

MEDFIELD TOWNWIDE MASTER PLAN

Implementation Plan

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MEDFIELD TOWNWIDE MASTER PLAN: VOLUME I

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Additionally, two separate volumes were prepared to accompany this document, and reference has been made to them in Volume I:

VOLUME II: INVENTORY AND ASSESSMENT OF EXISTING CONDITIONS

VOLUME III: SUMMARY OF PUBLIC PROCESS

All three volumes will be made available on the Town of Medfield website.

IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

An Implementation Plan is the documented steps you need to take to successfully complete your implementation activities. In other words, the **HOW to achieve the goals and objectives that describe the desired future.**

This INTRODUCTION to the Implementation section includes the following:

- Implementation Tools:
 - Improve Communication
 - Increase Capacity
 - Revise Zoning
 - Seek Funding
 - Keep the Plan Up to Date
 - Engage in Regional Cooperation
- Top Key 12 Recommendations
- Townwide Master Plan Goals and Objectives
- Key to the Implementation Tables:
The tables are organized around each of the goals and objectives
- Sustainability Rating: Each of the strategies is evaluated according to a set of best practice principles around:
 - Environmental Protection
 - Future Resilience
 - Health and Wellness
 - Social and Economic Vitality
 - Regional Cooperation

IMPLEMENTATION PLAN

INTRODUCTION TO IMPLEMENTATION PLAN

The following chapter of the Medfield Townwide Master Plan contains the Implementation Plan. The Implementation plan provides a road map for Medfield's future, a comprehensive set of long-range guidelines that set the direction for development and future growth in Medfield in a manner compatible with the town's character. It is rooted in the shared **VISION**, articulated by residents and town officials, all of whom participated in the master planning process. It serves as the core of the master plan and is organized around the goals listed in the text box to the right.

The eight goals and the objectives that accompany each goal provide a structure for the Implementation Plan. For each objective, the plan identifies strategies and action steps for achieving each objective. In addition, responsible parties -- LEAD and PARTNERS -- are identified for each strategy/action step. These entities will be responsible for initiating and following through on implementing the strategies.

**MASTER PLAN GOALS**

(based on town official and public input)

1. Honor Medfield's **TOWN CHARACTER**
2. Make **GETTING AROUND TOWN** safe and pleasant
3. Encourage **ECONOMIC ACTIVITY**
4. Provide a range of **HOUSING** options
5. Provide **PUBLIC FACILITIES and SERVICES** that meet the needs of all residents
6. Support the reuse of the **STATE HOSPITAL**
7. Support the **HEALTH AND WELLNESS** of residents
8. Improve **GOVERNANCE** and **PLAN FOR FUTURE RESILIENCE**

IMPLEMENTATION PLAN

How were the goals and recommendations developed?

The recommendations were developed with input from residents, town officials and the Townwide Master Plan Committee, consultant expertise, as assessment of existing conditions and represent best practices. Additionally, the Medfield Board of Selectmen developed a Townwide set of goals and key focus areas. The Townwide Master Plan incorporated these into the at times broader Goals and Objectives. The focus areas were also referred to and where relevant and within the scope of the Plan, addressed.

The recommendations in the Master Plan will be used to guide decision-making regarding future development, priorities and resource allocation.

IMPLEMENTATION TOOLS

To realize the goals of the master plan, the town will need to undertake a multi-pronged effort to (1) improve communication between town officials and residents; (2) increase the capacity to implement the plan through additions of town staff or consultants, board and commission members, and volunteers; (3) revise the Zoning By-law to align with implementing the master plan goals; (4) seek alternative funding; and (5) keep the Plan up to date and (6) work collaboratively with other towns in the region to accomplish shared goals. Recommendations for accomplishing these are as follows:

Medfield Board of Selectmen Goals

The Medfield Board of Selectmen developed “a set of strategic town goals intended to provide a foundation to support the development of annual action plans addressing pressing needs of the town.

The goals are intended to reflect what the Board believes to be the general consensus of the town on the most important priorities that should guide decision-making on important town issues. These goals will undoubtedly be of great value to the Board of Selectmen, but they are not goals that only involve the Selectmen or town staff. ... some of these goals are probably more effectively addressed by individual town departments, public groups, or even individuals. They are intended to be a statement by the town about what is most important to Medfield.”

- Draft Strategic Town Goals, Medfield Board of Selectmen

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IMPROVE COMMUNICATION

Clear, consistent, and reliable communication between the town and residents is critical for increasing awareness of existing resources, as well as for providing information about future opportunities, efforts and plans. The experience of the COVID-19 pandemic highlighted the need for clear and direct communication between Town government and residents, especially for urgent messages in times of an emergency. In the public forum held after the onset of the pandemic, residents expressed satisfaction with the Town's response, and in an on-line survey disseminated following the forum, some suggestions for improvement were offered. The implementation plan includes the following strategies for improving communications:

- Updating and strengthening the town website
- Keeping the town's Facebook page up to date
- Continuing to use the text/email service used during the pandemic for alerts); invite residents to sign up
- Creating and maintaining a calendar of Town events
- Using virtual (e.g. Zoom) meetings even post-COVID in order to provide an additional opportunity for resident participation (contingent upon the State's authorization)

INCREASE CAPACITY

As previously discussed, the master plan is organized around a series of eight (8) main goals and twenty-four (24) objectives in total to help achieve the eight goals. In order to meet these, the town will need to increase its capacity by recruiting volunteers to participate on existing boards, committees, and commissions. In addition, the town will need to revisit its existing zoning bylaw so that it better supports the master plan goals, and seek funding to implement these goals, as discussed below.

HIRE ADDITIONAL STAFF

Some of the plan's recommendations will need additional staff or consultant support. Specifically, the Plan recommends that an Economic Development Officer or Consulting Project Manager be hired, perhaps on a part-time basis, to oversee the revitalization of the

IMPLEMENTATION PLAN

Downtown, which will need more attention post-COVID-19, as well as to work with the Development Committee (established to determine what is needed to make redevelopment feasible) to oversee the redevelopment of the Medfield State Hospital. In terms of the Downtown, efforts should be to channel additional public and private investment to beautiful and unify the area so that it has a more cohesive sense of place. Of course this will need to be a longer-term action item as COVID-19 challenges have added pressure to the Town's finances.

RECRUIT VOLUNTEERS

Many of the plan's recommendations can be implemented through the work of volunteers, including residents serving on boards, committees and commissions, as well as individuals serving non-profit organizations (cultural, environmental, education, etc.) that help support the positive quality of life in Medfield. Efforts should be made to recruit volunteers from all segments of the town's population, including youth and elderly. Towards this end, reassessing the Board/Committee structure may also be helpful.

INTER-DEPARTMENTAL COOPERATION

The Master Plan supports and encourages further inter-departmental cooperation so as to maximize the usage of Town facilities and programs.

REVISE ZONING

The plan recommends that the existing Zoning By-law be reviewed and revised to support the master plan goals, including to:

- allow and encourage a variety of housing types for a broad range of incomes¹
- integrate mixed-use, consisting of housing on upper stories, located above commercial uses.
- incorporate standards that result in the reduction of greenhouse gasses, including adopting site design and construction methods that maximize energy efficiency in homes, buildings and infrastructure.

¹ For example, to reduce the pressure on RU district to solve the housing needs as it is the only district that allows 2 or more family dwellings.

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SEEK FUNDING

Many of the plan's recommendations will require funding from federal, state, and regional sources, as well as from the private sector. The town should make every possible attempt to pursue a variety of funding sources, and do so on a regular, ongoing basis. Among other sources, the Plan recommends evaluating the benefits of the **Community Preservation Act** as a funding source. As in other communities if the Town decided to pursue it, an information campaign to help residents understand what it is and what it can do and its benefits to the Town, would be a necessary first step.

The Town established a **Municipal Buildings Stabilization Fund** in 2018 to help fund municipal building needs.² The Town should consider selling town-owned properties not currently fulfilling town needs, and explore a variety of other funding sources.

KEEP THE PLAN CURRENT: FORM A TOWNWIDE MASTER PLAN IMPLEMENTATION COMMITTEE

Generally speaking, municipalities complete a new master plan every 20 years or so, and Medfield should anticipate an update when the 20-year period is over, around 2040. An update is recommended at the 10-year mark. In the interim, the town should periodically assess its progress with plan implementation, and make adjustments, as required.

Medfield has attempted and failed to pass the **Community Preservation Act**, a state-wide initiative to support affordable housing, recreation, open space and historic preservation efforts in Town. When asked in an on-line survey, the majority of residents (almost 40%) said "start with a small percentage" and slightly more than one-third responded "Yes" that the town should attempt to adopt the act. Almost one-fifth however, still felt that they did not think the Town should attempt to adopt the Community Preservation Act. Also, based on the comments it seems many people are still not clear as to what CPA is and what it can offer the Town. This suggests that there is a need for a town-wide campaign to explain why accessing state funds could help the Town meet its goals.

² A Capital Stabilization Fund is established for specific purposes and to appropriate funds to this on an annual basis. Money in those funds may be invested and the interest may then become a part of the particular fund. These funds may later be appropriated for the specific designated purpose.

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It is recommended that a **Townwide Master Plan Implementation Committee** be established and report on progress on the Plan's implementation on a regular basis by checking in with the various entities responsible for taking the action steps. This will help keep the master plan "alive" throughout this two-decade timeframe. Additional responsibilities include:

- Provide a "State of the Plan" update on the status of implementation on an annual basis.
- Progress should be promoted and celebrated in order to keep momentum and faith in the process.
- Hold an annual "Master Plan Summit Meeting" inviting representatives of all Town Departments, Boards, Committees and Commissions to share plans, priorities, obstacles to making progress and to adjust the implementation accordingly.

ENGAGE IN REGIONAL COOPERATION

Another way of increasing the town's capacity to implement the master plan goals is through collaboration with surrounding communities and the regional networks that support them. Working together, communities can share resources, increase efficiency, and more boldly address issues of regional concern.

There are a number of opportunities for municipalities to cooperate so as to make efficient use of municipal resources, including staff time and expertise as well as taxpayer dollars. These include electricity aggregation, shared energy management, regional household hazardous waste collection, surface and groundwater protection, and water supply planning.

Some other areas for potential regional cooperation include:

- Transportation Networks (e.g. roads, bike lanes, shuttle, etc.): These are, by definition, regional in nature and because of this, improvements to them should be approached on a regional basis when possible, relevant, and/or appropriate.
- Recreation: Trails and scenic byways have become increasingly popular, and Medfield's residents and visitors enjoy several hiking and multi-use trails. Parking, signage, and maintenance of these and other trails can be coordinated amongst municipalities so as to be most efficient and cost effective³.

³ Some Massachusetts examples include: The Robert Frost Trail, Upper Charles Trail, Assabet River Trail, the Minuteman Bikeway (The bikeway is collectively managed and maintained by the four communities it passes through: Bedford, Lexington, Arlington, and Cambridge).

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CURRENT REGIONAL COLLABORATION EFFORTS TO BE SUPPORTED

Medfield has recently entered into regional agreements with 13 communities south of Boston to coordinate planning for growth and preservation and housing⁴.

The Three Rivers Interlocal Council (TRIC) and Southwest Advisory Planning Committee (SWAP) subregions, in partnership with the Metropolitan Area Planning Council (MAPC), are pursuing the formation of a **Regional Housing Services Organization (RHSO)** to leverage participating towns' individual resources to more effectively monitor their existing Affordable Housing stock and creatively manage local funding and programs. Regional Housing Services Offices are multi- jurisdictional, collaborative entities that provide expertise and staffing capacity for a variety of housing tasks. They were conceived to address a gap in staffing capacity often experienced by small towns seeking to remain current on housing-related administrative and tracking responsibilities.

The Acton Affordable Housing Trust has made significant progress towards addressing the state mandated affordable housing thresholds.

A Regional Housing Services Office could help to assist with the affordable housing work regionally.

COLLECTIVE PURCHASING PROGRAM

Medfield currently participates in multiple collective purchasing programs. The Town is a member of a 24 Town consortium (SERRG: Southeastern Regional Services Group) that bid out DPW Services, DPW Supplies, Drug Testing, Paper, and Office Supplies. The prices that are procured have been extremely competitive. They meet with representatives of the group monthly to discuss any issues that may arise with the vendors/contractors that come from the bid process.

⁴ Three Rivers Interlocal Council (TRIC) is composed of thirteen communities located southwest of Boston (Canton, Dedham, Dover, Foxborough, Medfield, Milton, Needham, Norwood, Randolph, Sharon, Stoughton, Walpole, and Westwood). and takes its name from the three major rivers in the sub-region: the Neponset, Charles, and Canoe Rivers. TRIC promotes informed and active cooperation in planning for growth and preservation in the region. TRIC 2020 – 2021. For more information see: <https://www.mapc.org/get-involved/subregions/tric/>

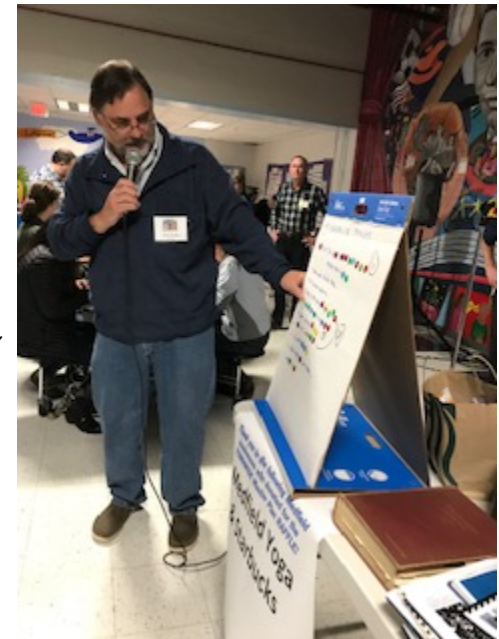
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Medfield could explore additional resource sharing and group purchasing with the state, with the goal of saving time, resources and money in the delivery of public goods and services, programs and facilities. Areas to explore include (1) office supply bidding, (2) cooperative fuel purchasing, (3) sharing a grant-writer, energy manager or other services, (4) out-sourcing information technology (IT), and (5) cooperative utility purchasing. By participating such agreements, Medfield has the potential to not only increase its capacity, but also save money and offer more and better services to its residents.

