacity Building

Timing:

Near-term (0-3 years)

Primary Responsible Party:

Select Board/Town Manager's Office

Supporting Responsible Party:

Cultural Council

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Town Budget

MassCultural Council grants

GOAL 21

FOSTER STRONG COMMUNITY CONNECTIONS AND SOCIAL PARTICIPATION BY PROVIDING INTERGENERATIONAL GATHERING SPACES, CONTINUED LEARNING OPPORTUNITIES, AND SUPPORTING COORDINATED EDUCATIONAL, ARTISTIC, AND FUN CULTURAL ACTIVITIES AND EVENTS FOR ALL AGES AND ABILITIES, INCLUDING CHILDREN, TEENS, YOUNG ADULTS, AND OLDER ADULTS.

21D STRATEGY:

Invest and partner with the Medway Public Library to expand its dynamic collections, innovative programs, and wide-ranging and sustainable services for all ages and interests. Note, the Library Board of Trustees are currently in the process of updating the library's strategic plan.

Related Goals:

- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities
- With the aging population in mind, prioritize the creation of age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

meeting rooms (multi-function room, conference room, story room), and makerspace. MPL partners with a variety of municipal groups to offer free programming to a diverse group of residents. Public libraries fill gaps in community access and maintain archives to preserve Town histories. MPL is a Town asset and continuing to sufficiently fund it will ensure the library can continue to offer a wide variety of services and programs.

Strategy type:

Physical/design improvements

Programmatic

Capacity Building

Timing:

Ongoing

Lead Responsible party:

Medway Public Library

Supporting Responsible Parties:

Finance Committee

Parks and Recreation

Cultural Council

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Town Budget

Grants (Massachusetts Board of Library Commissioners)

Strategy Narrative:

Medway Public Library (MPL) is one of the largest community hotspots in town complete with an expansive book collection, computer workstations,

GOAL 22: SUPPORT AFFORDABLE SUPPORTIVE COMMUNITY AND HEALTH SERVICES INCLUDING SOCIAL AND EMOTIONAL HEALTH SERVICES.



GOAL 22

SUPPORT AFFORDABLE SUPPORTIVE COMMUNITY AND HEALTH SERVICES INCLUDING SOCIAL AND EMOTIONAL HEALTH SERVICES.

22A STRATEGY:

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

Related Goals: None

Strategy Narrative:

Medway currently shares a mental health clinician who accompanies police to mental health calls with the Franklin Police Department. This program has successfully reduced the number of hospital transports emergency services make and increased access to mental health services for community members. Utilizing a co-response model allows for the mental health clinician to properly evaluate risk, de-escalate response scenarios, and reduces the short-term cost of mental health support for at-risk individuals. Medway could transition this to a full-time position to provide more regular access to mental health support during police response. This role primarily exists to serve those in mental health crisis but may also positively impact the relationship between Medway Police and the Medway community.

In 2020, the clinician worked with police to respond to 106 incidents and can evaluate a person on scene to

determine if they are a threat to themselves or others. This program has reduced the number of people sent to the hospital for evaluations (where they are usually sent by police who would otherwise respond to the call), as the clinician can do those on scene. Not only does this benefit the individual being helped, it also saves the police department time in having to drive to the hospital when the individual may actually not need that type of help.

Strategy type:

Capacity Building

Timing:

Near-term (0-3 years)

Responsible party:

Medway Police Department

Supporting Responsible Parties:

Human Resources
Finance Committee

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Police Budget

GOAL 22

SUPPORT AFFORDABLE SUPPORTIVE COMMUNITY AND HEALTH SERVICES INCLUDING SOCIAL AND EMOTIONAL HEALTH SERVICES.

22B STRATEGY:

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

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

Strategy Narrative:

The Council on Aging Department, in partnership with the community, strives to provide the highest quality of services and programs available to meet the ongoing needs of Medway residents of all ages. The Council on Aging operates the Senior Center with programs for older Medway residents. The Department is also the only public human services agency in Medway providing a variety of social services to its residents of all ages. As Medway's residents age, and to meet the social service needs of residents of all ages, the Town could consider evaluating the staffing and space needs of the department. Some communities are expanding the role and responsibilities of the Council of Aging to be the human service wing of the local government, while still maintaining special programming for older residents.