HAZARD MITIGATION

Medfield has an updated Hazard Mitigation Plan that lists a series of action steps to help the Town to reduce the potential impacts of hazards, but also to implement in the case of a natural or human-caused hazard. The Plan does not seem to include cooperation with neighboring municipalities. When a natural disaster occurs it most often ignores municipal boundaries. Medfield could collaborate on at least some of the mitigation tasks including monitoring climate conditions and other predictors of potential natural hazards. Additionally, in the case where special equipment may be required to address the harmful effects of a disaster, perhaps Medfield and surrounding towns can share the cost. Mutual aid agreements and sharing/lending of equipment during a crisis such as flooding are also important to emergency management. The experience of the pandemic is another example of an area where regional cooperation is necessary to address a common threat. Resiliency planning should explore opportunities for regional cooperation. This includes planning for climate change adaptation, another pandemic and/or other disasters or emergencies.

*Reporting back on group priorities small group discussion,
Public Forum #1: October 20, 2019*



IMPLEMENTATION PLAN

TOP 12 KEY RECOMMENDATIONS

The following represents a list of the top twelve (12) recommendations regarded as key for achieving the goals and objectives described in this master plan. These stand out as the highest priority among all the proposed actions. Many of these recommendations fulfill more than one of the six master plan goals.

The recommendations were developed with input from residents, town officials and the Townwide Master Plan Committee, consultant expertise, as assessment of existing conditions and represent best practices. The order in which recommendations appear does not imply their order of importance.

Renew and revisit the vision for the **Downtown:**

- Identify ways to increase commercial activity especially after the impacts of COVID-19 on local businesses
- Improve wayfinding, streetscape, facades, outdoor seating,
- Make downtown a destination
- Identify locations for additional retail, restaurants
- Preserve the historic buildings that add to the downtown's character
- Improve walking, biking and road safety and parking

Design and plan a townwide **network of pedestrian and bike paths and open spaces with associated amenities:**

- Sidewalks, Safe Routes to School, Bike paths, bike racks, ADA access
- Trail system with additional parking and improved signage
- Prepare a map of these connections (sidewalks, bike paths, crosswalks, trails, etc.)

TOP 12 KEY RECOMMENDATIONS

- Renew the vision for the Downtown
- Develop a network of pedestrian and bike paths and connections to open spaces
- Support older adults to age in community
- Support the School District to update its facilities
- Support facilities management practices
- Construct a new facility for the Recreation Department
- Consider creating an intergenerational Community Center
- Make Medfield State Hospital into a town destination
- Develop a town-wide Health and Wellness campaign
- Prepare a Climate Change Adaptation, Mitigation, and Resiliency Plan
- Evaluate the Community Preservation Act as a source of funding
- Update the Zoning Bylaw

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Continue to support **older adults** who wish to age in community:

- Help to stay in their own home
- Encourage creation of affordable smaller homeownership units designed for access
- Provide more transportation options for medical visits, groceries, and field trips (as population increases more such services may be needed)
- Access to recreation, socialization, health and wellness
- Encourage the provision of congregate residences, assisted living and memory care residences

Support the **School District's** efforts to update its facilities to:

- To update the school buildings to meet contemporary pedagogical goals and philosophies
- Make strategic and long term decisions on school building locations

Explore options for a creating **new Parks and Recreation** facility

Consider creating an **intergenerational Community Center**:⁵

- Space for programming for increasing number of older adults and changing expectations
- Space for Teen Center, social clubs, etc.
- Recreation, Art center
- Include partners such as the Council on Aging, Parks & Recreation, Library, etc.
- Explore finding a central location



Downtown Medfield

⁵ How (in how many in which buildings) these functions are housed will depend on the availability of parcels, space and programming by each of the entities involved. In the long run it may be most efficient to house them all under one roof.

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Continue to **support facilities management practices:**

- Maintain a Deferred Maintenance Plan
- Continue to update the 20 Year Capital Improvements Plan and to support the Capital Stabilization Fund
- Explore funding schemes, linkage fees, and other options to ensure adequate funding for ongoing maintenance of the town's infrastructure (roads, sidewalks, water and sewer)

Make the **Medfield State Hospital** into a town destination:

- Support implementation of the Medfield State Hospital Master Plan
- Support the Chapel reuse as an arts and cultural center
- Provide an alternate location for dog walkers by developing a dog park
- Create a sustainability model: Showcase how Medfield can be a leader in the sustainability area, e.g. net zero, opportunity for education

Develop a townwide **Health and Wellness Campaign:**

(e.g. "Let's Move Medfield"). Promote healthy food, fitness, healthy lifestyle choices, community health.

- Focus on physical and mental health
- Address substance abuse, especially among youth
- Encourage youth to take leadership roles in campaign

Prepare a **Climate Change Adaptation, Mitigation, and Resiliency Plan**

(promoting energy efficiency, renewable energy sources, net zero energy, smart growth land use policies, and resilience to extreme weather conditions)

Evaluate the benefits of the Community Preservation Act as a source of funding. This will help to fund initiatives geared at protecting open space, preserving historic resources and creating affordable housing.



Peak House, Route 109, Medfield

IMPLEMENTATION PLAN

Review, revise and update the Zoning Bylaw so that growth is guided in support of the Master Plan goals so that:

- it promotes economic development
- it promotes the provision of a wide range of housing for a broad range of incomes
- housing needs are equitably distributed throughout the Town

7 KEY CAPITAL EXPENDITURES IDENTIFIED IN THE PLAN

The following are the key capital expenditures outlined in the Implementation Program. These are phased over time and should be coordinated with the Capital Plan Committee. The Town established a **Municipal Buildings Stabilization Fund** in 2018 to help fund municipal building needs.⁶, consider selling town-owned properties not currently fulfilling town needs, and explore a variety of funding sources. The majority of these are included in the current Capital Improvements Plan (not included are the new Dale Street School, reuse of the old School and the Community Center).

Key Capital Expenditures

- New Dale Street School
- Old Dale Street Reuse
- Parks and Recreation Facilities
- State Hospital Reuse (including the Chapel reuse as an arts and cultural center)
- Intergenerational Community Center
- Water Treatment Plant Construction

Additional Capital expenditures include:

- Acquisition of additional open space
- Build a Dog Park
- A cohesive wayfinding signage system
- Connecting bike and pedestrian network
- Ongoing maintenance of Town's transportation, water and sewer infrastructure
- Pilot program for a town shuttle

⁶ A Municipal Buildings Stabilization Fund is established for specific purposes and to appropriate funds to this on an annual basis. Money in those funds may be invested and the interest may then become a part of the particular fund. These funds may later be appropriated for the specific designated purpose.

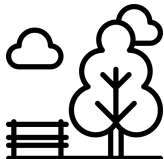

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TOWNWIDE MASTER PLAN GOALS AND OBJECTIVES

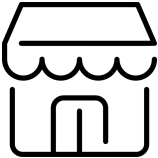

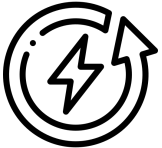
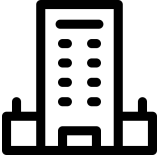

The context for each goal is provided in an introductory section, followed by Action Tables where strategies are recommended for each of the goals and objectives listed below. The goals include those developed by the Board of Selectmen prior to this study, and those additional, and in some cases, broader ones developed as part of this master planning process. These were developed with significant input from town officials and residents as part of a community conversation that included interviews, surveys and public forums.

In order to keep the Plan feasible, no more than five (5) strategies are recommended for each of the objectives. Any thoughts regarding additional strategies are captured under that heading, so that they may be considered, but are not considered to be key or priority action steps. The order in which the goals are listed does not indicate priority.


MEDFIELD TOWNWIDE MASTER PLAN GOALS AND OBJECTIVES

	GOAL 1.0 Honor Medfield's TOWN CHARACTER
	Objective 1.1. Celebrate the DOWNTOWN and work to increase its vitality.
	Objective 1.2. Preserve and enhance Medfield's HISTORIC RESOURCES
	Objective 1.3. Protect, enhance, and connect existing NATURAL FEATURES and acquire additional OPEN SPACE
	Objective 1.4. Guide DEVELOPMENT and REDEVELOPMENT so that is in keeping with the Town's character.
	GOAL 2.0 Make GETTING AROUND TOWN safe and pleasant
	Objective 2.1. Reduce traffic congestion and make traveling by AUTOMOBILE safer.
	Objective 2.2. Improve parking when/where possible.
	Objective 2.3. Improve existing infrastructure and connect PEDESTRIAN and BICYCLE networks
	Objective 2.4. Explore the possibilities for providing PUBLIC TRANSPORTATION

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	GOAL 3.0 Encourage ECONOMIC ACTIVITY
	Objective 3.1. Diversify the TAX BASE
	Objective 3.2 Become more BUSINESS-FRIENDLY
	GOAL 4.0 Provide a range of HOUSING options
	Objective 4.1. Provide smaller units for older adults, younger adults and others looking for more AFFORDABLE housing
	Objective 4.2. Encourage the development of alternative housing types
	GOAL 5.0 Provide PUBLIC FACILITIES and SERVICES that meet the needs of all residents.
	Objective 5.1. Support excellence in EDUCATION
	Objective 5.2. Continue to plan, manage and maintain municipal FACILITIES
	Objective 5.3. Improve municipal UTILITIES
	GOAL 6.0 Support the reuse of the STATE HOSPITAL
	Objective 6.1. Implement the Medfield State Hospital Master Plan
	Objective 6.2. Reuse the buildings and campus to meet TOWN NEEDS
	GOAL 7.0 Support HEALTH AND WELLNESS of residents
	Objective 7.1. Maintain existing and provide additional opportunities for RECREATION

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	Objective 7.2. Promote HEALTHY LIFESTYLE choices, especially for YOUTH
	Objective 7.3. Support older adults to AGE IN COMMUNITY
	Objective 7.4. Attract a more DIVERSE POPULATION to live in Town.
	Objective 7.5. Expand opportunities for COMMUNITY GATHERING
	GOAL 8.0 Improve GOVERNANCE and plan for FUTURE RESILIENCE
	Objective 8.1. Improve TOWN GOVERNANCE
	Objective 8.2. Promote measures that respect and protect the ENVIRONMENT

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KEY TO THE IMPLEMENTATION PLAN TABLES

The following is a key to the notation used in the implementation plan tables. The Implementation Plan is organized under eight goals, related objectives and a list of strategies recommended to achieve these. These are presented in table format with separate columns for:

- Strategies
- Existing Resources
- Actions
- Funding Need
- Notes
- Lead and Partners
- Priority

Existing Resources: identifies known relevant organizations or other resource(s)

Italics: use to indicate reference to an existing document or study

Funding Category: capital and/or operating and maintenance cost

Endnotes: provided for relevant details and/or additional information or reference(s).

Lead: The Town department, board, committee or other entity that is considered the most appropriate as the party responsible to lead the effort. Others listed are considered relevant **Partners**.

(new): indicates a board or committee that is being recommended and that does not currently exist

Priority/Timing

#1: Immediate: 1-5 years

#2: Intermediate: 5-10 years

#3: Future (re-evaluate in 10 years): 10 – 20 years

On-going (continue & support action already in progress)

Sustained Effort (initiate new action step and sustain over time)

NOTES: indicates if the strategy requires that a new staff position/committee be created, and provides cross-reference information to other related strategies indicated by SEE ALSO.

SEE ALSO: used to indicate the instances where the strategy relates to more than one goal.



Ripe Apple when an action step is considered to be a “low-hanging fruit”, that is, relatively low cost, low level of effort, with desirable impacts

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LIST OF LOW-HANGING FRUIT

LOW HANGING FRUIT OR “RIPE APPLES”



The following action steps recommended in the Plan are relatively easy to implement and low-cost actions that can help to keep the momentum moving as well as instill faith in the Plan.

- Form a downtown visioning committee (1.1.1)
- Initiate an annual “Taste of Medfield” to showcase the offerings of local restaurants (1.1.3)
- Initiate an annual sidewalk sale weekend (or weekends) when reduced-price merchandise placed outside along the sidewalks (1.1.3)
- Identify historic buildings and landscapes that provide the foundation of downtown (1.1.5)
- Identify historic resources, including buildings, landscapes, objects, monuments, etc. that best tell the “Medfield Story” (1.2.1)
- Restart annual reporting to the Certified Local Government program to maintain standing (1.2.5)
- Implement Traffic Calming program.
 - Promote effective enforcement of speed limits.
 - Evaluate potential traffic calming improvements in and around schools
- Develop a Pedestrian and Bicycle Master Plan. The Town recently hired a consult to evaluate sidewalks and pedestrian ramps.
- Complete the Complete Streets Prioritization Plan and apply for MassDOT funding
- Improve walking and biking facilities in the Downtown area: develop a short term Shared Streets project in the Downtown to repurpose travel lanes and parking to improve capacity and safety for pedestrians, bicyclists, outdoor seating, and dining.
- Provide transit for those without vehicles or who do not wish to drive, especially for older adults and teens.
 - Consider expanding the existing Council on Aging shuttle van service
 - Encourage residents to form informal commuter carpools to employment centers or commuter rail stations

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- Institute a business visitation program (3.2.5.)
 - Develop a program to familiarize Town staff and volunteer “ambassadors” with local businesses and build rapport with business owners
- Improve communication and relationship between the School Department and other Town departments (5.1.2.)
- Preserve the town-wide grade configuration (5.1.4.)
- Make the MSH into a town destination (6.1.2.)
 - Develop a well-defined multi-use route from downtown to the campus, including sidewalks, trails and bike lanes
 - Improve existing trails and develop new trails throughout the campus
- Support Medfield Outreach (7.2.1.)
 - Provide information on healthy stress reducing techniques, reducing substance abuse, support suicide prevention, and promoting good mental health and healthy lifestyle options, behaviors and activities
- Establish Youth Representation (7.2.5.)
- Support the Council on Aging to provide off-site programming and co-programming with other Town departments (7.3.4.)
- Promote diversity and cultural competence and other related education in all Town Departments (including the schools) – (7.4.1.)
- Establish an Inclusion and Diversity Committee (7.4.2.)
- Send welcoming messages to newcomers (7.4.3.)
- Support regional efforts to increase area diversity (7.4.5.)
- Support the Medfield Public Library in its efforts to increase programming for all ages (7.5.4.)
- Develop a long-term financial plan and continue existing efforts to be proactive about capital improvement planning (8.1.1.)
- Adopt a "Climate Emergency Resolution" at Town Meeting (8.2.1.)
- Increase civic involvement (8.1.3)

IMPLEMENTATION PLAN

SAMPLE IMPLEMENTATION TABLE

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GOAL 1.0: HONOR MEDFIELD'S TOWN CHARACTER AND IDENTITY

To honor and enhance Medfield's small-town feeling, town character and identity.



OBJECTIVE 1.1. Celebrate the downtown and work to increase its vitality.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.1.1. Develop a comprehensive vision for downtown	Form a downtown visioning committee Revisit and renew the <i>Medfield Downtown Plan</i> , as required, including: <ul style="list-style-type: none"> identifying ways to increase commercial activity in the downtown; including making downtown a key component of town-wide economic development plans evaluating and amending existing zoning in the downtown as needed to promote vibrancy in the downtown ensuring any municipal projects actively consider the downtown encouraging multi-use buildings in the downtown engaging downtown property owners in developing the vision 	<i>Medfield Downtown Plan</i> (2006) Historic buildings Pocket parks Pedestrian circulation network		LEAD: Board of Selectmen Downtown Study Committee PARTNERS: Historical Commission Planning Department Department of Public Works Medfield Employers and Merchants Organization	#1 
					Sustainability Contribution:  Takes a long-term planning approach  Enhances local economy; builds community

IMPLEMENTATION PLAN

SUSTAINABILITY CONTRIBUTION

Each of the strategies is evaluated according to a set of best practice principles. Icons representing each of these are found in the Action Tables for those strategies for which we anticipate primarily positive impact. A more detailed analysis of the positive, neutral and negative impacts of all the strategies may be found in the **APPENDIX** to this document.



Environmental Protection:

- The strategy reduces greenhouse gas emissions or energy use from buildings, transportation, waste, wastewater, consumption, and other sectors
- The strategy promotes the ongoing preservation and enhancement of Medfield's natural resources, including wetlands, surface water bodies, groundwater, and open spaces
- The strategy preserves and enhances the quality and health of habitat and minimizes disruptive non-native flora and fauna and/or disease vectors



Future Resilience:

- The strategy uses the most up-to-date local climate projections available and appropriate planning horizons (timeframes) to guide decision-making
- The strategy increases the ability of the town's built and/or natural systems to better withstand or accommodate disruption from flooding, increased temperatures, drought, extreme weather, or other physical, economic, or social threats



Health and Wellness

- The strategy promotes ongoing access to or supports the creation of reliable and affordable multi-modal transport that prioritizes pedestrian and bicycle safety
- The strategy improves access to resources that support the physical safety and/or health and well-being of Medfield's residents and visitors.

IMPLEMENTATION PLAN

**Social and Economic Vitality:**

- The strategy directly helps to grow, diversify, or enhance the resilience of the local economy
- The strategy supports a circular economy that designs waste and pollution out of the economic system, keeps products and materials in use, and regenerates natural systems
- The strategy reduces disparities in accessing community assets and resources (e.g., parks, schools, transportation, public programs, etc.)
- The strategy helps build a sense of community and develop social networks to enhance the ability of community members to be prepared for, adapt to, and recover from the impacts of anticipated hazards associated with climate change, as determined by those community members who are expected to be affected by the strategy

**Regional Cooperation**

- The strategy considers a watershed or ecosystem scale, as applicable, and collaborates with neighboring towns and regional entities for planning and implementation
- The strategy creates or enhances ongoing platforms for information and resource sharing between neighboring towns, or creates an opportunity to learn from neighboring communities

Icons representing each of these are found in the Action Tables for those strategies for which we anticipate primarily positive impact. A more detailed analysis of the positive, neutral and negative impacts of all the strategies may be found in the APPENDIX to this document. The complete Sustainability Evaluation criteria used in the Appendix are listed below.

GOAL 1:

HONOR MEDFIELD'S TOWN CHARACTER AND IDENTITY

To honor and enhance Medfield's small-town feeling, town character and identity.

"Downtown is important because it's the heart and soul of any community. If you don't have a healthy downtown, you simply don't have a healthy town."

– Ed McMahon, Chair, National Main Street Center Board of Directors¹

"...all buildings and designed spaces were initially built to solve problems, and many were built to solve social problems. Today, whatever their condition, these properties invite us to consider, value, and take responsibility for honoring their original purposes, as we shape the communities we live in."

- Roseanne Haggert, "Keeping Us Honest"²



The gazebo, located in the heart of the downtown, exemplifies Medfield's small-town identity.

¹ Main Street America Program; <https://www.mainstreet.org/mainstreetamerica/themovement>

² Excerpted from *Bending the Future, 50 Ideas for the Next 50 Years of Historic Preservation in the United States*, University of Massachusetts Press, 2016

GOAL 1: HONOR MEDFIELD'S TOWN CHARACTER AND IDENTITY

To honor and enhance Medfield's small-town feeling, town character and identity.

Medfield's character as a small town, at the same time suburban and rural, lies at the heart of its community identity. In Medfield, "small town" means many things. Residents experience a feeling of welcomeness, friendliness, and cohesiveness, and are committed to sustaining this. Medfield is closely-knit, with an active community of "doers," and grounded in good will. Residents appreciate the town's history, and the role this history plays in creating a distinct sense of place, with a "real" town center lined with prominent historic buildings. Medfield also is home to large open spaces filled with trees, traversed by trails, and punctuated with expansive views.

Residents value these attributes, and the master plan provides recommendations for safeguarding them by (1) celebrating the Downtown and working to increase its vitality; (2) preserving and enhancing its historic resources; (3) protecting, enhancing and connection existing natural features and open space; and (4) guiding development and redevelopment so that it is in keeping with the town's character.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.

Celebrating Downtown

- Unlike many small towns in America, Medfield has retained its downtown as a commercial and civic hub. Downtown contains the Town House, public library, historical society and several churches, all within walking distance of one another.

MEDFIELD VOICES

Almost half (46%) of those responding to the **SURVEY** said that **downtown improvements** were needed (including more parking, more restaurants, etc.) Also "**downtown vibrancy**" was listed as being among the most important issues to consider when planning for the Town's future (27% or just over one-quarter of respondents).

YOUTH VOICE: "What would you do to make Medfield a better place?" "More stores and restaurants...and an ice cream store!" (from visioning session with high school students)

"The downtown area is key to Medfield's character. We must be mindful of keeping downtown alive." (visioning participant)

"What makes Medfield unique?" **"Its stronger than average connection with its history."** (visioning participant)

"How would you define Medfield's town character?" **"A green (woodsy) community; a green (ecological)**

- Downtown provides a comfortable, lively setting for social events, including Medfield Day and the Merchant/Cultural Alliance Holiday stroll.
- Residents value Downtown and see opportunity to increase its vitality by attracting more commercial operations, beautifying the landscape and burying overhead utility lines.
- Truck traffic is seen by residents as disruptive to Downtown character, and parking options are perceived as limited.

Preserving town history and culture

- The town's extant historic resources, including houses, barns, mills, civic and religious structures, as well as the 369-year old Vine Lake Cemetery, tell the story of Medfield's development from a small rural farming community to a modern 21st century suburb.
- Through efforts of the Historical Commission and Historic Districts Commission, the town has protected a significant number of its historic buildings from demolition or alteration.
- Opportunity exists for Medfield to advance its preservation efforts by (1) updating its 1999 Preservation Plan; (2) updating its inventory of historic resources; (3) adopting the community preservation act; and (4) becoming a Certified Local Government. Each of these efforts will help protect the town's character and preserve its small-town identity.
- According to a 2017 Arts and Economic Prosperity Study, \$3.1 million is generated annually by non-profit arts organizations and event-related spending in Medfield.
- Development of the former Medfield State Hospital as a regional arts and cultural center will further the town's centuries-long tradition of supporting and nurturing its arts community.



Medfield's First Parish Unitarian Universalist Church, located at the southeastern edge of Baker (Meetinghouse) Pond, was established in 1651. The current structure dates to 1789. Both the pond and church contribute to the historic character of the Downtown.

Protecting natural resources and open space

- Medfield is 258th in land area of the 365 municipalities in the Commonwealth but ranks 65th in the amount of permanently protected land. Approximately 33% of the town has been protected in perpetuity from development.
- Some of the most treasured open spaces are Noon Hill, Rocky Woods, the Charles River meadows, and Vine Lake.
- Recent purchase of the Medfield State Hospital property reinforces the town's long-standing commitment to preserving and protecting open space.
- Many of the town's open spaces lack connections to one another, and opportunity exists to make these connections utilizing bike lanes, sidewalks, and off-road trails.
- Many of the town's open spaces lack equitable access provided by sidewalks, walking paths, benches and seating to older adults and persons with disabilities.
- The majority of respondents to the on-line master plan survey preferred that (1) connection routes be mapped (35%), (2) sidewalks be provided along connection routes (30%), and (3) markers be placed to along connection routes to encourage land preservation and public trail use (25%)

Guiding development and redevelopment as a means of preserving town character

- To date, Medfield has established four Local Historic Districts. Changes to properties within the boundaries of these districts must be reviewed and approved by the Medfield Historic Districts Commission.
- A fifth district, encompassing East Main Street, has been considered as a means of protecting the Clark Tavern and other significant properties.
- A significant majority (75%) of respondents to the on-line master plan survey believe that Local Historic Districts are the best way of guiding development and redevelopment to preserve town character.

Townwide Master Plan Committee Charter:

Commercial development and zoning: As part of the master plan, the committee should look to enhance our ability to attract commercial development that is consistent with the town's character.

GOAL 1: HONOR MEDFIELD'S **TOWN CHARACTER AND IDENTITY**

Objective 1.1. Celebrate the **DOWNTOWN** and work to increase its vitality

Objective 1.2. Preserve and enhance Medfield's **HISTORIC RESOURCES**

Objective 1.3. Protect, enhance , and connect existing **NATURAL FEATURES** and acquire additional **OPEN SPACE**

Objective 1.4. Guide **DEVELOPMENT** and **REDEVELOPMENT** so that it is keeping the the town's character

Relevant Board of Selectmen KEY FOCUS AREA(S):

"Preserve/Protect the Town's Character, Understanding of its History, and its Historic/Cultural Resources"

"Support Environmental Protection Efforts and Promote the Public Responsible Use of Our Natural Resources"

"Support and Protect/Maintain Attractive Open Space Acquisitions to Recreation Opportunities and to Maintain the Open Character of the Town"




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GOAL 1.0: HONOR MEDFIELD'S **TOWN CHARACTER AND IDENTITY**

To honor and enhance Medfield's small-town feeling, town character and identity.


OBJECTIVE 1.1. Celebrate the downtown and work to increase its vitality.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.1.1. Develop a comprehensive vision for downtown	Form a downtown visioning committee Revisit and renew the <i>Medfield Downtown Plan</i> , as required, including: <ul style="list-style-type: none"> identifying ways to increase commercial activity in the downtown; including making downtown a key component of town-wide economic development plans evaluating and amending existing zoning in the downtown as needed to promote vibrancy in the downtown ensuring any municipal projects actively consider the downtown encouraging multi-use buildings in the downtown engaging downtown property owners in developing the vision 	<i>Medfield Downtown Plan</i> (2006) Historic buildings Pocket parks Pedestrian circulation network		LEAD: Board of Selectmen Downtown Study Committee PARTNERS: Historical Commission Planning Department Department of Public Works Medfield Employers and Merchants Organization	#1 
					Sustainability Contribution:  Takes a long-term planning approach  Enhances local economy; builds community

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.1. Celebrate the downtown and work to increase its vitality.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.1.2 Make physical changes to the downtown that increase a sense of vitality	<p>Develop a wayfinding program that welcomes visitors to Medfield and orients them to the town's historic and cultural amenities</p> <p>Implement the Pavement Management Plan for streets and crosswalks in the downtown</p> <p>Develop/implement a re-paving plan for the re-development of Route 109 and North Street</p> <p>Implement recommendations of the sidewalk plan (SEE ENDNOTE #1)</p> <p>Design and implement a street furnishings plan that includes seating, bicycle racks, drinking fountains, litter receptacles</p> <p>Implement a plan to install seasonal décor, including hanging flower pots, holiday lights, etc.</p> <p>Better regulate signs so that the design aligns with the unifying theme</p> <p>Streamline the sign application process</p> <p>Develop an incremental plan to place utility lines along Main Street under ground</p> <p>Consider a covered or enclosed space between the library and Zullo Gallery for use during winter</p>		<p>MassDOT Shared Streets and Spaces Program</p> <p>Town capital plan</p>	<p>LEAD: Planning Department</p> <p>PARTNERS: Department of Public Works</p> <p>Medfield Employers and Merchants Organization</p> <p>Sign Committee</p> <p>Boy Scouts/Girl Scouts</p>	#2
					<p>Sustainability Contribution:</p> <div>  <p>Implements changes that increase resilience</p> </div>

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OBJECTIVE 1.1. Celebrate the downtown and work to increase its vitality.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.1.3 Attract diverse dining and retail establishments (SEE ALSO 3.2)	<p>Initiate an annual “Taste of Medfield” to showcase the offerings of local restaurants</p> <p>Initiate an annual sidewalk sale weekend (or weekends) when reduced-price merchandise is placed outside along the sidewalks</p> <p>Explore town interest in attracting more late-night eateries</p> <p>Expand outdoor eating options</p> <p>Develop a “Buy Local” and “Hire Local” campaign</p> <p>Establish a food truck bylaw to encourage and promote food trucks in the downtown</p>	Existing restaurants and retail operations		LEAD: Downtown Study Committee PARTNERS: Town Administrator Board of Selectmen Medfield Employers and Merchants Organization	#1 
					Sustainability Contribution:  Enhances local economy; builds community
1.1.4. Improve the aesthetics of access to, around and through downtown as a means of sustaining the dining and retail establishments (SEE ALSO Goal 2)	<p>Improve landscaping in the parking areas</p> <p>Improve the visual quality of pedestrian connections between parking areas and commercial establishments</p> <p>Involve the local artists community in the design of circulation patterns</p> <p>Develop a public art program to add sculpture and artwork to the downtown streetscape</p>		MassDOT Shared Streets and Spaces Program MassDOT Complete Streets Program Medfield Cultural Council	LEAD: Board of Selectmen PARTNERS: Planning Department Department of Public Works Medfield Employers and Merchants Organization Cultural Alliance of Medfield	#1
					Sustainability Contribution:  Promotes walkability

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OBJECTIVE 1.1. Celebrate the downtown and work to increase its vitality.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.1.5. Preserve historic buildings that contribute to the fabric of downtown	Identify the historic buildings and landscapes that provide the foundation of downtown	Historic buildings including the town house, library, historical society and several privately-owned prominent structures <i>Medfield Preservation Plan</i> (1999)		LEAD: Historical Commission/ Historic Districts Commission PARTNERS: Planning Department	#1
	Replace historically insignificant buildings with sensitively-designed, carbon-neutral buildings, providing retail on the ground floor, offices on the second floor, and residential space on the third floor; amend existing zoning, as required, to allow for these changes (SEE ENDNOTE #2) Provide incentives for historically insignificant buildings to be rebuilt Develop incentives for owners of historic buildings in the downtown to preserve facades and design more attractive storefronts				Sustainability Contribution: N/A

ENDNOTES:

1. The sidewalk plan for Medfield was under development as of the writing of this plan.
2. Historically significant resources, including buildings and landscapes, are defined by the National Park Service, are resources fifty years of age or older. Insignificant historic buildings include structures having been built more than fifty years ago but having undergone alterations that significantly detract from the historic integrity and character.