- Case study: Lexington Human Services Department: <https://www.lexingtonma.gov/316/Human-Services>
- Case study: Littleton Elder and Human Services Department: <https://www.littletonma.org/elder-and-human-services>

Strategy type:

Programmatic
Capacity Building

Timing:

Mid-term (4-7 years)

Primary Responsible Party:

Council of Aging staff

Supporting Responsible Parties:

Select Board/Town Manager's Office
Human Resources

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Town Budget

GOAL 22

SUPPORT AFFORDABLE SUPPORTIVE COMMUNITY AND HEALTH SERVICES INCLUDING SOCIAL AND EMOTIONAL HEALTH SERVICES.

22C STRATEGY:

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

Related Goals:

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

Strategy Narrative:

Medway could invest in the development of a strategic plan to promote access to health and human services for the community at large. This plan may evaluate available resources, identify gaps, and provide measurable solutions for increasing access to health/human services in town. The Town could seek to bring additional, affordable service providers to town and work to destigmatize mental health assistance in order to promote wellness.

Strategy type:

Programmatic
Capacity Building

Timing:

Near-term (0-3 years)

Lead Responsible party:

Health Agent

Supporting Responsible Parties:

Board of Health
Council on Aging

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Town Budget
Grants (DMH)

GOAL 23: MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.



GOAL 23

MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.

23A STRATEGY:

Continue to consider constructing more options for pre-teen/teen recreation such as a skate park, new volleyball or basketball courts, community pool, or temporary outdoor ice-skating rink.

Related Goals:

- Create new or updated municipal facilities including upgraded public safety facilities and Town Hall to promote investment in the Town's essential functions. New facilities should be designed with possible future expansion in mind.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Medway's 2020 Open Space and Recreation Plan identified active recreation facilities, such as sport fields and playgrounds, among the top five most important values and characteristics of the Town. This plan also identified that teenagers and pre-teens were among the most underserved population by Medway's open spaces, despite almost one-third of the Town's population being under nineteen years old. Throughout the Master Plan community engagement process, residents have identified the creation of a swimming pool as a priority. Opportunities for swimming are limited in Medway, especially since the closing of the former beach at Choate Park. Public pools offer not only recreation opportunities, but a relief for residents during climate change-related heat waves. Community pools can also serve as an economic development tool. Next steps would be to further vet and prioritize the different recreation options identified through the Master Plan and do a feasibility study on the top desired new resource.

Strategy type: Physical/design improvements

Timing: Long-term (8-10+ years)

Primary Responsible Party:

Parks and Recreation

Supporting Responsible Parties:

DPW

Parks Commission

Open Space Committee

Community Preservation Committee

Funding Cost: \$ for Feasibility study;
\$\$\$ (\$250k-\$1M)

Funding Source:

Town Budget

Capital Planning

CPA Fund

GOAL 23

MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.

23B STRATEGY:

Consider constructing more options for older adult outdoor recreation, such as outdoor fitness (senior playground) equipment, or building a gazebo on the GAR property across from the Police Station using CPA, Tri-County Regional Technical School, or Eagle Scouts.

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
- With the aging population in mind, prioritize the creation of age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

Strategy Narrative:

Outdoor fitness spaces designed for older and aging populations offer public access and promote healthy

living. Adults between fifty and seventy years old were identified as the third most underserved group by Medway's open spaces, behind teenagers and pre-teens. Developing intentional spaces for older recreation allows Medway's aging population to stay connected to the Town and offers unique ways to stay fit and incorporate play into daily life. Similarly, lack of seating options was identified by roughly one-third of participants as the top major concern of existing parks and non-trail recreation areas. The GAR property across from the Police Station serves as an opportunity to increase seating availability in a scenic area in town. Medway could consider seeking collaborative initiatives between Tri-Valley Regional Technical School and/or local Eagle Scouts to offer seating for passive recreational use.