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GOAL 1.0: HONOR MEDFIELD'S **TOWN CHARACTER AND IDENTITY**

To honor and enhance Medfield's small-town feeling, town character and identity.

OBJECTIVE 1.2. Preserve and enhance Medfield's Historic Resources

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.2.1 Create a “Medfield Story” that conveys the town’s history and preserves resources that tell this story	<p>Identify historic resources, including buildings, landscapes, objects, monuments, etc. that best tell the Medfield Story</p> <p>Update the Medfield Preservation Plan to include these resources as “high priority”</p> <p>Raise awareness of Medfield’s place in United States History</p> <p>Support the adoption of the East Main Street Local Historic District</p> <p>Establish additional Local Historic Districts as identified in an updated preservation plan</p> <p>Involve school children and seniors in story-telling activities</p>	<p>Existing historic buildings including the Clark Tavern, Dwight Derby House, Unitarian Church, Peak House, Medfield State Hospital campus</p> <p>4 Local Historic Districts</p> <p>Existing historic landscapes including Meetinghouse Pond and Vine Lake Cemetery</p> <p>Medfield Preservation Plan (1999)</p> <p>Town Historian</p>	<p>Massachusetts Historical Commission Survey & Planning Grants</p>	<p>LEADS: Historical Commission</p> <p>Historic Districts Commission</p> <p>PARTNERS: Medfield Historical Society</p> <p>Medfield Public Library</p> <p>Town Historian</p> <p>School Department</p> <p>Council on Aging</p>	<p>#2</p> 
					<p>Sustainability Contribution:</p> <p>N/A</p>

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OBJECTIVE 1.2. Preserve and enhance Medfield's Historic Resources

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.2.2. Support preservation, through re-use, of the Medfield State Hospital's historic buildings and landscape (SEE ALSO GOAL 6)	<p>Implement preservation recommendations included in the Medfield State Hospital Strategic Re-Use Plan</p> <p>Launch a public information campaign to broaden residents' knowledge of and appreciation for the buildings and landscape</p>	<p>Medfield State Hospital Strategic Re-Use Plan</p> <p>Medfield State Hospital historic buildings and landscape</p> <p>Medfield town website</p>	<p>Community Preservation Act (SEE 1.2.4, below)</p> <p>Federal Historic Tax Credits (SEE ENDNOTE #3)</p>	<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Historical Commission</p> <p>Planning Department</p> <p>Department of Public Works</p> <p>Medfield State Hospital Development Committee</p>	#1
					<p>Sustainability Contribution:</p> <p>N/A</p>
1.2.3. Support preservation of historic municipal buildings	<p>Prepare Historic Structure Reports for historic municipal buildings to assess condition and identify preservation needs</p>	<p>Medfield Town House</p> <p>Dale Street School</p> <p>Medfield Public Library</p> <p>Hannah Adams Pfaff Center</p>	<p>Massachusetts Historical Commission Preservation Projects Fund</p>	<p>LEAD: Town Administrator</p> <p>PARTNERS: School Department</p> <p>Public Library</p> <p>Parks and Recreation Department</p> <p>Facilities Department</p>	#1
					<p>Sustainability Contribution:</p> <p>N/A</p>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.2. Preserve and enhance Medfield's Historic Resources

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.2.4. Relaunch the initiative to adopt the Community Preservation Act (SEE ALSO 1.3.4)	Team with housing, open space and recreation advocates to develop a campaign to support the act. SEE ENDNOTE #1	Community Preservation Act Study Committee Community Preservation Coalition		LEAD: Community Preservation Act Study Committee PARTNERS: Planning Department Community Preservation Coalition	#1
					Sustainability Contribution: <div>  Supports open space preservation </div> <div>  Leads to increased resilience through open space protection </div>
1.2.5 Reactivate Medfield's standing as a Certified Local Government	Restart annual reporting to the Massachusetts Historical Commission/National Park Service SEE ENDNOTE #2	Medfield Historical Commission		LEAD: Planning Department PARTNERS: Historical Commission	#2
					 Sustainability Contribution: <div>  Creates a platform for resource and information sharing with neighboring communities </div>

Townwide Master Plan, Medfield, MA:
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ENDNOTES

1. **Community Preservation Act.** The CPA enables adopting communities to raise funds through imposition of a voter-authorized surcharge on local property tax bills of up to 3% to create a local dedicated fund for open space preservation, preservation of historic resources, development of affordable housing, and the acquisition and development of outdoor recreational facilities. Medfield has attempted to pass this act in the past without success. <https://www.communitypreservation.org/>
2. **Certified Local Government Program.** This program of the National Park Service is a partnership between municipal governments and the Massachusetts Historical Commission that encourages and expands local involvement in preservation-related activities. MHC passes through 10% of its Historic Preservation Fund to CLG's in the form of matching grants. Currently 26 cities and towns in Massachusetts have CLG designation. <https://www.sec.state.ma.us/mhc/> and https://grantsdev.cr.nps.gov/CLG_Review/search.cfm
3. **Federal Reinvestment Tax Credit Program.** This program allows the owner of an income-producing historic structure to receive 20% of the amount spent on the qualified rehabilitation costs as a federal income tax credit. This program is administered by the Massachusetts Historical Commission. <https://www.sec.state.ma.us/mhc/>





Townwide Master Plan, Medfield, MA:
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GOAL 1.0: HONOR MEDFIELD'S **TOWN CHARACTER AND IDENTITY**

To honor and enhance Medfield's small-town feeling, town character and identity.




OBJECTIVE 1.3. Protect, enhance and connect existing natural features and acquire additional open space

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.3.1 Protect existing open space and natural features	Expand protection of the remaining agricultural land through redevelopment efforts at the Medfield State Hospital	Medfield State Hospital campus		LEADS: Planning Board	#1
	<p>Revise the town's development-related bylaws so that they better safeguard the public and property from damage caused by flooding, extreme temperatures and extreme weather events</p> <p>Coordinate protection efforts with non-municipal landowners, including The Trustees of Reservations, United States Army Corps of Engineers, and Commonwealth of Massachusetts (Department of Conservation and Recreation)</p> <p>Preserve trees to help mitigate heat islands</p> <p>Consider the impact of high winds in tree placement</p>	<p>Agricultural Preservation Restriction Program</p> <p>The Trustees of Reservations</p> <p>United States Army Corps of Engineers</p> <p>Department of Conservation and Recreation</p>		<p>PARTNERS: Planning Department</p> <p>Medfield State Hospital Development Committee</p> <p>Conservation Commission</p>	<p>Sustainability Contribution:</p> <div>  <p>Preserves open space and natural habitats</p> </div> <div>  <p>Improves air and water quality</p> </div> <div>  <p>Improves resilience to flooding and extreme heat</p> </div> <div>  <p>Involves collaboration with regional partners</p> </div>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.3. Protect, enhance and connect existing natural features and acquire additional open space

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.3.2. Acquire additional open space	Continue to update the map of unprotected open space to target for future purchase or negotiated easement	<i>Medfield Open Space and Recreation Plan</i>	Massachusetts Land and Water Conservation Fund Grant Program (EOEEA) (SEE ENDNOTE #2) Massachusetts Local Acquisitions for Natural Diversity (LAND) Grant Program (EOEEA) (SEE ENDNOTE #3)	LEAD: Conservation Commission PARTNERS: Planning Department	#2
					Sustainability Contribution: <div>  Protects additional open space and natural habitats </div> <div>  Improves air and water quality </div> <div>  Improves resilience to flooding and extreme heat </div>
1.3.3.	Prepare a map of possible connections,	The Trustees of	Massachusetts	LEAD:	#2

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.3. Protect, enhance and connect existing natural features and acquire additional open space

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
Create connections between existing and future open spaces and improve equity of access (SEE ALSO GOAL #2)	utilizing bike lanes, sidewalks, off-road trails, and potential easements.	Reservations sites (Rocky Woods, Rhododendrons, etc.) United State Army Corps of Engineers Department of Conservation and Recreation	Land and Water Conservation Fund Grant Program (EOEEA) (SEE ENDNOTE #2)	Planning Department PARTNERS: Conservation Agent Volunteer Groups Owners of open space parcels	Sustainability Contribution:  Promotes connectivity of open space and natural habitat  Promotes walkability and increases access to active recreation options
1.3.4. Support efforts to pass the Community Preservation Act (SEE ALSO 1.2.4)	Team with housing, historic preservation and recreation advocates to develop a campaign to support the act, incorporating any lessons learned from previous attempts to adopt the act (SEE ENDNOTE #1)	Previous attempts to pass the Community Preservation Act Community Preservation Coalition		LEAD: Community Preservation Act Study Committee (Revived/Re-established) PARTNERS: Community Preservation Coalition	#1 Sustainability Contribution:  Supports open space preservation  Leads to increased resilience through open space protection

ENDNOTES

Townwide Master Plan, Medfield, MA:
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1. **Community Preservation Act (CPA).** The CPA enables adopting communities to raise funds through imposition of a voter-authorized surcharge on local property tax bills of up to 3% to create a local dedicated fund for open space preservation, preservation of historic resources, development of affordable housing, and the acquisition and development of outdoor recreational facilities. Medfield has attempted to pass this act in the past without success. <https://www.communitypreservation.org/>
2. **Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) Land and Water Conservation Fund.** The EOEEA provides grants for land acquisition and conservation efforts the Land and Water Conservation Fund Grant Program. With funding from the Federal Land & Water Conservation Fund, EOEEA provides up to 50% of the total project cost for the acquisition, development and renovation of parks, trails and conservation areas. Eligible projects include acquisitions of parkland or conservation land; creation of new parks; renovations to existing parks; development of trails. For more information contact EOEEA: <https://www.mass.gov/service-details/massachusetts-land-and-water-conservation-fund-grant-program>
3. **Massachusetts Executive Office of Energy and Environmental Affairs (EOEEA) Local Acquisitions for Natural Diversity (LAND).** Through this program, the EOEEA supports the purchase of forests, fields, wetlands, Wildlife habitat, unique natural, cultural, or historic resources, and farmland by reimbursing municipalities for the acquisition of land in fee, or for a conservation restriction: <https://www.mass.gov/service-details/local-acquisitions-for-natural-diversity-land-grant-program>.


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GOAL 1.0: HONOR MEDFIELD'S **TOWN CHARACTER AND IDENTITY**

To honor and enhance Medfield's small-town feeling, town character and identity.





OBJECTIVE 1.4. Guide development and redevelopment so that it is keeping with the town's character

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.4.1 Guide new development so that it has a balanced impact on public facilities and services, including traffic, schools, water and sewage	Determine capacity of existing transportation systems, schools, and public infrastructure	Zoning Bylaw/ Zoning Districts		LEADS: Planning Board	#2
	Identify areas where new development can be accommodated Amend zoning bylaw to reflect desired development			PARTNERS: Planning Department School Department Department of Public Works	Sustainability Contribution:  Protects infrastructure critical to public health and safety

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.4. Guide development and redevelopment so that it is keeping with the town's character

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.4.2. Guide new development so that it preserves existing open space (SEE ALSO 4.2.3)	Limit the building of residential or commercial infrastructure in forested areas Update and amend zoning bylaw to better preserve existing open space and reflect desired development (OSRD Bylaw)	Medfield Open Space and Recreation Plan Zoning Bylaw		LEAD: Planning Board PARTNERS: Planning Department Conservation Commission Public and private owners of open space Re-established Open Space Committee	#1
					Sustainability Contribution: <div>  Preserves open space and natural habitats </div> <div>  Improves air and water quality </div> <div>  Leads to increased resilience through open space protection </div>
1.4.3. Guide new development so that it complements existing neighborhood character	Develop character-based design guidelines for individual neighborhoods, including scale and massing Establish a Design Review Board to implement design guidelines Amend zoning bylaw to reflect desired development within existing neighborhoods	Zoning Bylaw Demolition Delay Bylaw Local Historic Districts Guidelines for Changes in Local Historic Districts		LEAD: Planning Board PARTNERS: Planning Department Historic District Commission	#1
					Sustainability Contribution: <div>  Takes a long-term planning approach </div>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 1.4. Guide development and redevelopment so that it is keeping with the town's character					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
1.4.4. Assess the tangible and intangible costs of new large-scale development	Require developers to conduct a fiscal impact analysis for any proposed large-scale development			LEAD: Planning Board	#2
	<p>Develop incentives for developers to finance public improvements associated with large-scale projects, including linkage fees</p> <p>Develop incentives and/or requirements for developers to adopt green policies regarding energy (net-zero energy) and stormwater management associated with large-scale projects</p>			<p>PARTNERS: Planning Department</p> <p>Medfield Energy Committee</p>	<p>Sustainability Contribution:</p> <div>  <p>Takes a long-term planning approach</p> </div>
1.4.5. Consider design review for large commercial and multi-family developments	Develop design guidelines for large commercial and multi-family developments			LEAD: Planning Board	#2
	<p>Consider design review for all building permits to preserve/enhance the visual environment</p> <p>Establish a Design Review Board to implement guidelines for development outside the existing Local Historic Districts</p>			<p>PARTNERS: Planning Department</p> <p>Building Commissioner</p>	<p>Sustainability Contribution:</p> <p>N/A</p>



GOAL 2:

MAKE GETTING AROUND TOWN SAFE AND PLEASANT.

To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking and biking and providing a public transportation option.

Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. By adopting a Complete Streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians, and bicyclists—making your town a better place to live. A Complete Street in a rural area will look quite different from a Complete Street in a highly urban area, but both are designed to balance safety and convenience for everyone using the road.

Smart Growth America, What Are Complete Streets?¹

¹ <https://smartgrowthamerica.org/program/national-complete-streets-coalition/publications/what-are-complete-streets/>



Bicycle parking in downtown Medfield.



GOAL 2: MAKE GETTING AROUND TOWN SAFE AND PLEASANT

To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking and biking and providing a public transportation option.

The local transportation system should provide safe and efficient mobility for all transportation modes and connections to regional facilities. The availability and quality of the transportation system are important to residents, businesses, students, visitors, and emergency services. The maintenance and enhancement of the transportation system can be used to attract development and expand the tax base. In addition, the transportation system has impacts on resources, community character, and the quality of life. A system that encourages active transportation (biking and walking) will help to improve health and wellness for residents.

Pre-COVID-19, many Medfield residents and students indicated that traffic and safety was an issue and identified a need for more and better walking and biking facilities. While Medfield has many recreational trails and paths, there appears to be a need to provide better walking and bicycle facilities to connect destinations within the town. While traffic volumes have decreased during the pandemic, vehicle speeds have increased, and traffic volumes are expected to gradually increase in the post-pandemic period.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan. It is noted that the existing transportation statistics and characteristics summarized in this master plan reflect pre-COVID-19 pandemic conditions. It is unclear at this time what transportation conditions will look like in a post-COVID-19 environment.

MEDFIELD VOICES

Over half (58%) of **SURVEY** respondents felt that traffic and road safety issues were among the **LEAST favorite features** of Medfield.

Over one-third (35%) of those responding to the **SURVEY** reported that **“pedestrian and bike infrastructure are missing in Medfield.”**

YOUTH VOICE: “: In the high school mini-visioning session, students said they would like better sidewalks and safe biking spaces to increase their independence.

YOUTH VOICE: Teens participating in a visioning session at the high school report **wanting more access to public transportation within Medfield as well as to access other towns.**

Almost half (40%) of teens responding to a YOUTH SURVEY said they would “improve the pedestrian experience” if they could do “one thing to improve Medfield.”

“There is a complete lack of sidewalks in some areas, dangerous crosswalks in others and nighttime pedestrian safety is a concern.” (visioning participant).



Travel Characteristics and Operating Conditions

The following show travel statistics (pre-COVID-19 pandemic) for Medfield residents and commuters and existing condition transportation operations:

- 20% (638) of people working in Medfield live in Medfield (U.S Census Bureau, OnTheMap, 2017)
- 25% (1,567) of workers living in Medfield work in Boston (U.S Census Bureau, OnTheMap, 2017).
- 32% of households have three or more vehicles (U.S. Census American Community Five Year Estimates 2013-2017).
- 69% of residents drive alone to work (U.S. Census American Community Five Year Estimates 2013-2017).
- 11% of residents use public transportation to commute to work (U.S. Census American Community Five Year Estimates 2013-2017).
- 27% of Medfield residents have a commute of an hour or more each way to and from work (U.S. Census American Community Five Year Estimates 2013-2017).
- Heavy traffic congestion is experienced on Route 109 eastbound in the morning and westbound in the evening.
- A large number of cement trucks utilize Route 109, leading to longer traffic delays, an unpleasant environment for walking and eating outdoors, and the need for a stronger pavement base.
- Parking availability is a real and perceived issue in the downtown area, especially in close proximity to the Town House. There is potential to explore parking management strategies and additional parking. Parking is shown to be underutilized overall.



Street furniture set alongside the sidewalk adds to the pedestrian-friendly character of Main Street.



- When the Medfield State Hospital land is redeveloped, it will become necessary to estimate the impacts of the increased traffic on the local roadway network and identify mitigation that can minimize its impact.

Traffic Safety

Vehicle crashes are indicative of safety issues resulting from high traffic volumes, congestion, traffic control, and roadway geometric issues.

- The number of reported vehicle crashes has fluctuated between 2007 and 2017, with a low of 140 in 2014 and a high of 205 in 2016.
- The intersection of Route 27 and West Street was identified by MassDOT as both a Top 200 Intersection and Highway Safety Improvement Program cluster for the years of 2014 to 2016.
- The following intersections experienced high numbers of crashes between 2015 and 2017:
 - Main Street (Route 109) at North Meadows Road/ Spring Street (Route 27)
 - North Meadows Road (Route 27) at West Street
 - Main Street (Route 109) at Hartford Street
 - North Meadows Road (Route 27) at Dale Street
 - Main Street (Route 109) at North Street
- The 0.85-mile segment of Route 109 from Causeway Street to Pound Street experienced a total of 123 crashes from 2015 to 2017, an average of 41 crashes per year.
- Speeding is an issue on some residential streets.

Townwide Master Plan Committee Charter:

Improved Options for Travel Within Town. The Committee shall examine ways to best make major centers of activity in town more accessible to both vehicular and non-vehicular travelers, to include bike access and pedestrian access. Specific points to consider should include, but not necessarily be limited to, plans for sidewalk construction, crosswalks, bike lanes, and pedestrian pathways.



Pedestrians, Bicycles, and Transit

- Due to heavy traffic volumes and long signal cycle lengths pedestrians can experience delays when waiting to cross the street at signalized intersections in the downtown area.
- Residents have voiced a desire for better pedestrian and bicycle accommodations in town, as well as a revitalization of the downtown area to make it a desirable destination and more pleasant and safe for walking and biking.
- Residents have indicated a desire for more trees and pocket parks downtown to attract pedestrians and creating a pleasant environment for sitting, resting, and socializing.
- Residents requested designating a “no car” pedestrian-only area for the downtown area. This can be considered as part of a shared-street effort to expand pedestrian and bicycle facilities and by repurposing existing roadway and on-street parking lanes.
- Bike lanes were recently striped on Route 27 from the center of town to Sherborn and sharrows on South Street extension.
- While Medfield does not have direct commuter rail access, approximately 11% of residents use public transit to commute to and from work.
- The Medfield Council on Aging owns three vans that are available to transport residents Monday through Friday from 9:00 AM to 3:15 PM. Typical destinations are for shopping and medical visits. Transportation is provided for free to Medfield residents. A \$2.00 donation is requested for trips within town and to grocery stores. Additionally, the COA provides Medical Essential Transportation, a door-to-door service for medical appointments which utilizes the COA vans and volunteer vehicles.



Concrete mixers and other heavy vehicles travel along Medfield's main streets throughout the day. The trucks create traffic delays and detract from the pedestrian experience.



GOAL 2: Make GETTING AROUND TOWN Safe and Pleasant

Objective 2.1. Reduce traffic congestion and make traveling by AUTOMOBILE safer

Objective 2.2. Improve parking when/where possible

Objective 2.3. Improve existing infrastructure and connect PEDESTIAN and BICYCLE networks

Objective 2.4. Explore the possibilities for providing PUBLIC TRANSPORTATION

Relevant Medfield Board of Selectmen KEY FOCUS AREA(S):



“Establish and annually update a road maintenance plan”



Townwide Master Plan, Medfield, MA:
Implementation Action Plan




GOAL 2.0: MAKE GETTING AROUND TOWN SAFE AND PLEASANT

To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking and biking and providing a public transportation option.

OBJECTIVE 2.1. Reduce Traffic Congestion and make Traveling by Automobile Safer.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.1.1. Maintain roads, intersections, and sidewalks (SEE ALSO 1.1 and 5.3)	Continue to fund the maintenance of roads, intersections, and sidewalks primarily through MassDOT Chapter 90. SEE END NOTE #1	Department of Public Works	MassDOT Chapter 90 Funding	LEAD: Department of Public Works	Ongoing
	Continue to implement the Town's Pavement Management Program to monitor roadway conditions and prioritize their repair.	Pavement Management Program		PARTNERS: Board of Selectmen	Sustainability Contribution:  Provides adaptation to climate impacts, such as flooding extreme storms  Improves driver and pedestrian safety





Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 2.1. Reduce Traffic Congestion and make Traveling by Automobile Safer.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.1.2. Make Improvements to the Route 109 corridor to reduce congestion and delay and improve safety	<p>Upgrade, coordinate and optimize traffic signals to reduce delay and queuing.</p> <p>Evaluate potential measures to improve safety and reduce crashes between Causeway Street and Pound Street.</p> <p>Coordinate with Westwood on corridor improvements that would benefit both communities.</p>	<p>Department of Public Works</p> <p>Safety Committee</p>		<p>LEAD: Department of Public Works</p> <p>PARTNERS: Safety Committee</p> <p>Board of Selectmen</p>	#2
					<p>Sustainability Contribution:</p> <div>  <p>Improves driver and pedestrian safety</p> </div> <div>  <p>Involves coordination with Westwood</p> </div>
2.1.3. Improve Safety at High Crash Locations	<p>Evaluate potential safety improvements at:</p> <ul style="list-style-type: none"> Main Street (Rt. 109)/North Meadows Road/Spring Street (Rt. 27) North Meadows Road (Rt. 27)/West Street Main Street (Rt.109)/Hartford Street North Meadows Road (Rt. 27)/Dale Street Main Street (Rt. 109)/North Street Rt. 109 between Causeway Street and Pound Street. Conduct Road Safety Audits at intersections above except at North Meadows Road (Rt. 27)/West Street. <p>SEE END NOTE #2</p>	<p>Town and MassDOT Crash Data</p> <p>Road Safety Audit Results</p> <p>Department of Public Works</p> <p>Safety Committee</p> <p>Police Department</p>	<p>MassDOT Chapter 90</p> <p>MassDOT Road Safety Audits</p>	<p>LEAD: Department of Public Works</p> <p>PARTNERS: Board of Selectmen</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Improves driver and pedestrian safety</p> </div>



Townwide Master Plan, Medfield, MA: Implementation Action Plan

OBJECTIVE 2.1. Reduce Traffic Congestion and make Traveling by Automobile Safer.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.1.4. Implement Traffic Calming Program	Develop a Traffic Calming Policy and Guidelines to implement traffic calming devices on neighborhood streets. SEE END NOTE #3 Evaluate potential traffic calming improvements at and around schools. Promote effective enforcement of speed limits.	Safety Committee Department of Public Works Police Department MassDOT Safe Routes to School	MassDOT Chapter 90 Funds MassDOT Complete Streets Funding MassDOT Safe Routes to School	LEAD: Safety Committee PARTNERS: School Department Department of Public Works Police Department	
					Sustainability Contribution:  Improves driver and pedestrian safety

ENDNOTES

1. The **MassDOT Chapter 90 Program** entitles cities and town to receive reimbursements on approved projects. Chapter 90 funds are for capital improvements such as highway construction, preservation, and improvement projects.
2. A **Road Safety Audit (RSA)** is a formal safety review of an existing or planned intersection by an independent multidisciplinary team that identifies potential safety issues and improvements. An RSA was completed at North Meadows Road (Rt.27) and West Street in 2019.
3. **Traffic Calming** includes devices to slow traffic and improve safety for all travel modes. Some example devices include curb extensions, raised crosswalks and intersections, narrow lanes and neckdowns, speed humps, chicanes, speed feedback signs, and flashing beacons.



Townwide Master Plan, Medfield, MA:
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GOAL 2.0: MAKE GETTING AROUND TOWN SAFE AND PLEASANT


To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking, and biking and providing a public transportation option.

OBJECTIVE 2.2. Improve Parking When/Where Possible.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.2.1. Implement Parking Management Strategies in Downtown (SEE ALSO 1.1)	Implement recommendations in the 2018 Downtown Medfield Parking Study. SEE END NOTE #1	Janes Avenue Parking Lot	MassDOT Chapter 90 Funding	LEAD: Planning Department	#1
	Encourage shared parking between businesses, churches, and Town properties. Explore public-private parking partnerships. SEE END NOTE #2 Encourage employees to use more remote underutilized parking areas in the Downtown to make spaces available for shoppers, diners, and patrons of businesses. Develop a map of parking areas. Explore parcels for the Town to acquire for parking. Consider electric vehicle charging locations to accommodate increasing electric vehicle use.	Downtown Medfield Parking Study Department of Public Works Private electric vehicle charging stations	Mass EVIP Multi-Unit Dwelling Charging Incentives (MassDEP Open Grant Program)	PARTNERS: Board of Selectmen Department of Public Works Medfield Energy Committee	Sustainability Contribution: N/A



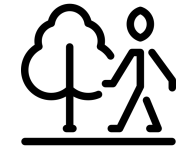
Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 2.2. Improve Parking When/Where Possible.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.2.2. Improve Signage and Wayfinding Downtown (SEE ALSO 1.1)	Provide clear and concise signage to indicate parking regulations and restrictions for on-street and off-street locations.	Department of Public Works		LEAD: Department of Public Works	#1
	Provide wayfinding signage to inform and guide motorists to parking areas and pedestrians to Downtown destinations and back to their vehicle. Form wayfinding sign committee.	Safety Committee Police Department		PARTNERS: Planning Department	Sustainability Contribution: N/A
2.2.3. Consider Zoning Amendment to Reduce Required Parking for Development (SEE ALSO 4.1)	Review existing zoning off-street parking requirements for development projects, which are conservatively high. SEE END NOTE #3	Zoning Bylaws	MassDOT Chapter 90	LEAD: Planning Board	#1
	Identify parking spaces that can be shared between multiple uses at different times.	Downtown Parking District Safety Committee Police Department	MassDOT Road Safety Audits	PARTNERS: Planning Department	Sustainability Contribution:  Reduces impervious surfaces, improving resilience to flooding and high heat

ENDNOTES

- Downtown Medfield Parking Study, Final Report and Recommendations**, May 2018, Nelson Nygaard.
- The Board of Trustees of the Public Library of Medfield and Roche Bros. Supermarkets Co. (Brothers) signed a Parking License Agreement** in 2014 to share parking between the two sites. **The Medfield ZBA approved an agreement on March 22, 2016** allowing the owners of 445 Main Street (Avenue Restaurant) to expand the Town-owned parking lot on Janes Avenue and use a portion of the parking lot.
- Zoning for the downtown area provides that a waiver for parking requirements can be granted by the Zoning Board of Appeals.



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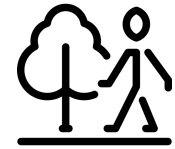
GOAL 2.0: MAKE GETTING AROUND TOWN SAFE AND PLEASANT


To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking, and biking and providing a public transportation option.