- Case Study: Carbide Park Galveston, TX Motion Wellness System Senior Playground

Strategy type:

Physical/design improvements

Timing:

Mid-term (4-7 years)

Lead Responsible party:

Parks and Recreation

Supporting Responsible Parties:

DPW

Parks Commission

Open Space Committee

Community Preservation Committee

Council on Aging

Funding Cost:

\$\$\$ (\$250k-\$1M)

Funding Source:

Town Budget

CPA Fund

GOAL 23

MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.

23C STRATEGY:

Consider the expansion of recreational services and options at existing recreational facilities, like Choate and Oakland Park.

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
- With the aging population in mind, prioritize

the creation of age-friendly housing, access to community services, and opportunities for older residents to participate in community life.

Strategy Narrative:

Medway's 2020 Open Space and Recreation Plan indicated that knowing where a place is located and where to get information about a place directly correlated to resident use of a facility. Choate and Oakland Parks and Playgrounds were among the most utilized by the Medway community as residents know where they are and how to access information about them. Parks and Recreation could seek to maintain and expand recreational programming and services available in these spaces to continue strong connection with residents. Additionally, the Town could consider new ways to promote other existing recreational facilities to elevate usage.

Strategy type:

Programmatic

Timing:

Near-term (0-3 years)

Primary Responsible party:

Parks and Recreation

Supporting Responsible Party:

Community Preservation Committee

Funding Cost:

\$ (less than \$50k)
staff/volunteer capacity

Funding Source:

Town budget
Community Preservation Act funds
PARC grants
LWCF grants

GOAL 23

MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.

23D STRATEGY:

Identify any town-owned parcel(s) or private parcels for acquisition in the Oak Grove redevelopment area and West Medway to improve the geographic distribution of open space and recreation facilities throughout the Town.

Related Goals:

- Promote new development in the Oak Grove Area to realize the vision of the 2017 Oak Grove Urban Renewal Plan with a diverse mix of uses, including business, industry, open space, and housing and generate sustainable employment opportunities, provide opportunities for economic development, and deliver a net increase to the local tax base.
- Permanently protect tree canopy and at least 30% of open space land prioritized for four purposes: carbon sequestration to remove carbon from the atmosphere, biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, prime farmland to enable local food production through regenerative water smart farming practices, and passive recreation and trails.

Strategy Narrative:

Open space and recreation facilities are unevenly distributed throughout Medway. Increasing walkable access to open space and recreation facilities in these

corridors could reduce the distribution gap and increase connectivity throughout the entirety of town.

Strategy type:

Physical/design improvements

Timing:

Long-term (8-10+ years)

Lead Responsible Party:

Parks and Recreation

Supporting Responsible Parties:

Community and Economic Development
Conservation Commission
Community Preservation Committee
Parks Commission
Open Space Committee

Funding Cost:

\$\$\$\$ (\$1M+)

Funding Source:

Town Budget
Capital Planning
Grants
CPA Funds

GOAL 23

MEET COMMUNITY NEEDS FOR INCLUSIVE INDOOR AND OUTDOOR RECREATION OPPORTUNITIES, GREEN SPACES, AND WATER RECREATION OPTIONS THAT CAN BE USED AND ENJOYED BY PEOPLE OF ALL AGES AND ABILITIES.

23E STRATEGY:

Implement the 7-year Open Space and Recreation Plan (OSRP) Action Plan.

Related Goals:

- Ensure ongoing stewardship and improve accessibility for public assets including parks, playgrounds, trails, athletic fields, as well as public facilities, DPW, public schools, Thayer House, Ide House, and other town-owned assets.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.
- Permanently protect tree canopy and at least 30% of open space land prioritized for four purposes: carbon sequestration to remove carbon from the atmosphere, biodiversity conservation to ensure long-term persistence of rare and other native species and their habitats, prime farmland to enable local food production through regenerative water smart farming practices, and passive recreation and trails.