OBJECTIVE 2.3. Improve Existing Infrastructure and Extend Pedestrian and Bicycle Networks, Prioritizing Routes to Schools, Recreational and other Public Facilities as well as the Downtown

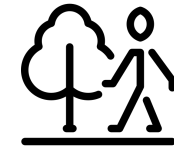
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.3.1. Develop and connect pedestrian and bike facilities to create a network of safe and pleasant sidewalks, crosswalks, trails, and bike lanes (SEE ALSO 6.1)	<p>Develop a Pedestrian and Bicycle Master Plan to inventory all existing facilities and conditions and develop short-term and long-term recommendations to improve the active transportation network. The Town has recently hired a consultant to evaluate sidewalks and pedestrian ramps.</p> <p>Identify locations where new sidewalks are needed to connect neighborhoods, recreation areas and Downtown.</p> <p>Begin construction of the Medfield Rail Trail through the Medfield Foundation initiative</p> <p>Develop a map showing trails for active and passive use</p> <p>Identify where new pedestrian ramps and crosswalks are needed to be ADA-compliant.</p>	<p>Department of Public Works Pavement Management Program</p> <p>Medfield Rail Trail</p> <p>MassDOT Safe Routes to School</p> <p>Complete Streets Prioritization Plan</p>	<p>MassDOT Chapter 90 Funding</p> <p>MassDOT Complete Streets</p> <p>MassDOT Safe Routes to Schools</p>	<p>LEAD: Department of Public Works</p> <p>PARTNERS: Board of Selectmen School Department Planning Department Friends of Medfield Rail Trail</p>	<p>#1</p>  <p>Sustainability Contribution:</p>  <p>Increases walkability and promotes active transportation</p>

Townwide Master Plan, Medfield, MA:
Implementation Action Plan







OBJECTIVE 2.3. Improve Existing Infrastructure and Extend Pedestrian and Bicycle Networks, Prioritizing Routes to Schools, Recreational and other Public Facilities as well as the Downtown					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
	<p>Continue to participate in MassDOT's Safe Routes to School program and improve walking and biking facilities around schools to encourage active transportation. SEE END NOTE #1</p> <p>Implement Complete Streets measures in all projects to accommodate people of all ages and abilities.</p> <p>Complete the Complete Streets Prioritization Plan and apply for MassDOT funding. SEE END NOTE #2</p> <p>Provide bicycle and pedestrian facility connections to the Medfield State Hospital site.</p> <p>Create a map to identify potential locations for new bike lanes to provide connections to destinations.</p> <p>Look for ways to locate walking paths away from streets, such as a path from Route 109 to Wilkens Glen.</p>				

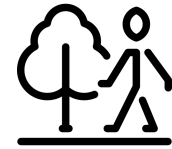
Townwide Master Plan, Medfield, MA:
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OBJECTIVE 2.3. Improve Existing Infrastructure and Extend Pedestrian and Bicycle Networks, Prioritizing Routes to Schools, Recreational and other Public Facilities as well as the Downtown

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.3.2 Maintain existing sidewalks, trails, crosswalks and pedestrian ramps. (SEE ALSO 5.3)	<p>Develop a sidewalk management program to schedule, maintain, and repair exiting sidewalks, crosswalks, signage, and pedestrian ramps.</p> <p>The Town has recently hired a consultant to conduct a town-wide study to evaluate sidewalks and pedestrian ramps</p>	<p>Department of Public Works Pavement Management Program</p> <p>MassDOT Safe Routes to School</p> <p>Complete Streets Prioritization Plan</p>	<p>MassDOT Chapter 90 Funding</p> <p>MassDOT Complete Streets</p> <p>MassDOT Safe Routes to Schools</p> <p>MassTrails</p>	<p>LEAD: Department of Public Works</p> <p>PARTNERS: Consultant</p>	<p>#1</p> <p>Sustainability Contribution:</p>  <p>Increases walkability and promotes active transportation</p>
2.3.3. Improve Walking and Biking Facilities in the Downtown area (SEE ALSO 1.1 and 5.3))	<p>Improve pedestrian crossings on Route 109 to improve safety and reduce pedestrian delay and discourage jaywalking.</p> <p>Develop short-term Shared Streets project in the Downtown to repurpose travel lanes and parking to improve capacity and safety for pedestrians, bicyclists, outdoor seating, and dining. SEE END NOTE #3</p> <p>Provide facilities to attract pedestrians and bicyclists, create a sense of place and provide pleasant areas for sitting and socialization. These can include pocket parks and sitting areas, street trees, picnic</p>	<p>Baxter Park</p> <p>Straw Hat Park</p> <p>Library Open Space</p> <p>Existing sidewalks</p> <p>Local businesses</p>	<p>MassDOT Chapter 90 Funding</p> <p>MassDOT Shared Streets Program</p>	<p>LEAD: Department of Public Works</p> <p>PARTNERS: Safety Committee</p> <p>Planning Department</p> <p>Board of Selectmen</p>	<p>#1</p>  <p>Sustainability Contribution:</p>  <p>Increases walkability and promotes active transportation</p>  <p>Increases access to town destinations and creates community</p>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 2.3. Improve Existing Infrastructure and Extend Pedestrian and Bicycle Networks, Prioritizing Routes to Schools, Recreational and other Public Facilities as well as the Downtown

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
	benches, bicycle parking, game tables, and lighting.				

ENDNOTES

1. The Dale Street and Memorial Schools participate in the MassDOT Safe Routes to School program. The program encourages students to walk and bike to school and provides funding opportunities for infrastructure improvements.
2. Medfield is a registered participant in the MassDOT **Complete Streets Program**. Once completed, the **Prioritization Plan** (Tier 2) will identify at least 15 Complete Streets projects. Once the Prioritization Plan has been approved by MassDOT, the Town is eligible for infrastructure funding.
3. The MassDOT Shared Streets and Spaces Quick Build Launch and Build Grant Program provides funding to municipalities to launch or expand sidewalks, curbs, streets, and parking in support of public health, safety, mobility, and commerce as a result of the COVID-19 pandemic. These temporary measures may also be considered for permanent placement.




Townwide Master Plan, Medfield, MA:
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GOAL 2.0: MAKE GETTING AROUND TOWN SAFE AND PLEASANT




To provide safe and pleasant ways of getting around Town including reducing traffic congestion, supporting walking, and biking and providing a public transportation option.

OBJECTIVE 2.4. Explore the Possibilities for Providing Public Transportation

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.4.1. Institute a pilot program for a town shuttle to connect various frequently visited locations within Medfield and explore regional connections	<p>The Town to consider developing a shuttle bus pilot program to provide service for residents to local destinations and regional connections. Explore using Council on Aging vans to shuttle commuters to train stations.</p>	<p>Council on Aging Shuttle Vans</p> <p>MBTA</p>	<p>Community Transit Grant Funding (FTA Section 5310)</p>	<p>LEAD: Planning Department</p> <p>PARTNERS: Council on Aging</p>	#2
	<p>Coordinate with the MBTA and Central Transportation Planning Staff (CTPS) to evaluate the existing and future ridership demand for residents to MBTA commuter rail stations in Walpole, Needham, Norwood, and Route 128 Station and transit options. Evaluate the ride share and car share options as well.</p> <p>Evaluate the cost-benefit of the MBTA's The Ride program in Medfield and potential alternatives with other regional transportation authorities such as MWRTA.</p>	<p>Central Transportation Planning Staff</p>	<p>MassDOT Workforce Transportation Program</p> <p>Direct Local Technical Assistance Fund</p> <p>Central Transportation Planning Staff Community Connections</p>	<p>Board of Selectmen</p>	<p>Sustainability Contribution:</p> <div>  <p>Increases mobility options</p> </div> <div>  <p>Increases access to town destinations</p> </div> <div>  <p>Explores possibility of regional planning and resource sharing</p> </div>



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 2.4. Explore the Possibilities for Providing Public Transportation					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
2.4.2 Provide transit service for those without vehicles or who do not wish to drive, especially for older adults and teens	<p>Consider expanding existing Medfield Council on Aging shuttle van service which provides rides to Medfield all residents Monday through Friday 9:00 AM to 3:15 PM.</p> <p>Evaluate expanding using volunteer vehicles to provide rides for seniors. Volunteers are used in addition to the Council on Aging vans to provide Medical Essential Transportation door-to-door for medical appointments.</p> <p>Encourage residents to form informal commuter carpools to employment centers or commuter rail stations. If available, Town to identify underutilized parking lots in central locations that can be used for carpool parking. Micro-transit mini-buses and vans can be considered for carpool vehicles.</p> <p>Consider how Transportation Network Companies (TNC) such as Lyft and Uber can provide carpooling options. SEE END NOTE #1</p> <p>Explore deploying electric autonomous vehicles such as Olli. SEE END NOTE #2</p>	<p>Council on Aging Shuttle Vans</p> <p>Volunteer vehicles</p> <p>MBTA "The Ride"</p> <p>MBTA/GATRA Ride Match Service</p>		<p>LEAD: Planning Department</p> <p>PARTNERS: Council on Aging</p>	<p>#1</p> 
					<p>Sustainability Contribution:</p> <div>  <p>Increases mobility options</p> </div> <div>  <p>Increases access to town destination and creates community</p> </div>



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 2.4. Explore the Possibilities for Providing Public Transportation					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER					
<p>As a result of COVID-19, it is recognized that many commuters avoid taking public transit and carpooling if they have other options such as work-from-home and personal automobiles. Therefore, transit strategies may not be feasible until society adapts or returns to a more favorable mass public transit commuting environment.</p>					

ENDNOTES

1. UberPool and Lyft Shared Ride services are suspended in the United States and Canada to reduce the spread of COVID-19.
2. Olli is a 3D-printed connected electric autonomous shuttle.



GOAL 3:

Encourage ECONOMIC Activity

To encourage economic activity in order to increase the tax base and provide employment opportunities close to home.

*“Many communities are finding success cultivating a competitive advantage by using their unique assets to attract new investment and support existing businesses. These place-based assets might include residents and their skills; local architecture and infrastructure; academic, technical, and medical institutions; local and regional business and employment concentrations; cultural, natural, and artistic resources; and general quality of life. What distinguishes **smart growth economic development** from conventional economic development is the emphasis on building on these **existing community assets**, rather than pursuing jobs or tax base growth without particular regard for location or synergies among existing assets.”*

-Environmental Protection Agency, Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities And Towns (2016), 3.

“In small towns, people are always the most important resource, and communities with limited resources cannot afford to exclude anyone from planning or development efforts. Case after case has demonstrated that people (as opposed to money or other resources) are the one absolutely necessary ingredient to successful economic development. The mere fact that a particular town is small can become an asset. In some cases, locating a business in a small town can provide a competitive advantage for the business.”

-UNC School of Government, N.C. Rural Economic Development Center, Small Towns, Big Ideas (2008), 6, 9.communitywealth.org.



Corner of North Street and Route 109,
An example of mixed use in Downtown
Medfield



GOAL 3: ENCOURAGE ECONOMIC ACTIVITY

To encourage economic activity in order to increase the tax base and provide employment opportunities close to home.

A community's economy is largely defined by the wealth of its households, the makeup and strength of its commercial and industrial base, and the uses allowed its land. The economy of each community contributes to a larger regional marketplace, where cities and towns are connected by employment, interrelated industries, transportation systems, labor and trade, and water.

Since local governments depend on property taxes for operating revenue, most of them pay close attention to the size and structure of their tax base. This can result in deliberate actions to zone large areas of the community for business and commercial use, with possible support of tax incentives, infrastructure, and various public/private partnerships. Medfield has resisted the tendency to "over zone" for nonresidential development in deference to the town's residential character. While the limited amount of land available for commercial or industrial uses helps to keep Medfield's home values high, it also means residents pay very high taxes.

Throughout the master plan process, residents have expressed needs to enhance Medfield's appealing downtown and make it even more attractive than it is today, to maximize the economic and fiscal benefits of redeveloping the Medfield State Hospital (MSH) property, to capitalize on Medfield's arts community as a vital component of the local economy, and generally to make Medfield a "friendlier" place for business. *The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.*

MEDFIELD VOICES

"DOWNTOWN is my favorite place because there are always people walking or sitting and it feels like a town. Starbucks and Brothers are an excellent addition to help bring people to town." (visioning participant)

Almost one-quarter (23%) said that if they could "do one thing to improve Medfield" they would choose to **"improve the downtown."** (survey results)

Increase commercial development in order to increase the tax base and pay for some of the Town's needs. (visioning participant)

"The **DOWNTOWN** area is key to **MEDFIELD'S CHARACTER**. We must be mindful of keeping the downtown alive..." (visioning participant)



Medfield labor force

- Medfield has a very high labor force participation rate of 80.4 percent, with 5,835 people 16 or over in the labor force (employed or looking for work).
- Before the pandemic in mid-March 2019, Medfield's unemployment rate was very low, at 2.6 percent. By June 2020, unemployment in Medfield had risen to almost 13 percent, but it has improved slightly since then (almost 12 percent in July).
- The labor force in Medfield is extremely well-educated, with 72.5 percent of the adult population having a bachelor's degree or higher. Most of the towns around Medfield also have a well-educated population and share other characteristics with Medfield residents, too.
- Almost half of Medfield residents work in two **industries**: Education and Health Care, and Professional Services and Management. Many also work in the Finance and Real Estate sector. Together, these three industries account for 63 percent of Medfield's employed residents.
- Approximately 14 percent of Medfield residents work as self-employed people, over half of whom work at home all or part of the work week.¹
- About 22 percent of Medfield's labor force works locally. Medfield keeps more of its own residents in town every day than all of the surrounding towns.
- The highest earners overall are residents commuting to the Greater Boston area by public transportation – especially young workers between 25 and 44

Townwide Master Plan Committee Charter:

Commercial development and zoning: an important town goal as identified by the Board of Selectmen is responsibly increasing our commercial development to relieve the tax burden borne now by residential taxpayers. As part of the Townwide Master Plan, the committee should look to enhance our ability to attract commercial development that is consistent with the town's character. The committee should review whether our current zoning plan fits with the current and projected demands of the marketplace and recommend any zoning changes that would make Medfield more attractive to commercial development, along with any improvements to current commercially zoned town-owned property that could increase the attractiveness of that property to developers.

¹ Social Explorer, A09005, A17009.



years.² Boston is the second most common destination for Medfield commuters (second to Medfield itself), and other common commutes include Needham, Newton, Framingham, and Norwood.³

Employment base

- The **employment base** includes 3,127 jobs, mainly in the retail, education, health care, and food service industries. Since 2010, the employment base in Medfield has grown by about 12 percent.
- Medfield has just 13 manufacturing employers today, some of which are so small that state government suppresses their payroll employment statistics in published economic data reports.
- The 42 construction industry employers in Medfield include obvious types of businesses such as residential builders, plumbers, electricians, and so forth, as well as property management companies.
- Medfield has 52 health care providers ranging from private practice dentists, doctors, and mental health professionals to social service agencies and programs.

Location quotients, jobs, and wages

- A location quotient compares employment by industry in two or more geographic areas. Medfield has high location quotients – meaning employment concentrations – in five industries: Educational Services, Arts and Entertainment, Retail Trade, Accommodation and Food Services, and “Other Services,”
- Employment in Accommodation and Food Services has grown faster in Medfield than in Massachusetts overall, and similar trends can be seen in Health Care and Social Assistance, Professional and Technical Services, and Transportation and Warehousing.
- Medfield does not have a large base of high-paying jobs.

² ACS Five-Year Estimates 2012-2017, B08101: Means of Transportation to Work by Age, and B08119. Means of Transportation to Work by Workers' Earnings in the Past 12 Months.

³ Census Bureau, 2011-2015 Commuting Flows, Tables 3-4.



Zoning and land use

- According to assessor's data, Medfield has just 164 land parcels with commercial, industrial, or mixed-use development, some vacant parcels zoned for those uses, and land used for farming and productive forestry.
- Medfield has very little vacant land left for new commercial or industrial use. This will change as the MSH property redevelops over time.
- Medfield has three primary areas of commercial or industrial activity: Downtown and the adjacent neighborhoods, the east end of Main Street, and the mixed business and industrial area off West Street.
- The Main Street shopping center opposite Hatters Hill Road is a conventional shopping center anchored by a supermarket (Shaw's) and Marshalls, a chain department store. The shopping center includes a donut shop and café, gas station, and miscellaneous professional offices and financial services.
- Downtown Medfield, a very pretty town center with a Brothers Marketplace at the corner of Main and South Streets, specialty shops, food services (e.g., a Starbucks café, restaurants such as Noon Hill Grill, Nosh & Grog, and Avenue), a pharmacy, banks, professional offices, the Town Hall and Public Library, and several churches. Mixed-use buildings can be found in this part of town, too. Downtown is Medfield's civic, social, cultural, and governmental hub and a source of pride for many Medfield residents.
- The West Street/Route 27 industrial area, which supports a diverse mix of businesses such as industrial/warehouse, office, auto repair shops, fitness centers, and so forth. A recently built Chapter 40B housing development, the Parc at Medfield, is located in this area.
- Medfield has three zoning districts that provide for commercial and industrial development. They closely mirror the boundaries of the development areas described above. The Business (B) District includes most of Downtown Medfield and an area on Route 109 east (the Main Street shopping center). The Business Industrial (BI) land abuts a portion of the downtown B District and also applies in the vicinity of MSH. In addition, Medfield has a fairly large area in the Industrial Extensive (IE) district along West Street and Route 27.



Property taxes and local government revenues

- Medfield has a uniform tax rate for residential, commercial, industrial, and personal property. In Fiscal Year 2020 (the current fiscal year), the Medfield Board of Selectmen set the tax rate at \$17.83 per \$1,000 of assessed value.
- Less than 6 percent of the total tax levy comes from nonresidential property, which is consistent with the limited amount of commercial and industrial development that exists in Medfield.
- Medfield’s homeowners pay one of the state’s highest single-family tax bills, with a state rank of 15 out of 351 cities and towns.

GOAL 3: Encourage ECONOMIC Activity

OBJECTIVE 3.1. Diversify the TAX BASE

OBJECTIVE 3.2. Become more BUSINESS-FRIENDLY

MEDFIELD BOARD OF SELECTMEN STRATEGIC GOAL #1: MANAGE TOWN FINANCES IN A FISCALLY PRUDENT MANNER THAT STRIKES A PROPER BALANCE BETWEEN FUNDING OF IMPORTANT TOWN SERVICES AND AFFORDABILITY FOR TAXPAYERS. Charting a course for the town calls for an unwavering commitment to prudently impose financial burdens on taxpayers, while also ensuring that essential, or, in some cases, highly desired services are provided to the town’s residents and businesses. The natural tension between these two imperatives requires that a thoughtful balance between the two be maintained..

Relevant Medfield Board of Selectmen KEY FOCUS AREA(S): “Reduce Reliance on the Residential Tax Base for Revenues by either diversifying the tax base and/or building revenue positive housing.” AND “Promote a “business friendly” atmosphere to retain current and attract potential new businesses.”



Townwide Master Plan, Medfield, MA:
Implementation Action Plan



GOAL 3.0: Encourage ECONOMIC ACTIVITY

To provide tax revenue to support town services and jobs to strengthen the local economy.




OBJECTIVE 3.1. Diversify the TAX BASE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
3.1.1. Incentivize development	<p>Create incentives for redevelopment and encourage developers to invest in the town.</p> <p>Update and substantially revise the Town's off-street parking requirements, especially in the B district. Most nonresidential uses have unusually high parking requirements.</p>			<p>LEAD: Economic Development Committee</p> <p>Board of Selectmen/ Town Administrator</p> <p>PARTNERS: Planning Department</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Enhances local economy and builds community</p> </div>
3.1.2. Update the Zoning Bylaw with economic development in mind.	<p>Fund and carry out a comprehensive review and revision of the Medfield Zoning Bylaw.</p> <p>Reduce front and side setback requirements in the BI district.</p> <p>Consider increasing the maximum building height for structures in the BI and IE districts.</p> <p>Survey business owners in the BI and IE districts for their input about opportunities to update the zoning in ways that will benefit their establishments.</p>			<p>LEAD: Planning Department</p> <p>PARTNERS: Economic Development Committee</p>	#2
					<p>Sustainability Contribution:</p> <div>  <p>Takes a long-term planning approach</p> </div>

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OBJECTIVE 3.1. Diversify the TAX BASE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
3.1.3. Recognize elder care as an economic development opportunity	Remove regulatory barriers for assisted living and memory care residences, which typically generate considerable tax revenue (except when owned and operated as a charitable entity). There is a significant market for elder care services in Eastern Massachusetts.			LEAD: Planning Department PARTNERS: Affordable Housing Committee Council on Aging	#1
					Sustainability Contribution: <div>  Builds resilience of a vulnerable population </div> <div>  Increases the safety of senior residents </div> <div>  Diversifies the local economy and increases access to services for senior residents </div>
3.1.4. Provide for a wider mix of uses in the BI district.	Consider replacing the special permit for many of the uses in the BI district with a permitted use/site plan review process to reduce regulatory barriers. Consider allowing food service businesses up to a certain size to support employees in the BI district. Allow small take-out (not drive through) establishments as of right.			LEAD: Economic Development Committee PARTNERS: Planning Department	#1

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OBJECTIVE 3.1. Diversify the TAX BASE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
	<p>Allow co-work facilities as of right in the B and BI districts,</p> <p>Allow R&D, manufacturing as of right, subject to SPR, and subject to reasonable maximum size thresholds (over which a special permit would be required).</p> <p>Allow inns and hotels by special permit in the BI district.</p>				<p>Sustainability Contribution:</p>  <p>Encourages walkable downtown areas</p>
<p>3.1.5. Encourage and support local self-employment</p>	<p>Explore the feasibility of developing a co-work facility in Medfield, ideally in the downtown area or at Medfield State Hospital, to bolster interaction between local self-employed people and the downtown business community.</p>			<p>LEAD Economic Development Committee</p> <p>PARTNERS Medfield Employers and Merchants Association (MEMO)</p>	#2
					<p>Sustainability Contribution:</p>  <p>Increases the resilience of the workforce during extreme weather</p>  <p>Increases economic resilience and access to employment options</p>


Townwide Master Plan, Medfield, MA:
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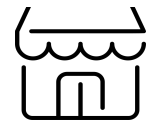
GOAL 3.0: Encourage ECONOMIC ACTIVITY

To strengthen communication and working relationships between town government and business.


OBJECTIVE 3.2. Become more BUSINESS-FRIENDLY

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
3.2.1. Hold business roundtables with local businesses	Conduct a quarterly roundtable with local businesses to improve local government's understanding of their needs and tap their expertise about issues facing the community. Use local business owners as advisors to the town administration.	Medfield Employers and Merchants Association (MEMO),		LEAD: Town Administrator PARTNERS: Economic Development Committee Board of Selectmen	#1
					Sustainability Contribution:  Strengthens the local business community
3.2.2. Increase efficiency in permitting	Streamline permitting wherever possible, converting special permits to uses as-of-right with site plan review, publishing design guidance, and moving small projects to an administrative (staff level) site plan review process.			LEAD: Planning Board Planning Department PARTNERS: Economic Development Committee Board of Selectmen	#2
					Sustainability Contribution: N/A

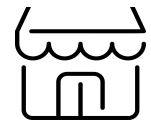
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OBJECTIVE 3.2. Become more BUSINESS-FRIENDLY

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
3.2.3. Create a small business portal on the town website	<p>Provide links to resources of interest to small businesses, including technical assistance, advisory services, funding sources, and sources of news and information useful to downtown and other businesses.</p> <p>Survey the business community to find out what kinds of information and technical assistance they need and would be interested in having better access to locally. Use the survey process to build a working database of business establishments, and use the database to help the town better understand its existing businesses and changes within the employment base over time.</p>			<p>LEAD: Economic Development Committee</p> <p>Economic Development Officer (new; position to be created when feasible))</p> <p>PARTNERS: Medfield Employers and Merchants Association (MEMO)</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Strengthens the local business community</p> </div>
3.2.4. Train Town boards and staff	<p>Provide training to Town boards and staff about best practices and methods of community economic development.</p> <p>Train inspectional staff in “customer friendly” approaches to inspections at small business establishments.</p>	<p>I-495 Partnership</p> <p>Metropolitan Area Planning Council</p>		<p>LEAD: Board of Selectmen</p> <p>Economic Development Officer (new)</p> <p>PARTNERS: Economic Development Committee</p> <p>Planning Department</p>	#1
					<p>Sustainability Contribution:</p> <p>N/A</p>

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OBJECTIVE 3.2. Become more BUSINESS-FRIENDLY					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
3.2.5. Institute a business visitation program	Design and develop a program to familiarize Town staff and volunteer “ambassadors” with local businesses and build rapport with business owners. For an effective economic development program, the town should be visiting at least two or three local businesses per week.			LEAD Economic Development Committee Economic Development Officer (new) PARTNERS Town Administrator Planning Director MEMO	#2
					Sustainability Contribution:  Strengthens the local business community



GOAL 4:

Provide a range of HOUSING options

To support equity, diversity, and inclusion through the provision of fair and affordable housing.

Metropolitan Boston has become one of the most expensive places in the country to buy a home, now ranking the fourth most expensive of the 25 largest metropolitan areas in the U.S. Aside from the direct economic consequences, the lack of affordable housing also has important social consequences for the Greater Boston region. Lack of diversity in the housing stock means a lack of diversity in our communities—whether it be by income, race, ethnicity, family type, or generation. All residents deserve stable, safe, and affordable housing, regardless of income. But exclusionary housing practices, combined

with a tight and expensive housing market and limited public resources, create significant roadblocks to realizing that ideal.¹



The PARC housing development, West Street

¹ The Boston Foundation, *Greater Boston Housing Report Card* (2018), 4, 6.



GOAL 4: PROVIDE A RANGE OF HOUSING OPTIONS

To support equity, diversity, and inclusion through the provision of fair and affordable housing.

Massachusetts has set some basic expectations for the housing element of any master plan. For Medfield's plan to meet the requirements of G.L. c. 41, Section 81D, the housing element must identify and analyze "existing and forecasted housing needs and objectives, including programs for the preservation, improvement and development of housing. This element shall identify policies and strategies to provide a balance of local housing opportunities for all citizens."

The legislature knew that housing would be a challenge for many of the Commonwealth's small towns and suburbs. The supply, types, and cost of housing play a major role in determining where people can choose to live. Communities influence the make-up of their population by the steps they take to control housing growth, and Medfield is no exception. When zoning limits the types of housing that can be developed in a community, the result is a fairly homogeneous population. Medfield's large percentage of family households (84 percent) and families with children correlate with the long-standing pattern of single-family homes in traditional neighborhoods built for families. Residents value Medfield's small-town feel and the rural features it retains, and these qualities help to define what it means to live in the town. Like all towns that are trying to plan for their future, Medfield faces some challenging policy decisions that should be integrated with other elements of the master plan.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.

MEDFIELD VOICES

Approximately one-fifth of those responding to the **SURVEY** said that Medfield needs a **broader range of housing types** (for seniors, disabled, millennials, etc.)

Almost one-fourth (24%) of those responding to the **SURVEY** reported that the **"lack of diversity of the population"** was among their LEAST favorite features of the Town.

YOUTH VOICE: "The Town is too homogeneous; I would like to experience more diversity." (from visioning session with high school students)

"There should be some sort of senior housing that is not just under the affordable housing category. Seniors selling their homes in Medfield, just would not qualify. Small town houses or apartments would be a great alternative for these seniors."
(survey respondent)



Population age and projections

- Medfield's growth rate has slowed considerably since 1970, following the end of the "Baby Boom" years (1946-1964).
- The University of Massachusetts Donohue Institute (UMDI) and the Metropolitan Area Planning Council (MAPC) predict that Medfield's population will decline by 2035. However, neither UMDI nor MAPC accounted for the possibility of development at the former Medfield State Hospital campus.
- Today, about 30 percent of Medfield's population is under 18, which means that almost one-third of the population is either in school or approaching school age.
- Older adults, defined as those 65 and over, account for just 12 percent of Medfield's total population. UMDI estimates that older adults will comprise 29 percent by the year 2035.

Townwide Master Plan Committee Charter:

Residential Development. The Master Plan should evaluate strategies to enhance tax-positive residential development. The committee should review whether our current zoning plan fits with the current and projected demands of the marketplace and recommend any zoning changes that would make Medfield more attractive to the types of residential development that would increase the tax base without a corresponding increase in the cost of town services to support the additional development.

Race and ethnicity

- Medfield has the second largest percentage of white residents of all the surrounding towns except Millis. The racial and ethnic composition of Medfield is approximately 92 percent white, and 8 percent non-white.
- Asians are the dominant minority group,
- Medfield has experienced minority population growth since 2000, nearly tripling from 324 to 1,166 people.

Education

- Of the population 25 years and older in Medfield, 75 percent hold a bachelor's degree or higher and only 11 percent have a high school degree or less. Medfield far exceeds the state average of adults that have completed college or graduate school (42 percent).



- The educational attainment of Medfield adults is an indicator of how much the town has changed. In 1990, just under half of Medfield's adult residents and 27 percent of the state's residents had college or graduate degrees.²

Medfield households and families

- Since 1990, Medfield has experienced continuous growth in total households even as its population has fluctuated. Medfield had 3,428 households in 1990 and 4,198 by 2017, i.e., a 22 percent increase.
- Medfield is expected to continue gaining households through 2030 by about 8 percent, or 322 households. Compared to the surrounding towns, Medfield has the third highest projected rate of household growth, yet it trails the projections for Norfolk (26 percent) and Walpole (20 percent).
- Medfield attracts and houses traditional married-couple families more than any other household type.
- Approximately 14 percent of Medfield households consist of single people living alone, and 45 percent of Medfield's one-person households live in rental housing. other type of household.
- The overwhelming majority of non-family households in Medfield are single people living alone (88 percent), and almost half are older adults.
- Among families, 44 percent have children under 18, and they are mainly school-age children, i.e., between 6 and 17 years.
- Eighty-six percent of Medfield's households own the home they live in, and 13 percent are renters.