Strategy Narrative:

In 2020, the Medway Open Space and Recreation Plan Task Force developed a seven-year action plan naming 57 recommended actions falling into the following categories: Land Management, Land Conservation, Land Use and Environmental Planning, Education and Outreach, and Organizational Capacity. These actions were identified to further develop Medway's Open Space and Recreation; It is important to ensure adequate funding and resources to enable responsible parties to complete their intended roles.

Strategy type:

Regulatory/policy

Timing:

Mid-term (4-7 years)

Primary Responsible party:

Conservation Commission

Supporting Responsible Parties:

Agricultural Commission, Animal Control, Board of Selectmen, Department of Community and Economic Development, Community Preservation Committee, Department of Public Works, GIS Coordinator, Open Space Committee, Evaluation of Parks, Fields and Recreation Areas Committee, Massachusetts Association of Conservation Commissions, Metropolitan Area Planning Council, Medway Public Schools, Massachusetts Natural Heritage and Endangered Species Program, Board of Parks Commissioners, Planning and Economic Development Board, Town Counsel.

Funding Cost: \$\$\$\$ (\$1M+)

Funding Source:

As identified in plan: Dept of Agricultural Resources Grants, Community Forest Stewardship Grants, Direct Local Technical Assistance Grants, Dept of Conservation Services Grants, LAND Grant program (DCS) also Town Budget + CPA Funds

GOAL 24: WITH THE AGING POPULATION IN MIND, PRIORITIZE THE CREATION OF AGE-FRIENDLY HOUSING, ACCESS TO COMMUNITY SERVICES, AND OPPORTUNITIES FOR OLDER RESIDENTS TO PARTICIPATE IN COMMUNITY LIFE.



GOAL 24

WITH THE AGING POPULATION IN MIND, PRIORITIZE THE CREATION OF AGE-FRIENDLY HOUSING, ACCESS TO COMMUNITY SERVICES, AND OPPORTUNITIES FOR OLDER RESIDENTS TO PARTICIPATE IN COMMUNITY LIFE.

24A STRATEGY:

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

Related Goals: Foster accessible and affordable housing options, including smaller homes and options for middle-income households, in strategic locations that enable residents to thrive in the community and support the needs of an aging population, young families, young adults, special needs, and a socioeconomically diverse population.

Strategy Narrative: Only about 5 percent of housing units in Medway are built as one-bedroom units, and it is estimated that in 2019 there were just nine studio sized apartments in the Town. About half of the housing stock (49 percent) is made up of two- or three-bedroom units, and 45 percent of the housing stock is made up of four or more-bedroom units. This proportion is higher than the percentage of units with four or more people, which was about 32 percent in 2019. Along with that mismatch, about 60 percent of households have two or less people in them, while only 18 percent of units have two or fewer bedrooms. This mismatch between household size and unit size may make it difficult for smaller households, particularly seniors, to find adequate housing in Medway.

The aging population in Medway will need adequate and affordable housing to age in place. However, senior housing isn't right for every older adult. The community could integrate some affordable housing options for seniors into existing neighborhoods to promote intergenerational interaction. Diverse and affordable housing stock allow residents to remain in the community as they age. It is important for Medway to seek to create new affordable housing opportunities that are evenly distributed throughout town to provide residents with options for down-sizing to extend independent living. Small, single-family homes, rental units, and condos spread around town offer older adults the freedom of choice in where and how they live, ensuring a continued connection to the Medway community. The Town should move forward with the strategies presented in the Housing Production Plan.

Strategy type:

Physical/design improvements
Regulatory/policy

Timing:

Long-term (8-10+ years)

Primary Responsible party:

Planning and Economic Development Board

Supporting Responsible Parties:

Affordable Housing Committee & Trust

Council on Aging

Community and Economic Development

Funding Cost:

\$\$ (\$50k-\$250k)

Funding Source:

Affordable Housing Trust

Town Budget

GOAL 24

WITH THE AGING POPULATION IN MIND, PRIORITIZE THE CREATION OF AGE-FRIENDLY HOUSING, ACCESS TO COMMUNITY SERVICES, AND OPPORTUNITIES FOR OLDER RESIDENTS TO PARTICIPATE IN COMMUNITY LIFE.

24B STRATEGY:

Advance a program towards healthy aging, to support local efforts to help people of all ages and abilities live easily and comfortably in the community.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults
- Meet community needs for inclusive indoor and outdoor recreation opportunities, green spaces, and water recreation options that can be used and enjoyed by people of all ages and abilities.

Strategy Narrative:

Healthy aging programs provide guidance, technical assistance, and sometimes funding to communities to promote age-friendly living. Medway could seek to adopt a healthy-aging program to ensure accountability for age-inclusive community development.

Examples of healthy aging programs and models include: AARP's Livable Communities program, the World Health Organization Age-friendly Cities and Communities, and the Massachusetts Healthy Aging Collaborative.

Strategy type:

Regulatory/policy

Timing:

Mid-term (4-7 years)

Primary Responsible party:

Council on Aging

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town budget

GOAL 24

WITH THE AGING POPULATION IN MIND, PRIORITIZE THE CREATION OF AGE-FRIENDLY HOUSING, ACCESS TO COMMUNITY SERVICES, AND OPPORTUNITIES FOR OLDER RESIDENTS TO PARTICIPATE IN COMMUNITY LIFE.

24C STRATEGY:

Explore zoning for co-housing developments, with shared services.

Related Goals:

- Foster accessible and affordable housing options, including smaller homes and options for middle-income households, in strategic locations that enable residents to thrive in the community and support the needs of an aging population, young families, young adults, special needs, and a socioeconomically diverse population
- Foster strong community connections and social participation by providing intergenerational gathering spaces, continued learning opportunities, and supporting coordinated educational, artistic, and fun cultural activities and events for all ages and abilities, including children, teens, young adults, and older adults.

Strategy Narrative:

Co-housing developments are intentional communities designed to provide shared spaces and services while maintaining independent living spaces. Collaborative spaces can include kitchen/dining areas, laundry, recreational and fitness options,

gardens, and more. Co-housing inherently breeds social connectivity and community participation while offering the potential to extend independent living for aging adults. Medway could explore the benefits of bringing co-housing developments to town and consider necessary zoning changes for permitting co-housing.

Strategy type:

Regulatory/policy

Timing:

Near-term (0-3 years)

Primary Responsible Party:

Planning and Economic Development Board

Supporting Responsible Party:

Community and Economic Development

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town budget

GOAL 24

WITH THE AGING POPULATION IN MIND, PRIORITIZE THE CREATION OF AGE-FRIENDLY HOUSING, ACCESS TO COMMUNITY SERVICES, AND OPPORTUNITIES FOR OLDER RESIDENTS TO PARTICIPATE IN COMMUNITY LIFE.

24D STRATEGY:

Prioritize opportunities to increase senior transportation services to provide added services to those who need it most.

Related Goals:

- Consider the needs of all residents when planning future transportation improvements with land use planning and regulatory changes that encourage focused residential or commercial growth.
- Nurture and build a sense of belonging for all residents of Medway as a welcoming and inclusive community where people with diverse backgrounds and cultural identities feel safe, respected, and integrated, have opportunities to share their traditions, and are encouraged to participate in Town government.

Strategy Narrative:

As the older adult population continues to rise in Medway, and surrounding communities, demands on local Council on Aging transportation services are also rising. Seniors are living longer and may be unable to drive for longer portions of their life, creating a need for trips to medical appointments, the grocery store, or rides to the Senior Center to connect with friends. Given the increasing need region-wide for these

services, Medway could reach out to surrounding communities to see if there are ways of sharing transportation services to serve more people and destinations.

The Council on Aging and local transportation services could expand options for seniors and older adults to extend independent living. Senior transportation services should consider all aspects of daily life including running errands, access to medical/health care, grocery shopping, and recreational activities.

- CrossTown Connect: <https://www.crosstownconnect.org/>

Strategy type:

Programmatic

Timing:

Near-term (0-3 years)

Primary Responsible Party:

Council on Aging

Funding Cost:

\$ (less than \$50k)

Funding Source:

Town Budget