MEDFIELD VOICES

Encourage a percentage of housing developments to be **age-friendly**, e.g. elevators, first floor MBR, wide doors, possibility of adding ramps to enter residence. We moved to Medfield to have a senior-friendly residence. (survey respondent)

Stop allowing tear downs of the small, "affordable" houses in town so there are places to downsize. We should also look at a "tiny house" subdivision somewhere. (survey respondent)

"Elegance and **unfortunately large amount of millionaire homes** (we need apartments, not luxury apartments." (visioning participant)

² 2017 ACS Five-Year Estimates, B12001, and 1990 Census, SE-T22, Social Explorer.



Household wealth

- As of 2018, the estimated median household income in Medfield is \$157,597, with nearly 40 percent of households having incomes greater than \$200,000. Medfield has the third highest median income among the surrounding towns.
- The median family income is \$176,389.
- Approximately 1,100 Medfield households have low or moderate incomes.

Housing profile

- Medfield has approximately 4,400 housing units.
- In 2014, MAPC predicted that by 2020, Medfield's Census 2010 housing inventory of 4,237 units would grow by another 155 to 228 units, but the projection is somewhat low.
- About 25 percent of Medfield's present housing units were built before 1959 and 9 percent since 2000.
- Detached one-unit dwellings comprise 84 percent of the housing stock in Medfield and multi-family structures containing 10 or more units, 6 percent. There is a wider variety of housing in the towns around Medfield.

Development trends

- Between 2010 and 2018, Medfield issued building permits for 143 single-family homes and five multifamily buildings (mainly for condominium units).
- Since 2015, Medfield's housing inventory has added 52 condominiums, 40 apartments (North Meadows Road, Hennery Way), and 16 units in small multifamily dwellings.

Market conditions

- According to the American Community Survey, in 2017, the median occupied home value in Medfield was \$648,943 (adjusted for inflation), while the median gross rent price for the same period was \$1,245 per month.
- As of 2017, about 30 percent of Medfield households had moved into their present residence since 2009.
- Medfield is a "buy-up" market. In most cases, housing sales in Medfield do not involve first-time homebuyers. The average mortgage loan for homes recently purchased in Medfield is anywhere from 60 to 70 percent of the sale price.



- Over half of Medfield’s renter-occupied housing units are one- to four-unit residences, some being condominiums not occupied by the owners. Excluding single-family homes, Medfield’s rental housing is dominated by small, older units. The multifamily apartment and condo-for-rent inventory consists almost entirely of 1- or 2-bedroom units.

Housing affordability and Chapter 40B

- Due to its prestige, high market prices, high land values, and restrictive zoning, Medfield is attractive to developers who use the Chapter 40B comprehensive permit process to build mixed-income housing.
- Since Medfield has planned for affordable housing development, it has learned – unlike most towns in Massachusetts – how to manage the comprehensive permit process.
- Medfield has created and it continues to maintain a Chapter 40B Housing Production Plan (HPP).
- Medfield has identified needs for more diverse housing options for households of all ages, sizes, and incomes.
- There is a need for more rental housing for households of varying incomes and sizes.

GOAL 4: Provide a range of HOUSING options
OBJECTIVE 4.1. Provide smaller units for older adults, younger adults and others looking for more affordable housing
OBJECTIVE 4.2. Encourage the development of alternative housing types



MEDFIELD BOARD OF SELECTMEN STRATEGIC GOAL #3: PURSUE COMMUNITY HOUSING GOALS TO MAINTAIN AN ECONOMICALLY STABLE AND SOCIALLY BALANCED TOWN POPULATION THAT ALLOWS MEDFIELD TO BE A SELF-SUFFICIENT AND ACCESSIBLE COMMUNITY. *Medfield does a good job of producing responsible citizens who live with confidence in the safety and support of their community, regardless of economic or social status. Medfield residents can be confident that the town cares about them and will support them where possible. One of the most visible ways for the town to demonstrate its commitment to its residents is to work to address specific housing needs of long-standing town residents and other residents with particular needs that the town is in a position to help address..*

Relevant Board of Selectmen KEY FOCUS AREA(S): “Achieve 40B Affordable Housing Goals to Enable Medfield to Control Its Development Path.”



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GOAL 4.0: Provide a range of HOUSING options

To support equity, diversity, and inclusion through the provision of fair and affordable housing.



OBJECTIVE 4.1. Provide smaller units for older adults, younger adults and others looking for more affordable housing

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
4.1.1. Reduce regulatory barriers to housing production	<p>Allow two-family dwellings as of right, subject to site plan review, in the RU, RS, and RT districts, at the minimum lot area for each district in the Table of Area Regulations (i.e., without requiring additional land for the second unit. 20,000/20,000/40,000).</p> <p>Allow accessory dwelling units as of right in owner-occupied homes, subject to site plan review, in all residential districts; both inside a single-family home and in an existing detached structure. Limit one ADU per lot.</p>	<p>Housing Production Plan</p> <p>Massachusetts Analysis of Impediments to Fair Housing Choice</p> <p>MAPC Regional Housing Plan</p>		<p>LEAD: Planning Board</p> <p>Affordable Housing Committee</p> <p>PARTNERS: Planning Department</p>	#1
					<p>Sustainability Contribution:</p>  <p>Enhances housing market and increases access to a diversity of housing options</p>
4.1.2. Encourage congregate residences, assisted living, and memory care residences	<p>Provide for congregate residences, assisted living residences, and memory care facilities at Medfield State Hospital and to support aging in community and meet needs of Medfield families with elder family members who need supportive care. Allow as of right, subject to site plan review, with reasonable limits on maximum density.</p>	<p>Senior Housing Survey</p> <p>Senior Housing Study Final Report</p> <p>Medfield State Hospital Reuse Plan</p>		<p>LEAD: Planning Board</p> <p>PARTNERS: Senior Housing Study Committee</p> <p>Planning Department</p> <p>Affordable Housing Committee</p>	#1
					<p>Sustainability Contribution:</p>  <p>Builds the resilience of a vulnerable population</p>

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OBJECTIVE 4.1. Provide smaller units for older adults, younger adults and others looking for more affordable housing

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
4.1.3. Support mixed uses in business-zoned areas.	<p>Allow upper-story multifamily units above commercial space as of right, subject to site plan review, in the B district.</p> <p>Tailor parking requirements to the ability of mixed-use projects to share parking between uses.</p> <p>Create a guidance document to educate property owners about how to design a mixed-use project that will satisfy the Town's architectural and site design objectives for business districts.</p>			<p>LEAD: Economic Development Committee</p> <p>PARTNERS: Affordable Housing Committee</p>	#2
					<p>Sustainability Contribution:</p>  <p>Increases residential access to downtown centers</p>
4.1.4. Evaluate the effectiveness of Section 300-1.4.5. Inclusionary Zoning	<p>Review affordable housing production that has occurred under Section 300-14.16 and determine whether the bylaw is meeting its objectives.</p> <p>Consider removing special permit requirement and providing for a modest "by right" density bonus.</p>			<p>LEAD: Planning Board</p> <p>PARTNERS: Affordable Housing Committee</p>	#1
					<p>Sustainability Contribution:</p>  <p>Increases access to a diversity of housing options</p>







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GOAL 4.0: Provide a range of HOUSING options



To increase housing choices for a variety of household types and for people of all ages.

OBJECTIVE 4.2. Encourage the development of alternative housing types

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
4.2.1. Review with the Attorney General the legality of existing Sec. 4.28 (Table of Uses)	Review the special permit for “community residences for rehabilitation of mentally and physically handicapped” in light of the protections for group residences under Sec. 3 of Chapter 40A and the obligation to provide reasonable accommodation under the Americans with Disabilities Act of 1990 and the federal Fair Housing Act.			LEAD: Affordable Housing Committee PARTNERS: Planning Department	#1
					Sustainability Contribution:  Improves safety for mentally and physically disabled residents  Improves access to housing for disabled residents
4.2.2. Work with providers of group residences to establish additional dwellings in Medfield.	Recruit organizations that specialize in serving adults with disabilities to establish a group home in Medfield, first to diversify housing options and second, to increase the number of units on the Chapter 40B Subsidized Housing Inventory. (Each room in a group home counts as a separate unit.)			LEAD: Affordable Housing Committee PARTNERS: Medfield Housing Authority	#1
					Sustainability Contribution:  Improves safety for mentally and physically disabled residents  Improves access to housing for disabled and low-income



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 4.2. Encourage the development of alternative housing types					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
					residents
4.2.3. Revise the Open Space Residential Development Bylaw, Article 7.	Update and revise Article 7 to make it an effective, “best practices” tool for natural resource protection and housing choice. Eliminate the “perfect square” requirement in the minimum lot regulations for OSRD developments, allowing a mix of residential use types (single-family, townhouse, two-family, multifamily), and reduce the minimum acreage for a qualifying tract of land.			LEAD: Planning Board PARTNERS: Conservation Commission Zoning Board of Appeals Board of Selectmen	#2
					Sustainability Contribution:  Preserves open space and natural habitats  Improves resilience through the protection of open space
4.2.4. Provide Meaningful Housing Choices	Make affordable units created in Medfield available on a fair and open basis to income-eligible people without a local preference requirement.			LEAD: Affordable Housing Committee PARTNERS: Board of Selectmen Planning Board	#1
					Sustainability Contribution: N/A



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 4.2. Encourage the development of alternative housing types					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
4.2.5. Evaluate options for cottage units.	Study and consider regulatory strategies to allow cottage dwellings on small, substandard lots.			LEAD: Planning Board	
				PARTNERS: Affordable Housing Committee Board of Health	Sustainability Contribution: N/A



GOAL 5:

PROVIDE PUBLIC FACILITIES AND SERVICES THAT MEET THE NEEDS OF ALL RESIDENTS

To ensure that Medfield provides excellent services, state-of-the-art municipal facilities and meets the needs of all residents, balancing resources to reflect this.

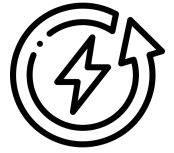
“Planning is bringing the future into the present so you can do something about it now.”

- Alan Lakein¹



Medfield Town House, Route 109

¹ Lakein, Alan, How to Get Control of Your Time and Your Life. Signet, 1973.



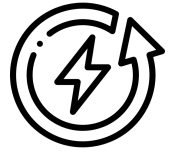
GOAL 5: PROVIDE PUBLIC FACILITIES AND SERVICES THAT MEET THE NEEDS OF ALL RESIDENTS

To ensure that Medfield provides excellent services, state-of-the-art municipal facilities and meets the needs of all residents, balancing resources to reflect this.

A town is in many ways characterized by its public facilities and the way in which it provides services. In a relatively small town such as Medfield, many of its public buildings, such as the Town House, the Pfaff Center, and the schools, also serve as gathering places where residents meet one another. The condition of a municipality's public facilities send a message to newcomers by how much townspeople take care of their public buildings. The types of public services a municipality provides and the locations to which it provides these also send a message regarding what a municipality prioritizes (e.g. families with children, taking care of elderly, etc.) and where it would like development to occur (e.g. by providing water and sewage).

Maintaining acceptable levels of municipal services at a reasonable cost is a key planning and fiscal objective.

- Medfield is responsible for nearly 700,000 square feet of public facilities.
- The Town's facilities are aging and in many cases the buildings are over 50 years old; many need repairs and/or upgrades of building elements or systems (e.g. HVAC, ADA compliance, roofs, etc.).
- Priority capital expenditures (see FY21-FY25 Capital Improvement Plan for cost estimates):
 - New Dale School
 - Old Dale School Reuse
 - Parks & Recreation building
 - Water Treatment Plant construction (new or expanded)
 - State Hospital Re-use
- The impacts of the redevelopment of the State Hospital on municipal facilities and services will need to be determined
- The Town's infrastructure (roads, sidewalks, and pipes) is aging and will need to be repaired and replaced.
- While these continue to be addressed, the wastewater system has Inflow & Infiltration problems, reducing its efficiency and capacity.
- Water usage is close to the system's capacity if not controlled or regulated; expansion may be needed in the future
- A need to support and better meet the needs of an increasing older adult population (programming, recreation, socialization, housing, transportation)



Facilities planning and management can help meet this objective. To a large degree, the need for public facilities is directly related to the size of a community, that is, in general, the larger the population, the more demand there will be for libraries, recreation, and public safety services. Many families are attracted to Medfield due to the reputation of the Town's school system. The availability and capacity limits of some services, such as water and sewer can affect the degree and even the actual location of growth. Shifts in demographics may also indicate a need to shift resources. For example, an increase in the number of seniors may mean a need for additional services for the aging adults.

- Facilities management is a way to proactively identify facility needs and to balance the demands of growth and use with the financial resources of the community.
- All municipalities must invest in preventive maintenance, repair and updating of their facilities to reduce energy use and meet current needs.
- As municipalities experience changes, for example, in population, investment in public facilities and services must be balanced with changing needs and financial resources.
- Climate adaptation and emergency preparedness have become increasingly important for a municipality to plan for and invest in hazard mitigation.

Demographic Change: According to long-term residents, during the 1980s the Town was primarily a blue collar Town. Since then the Town's population has become much wealthier, more educated with

MEDFIELD VOICES

Over half (64%) of those responding to the **SURVEY** said that the "schools" were among their favorite features of Medfield. Also, over half (61%) felt that "**population growth and its impact on the schools**" was among the "most important issue to consider when planning for the Town's future."

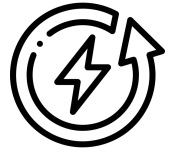
Almost half (46%) of teens responding to a **YOUTH SURVEY** said that "**population growth and its impact on the schools**" was among the "most important issues to consider when planning for the Town's future."

Schools ranked very high among FAVORITE features of the Town in the **VISIONING SESSION**. Over half (64%) of those responding to the **SURVEY** also said that the schools are among their most FAVORITE feature (second only to "sense of small town community."

Over one-tenth (13%) of those responding to the **SURVEY**, listed the **library** among their FAVORITE things about Medfield.

More than half of teens responding to a **YOUTH SURVEY** said the **schools** were among their FAVORITE features of the Town. And more than one-fifth (22%) said that the **library** was among their favorite things about Medfield.

Just over one-quarter (26%) of those responding to the **SURVEY** said that "meeting the needs of an increasing population in terms of **adequate water supply and sewer system capacity**" is among the "most important issues to consider when planning for the Town's future."



an increased focus on educating children. Most recently. There have been slight changes reported in the population including a a broader range of socio-economic backgrounds, as well as people with more diverse ethnic and racial backgrounds.

Need for Preventive Maintenance

Medfield Town Staff was interviewed as part of this process and many report a cooperative spirit among Town Departments and a feeling of being supported by the Town's Administration. This is important in developing a shared sense of priorities regarding maintaining municipal properties.

94% of Medfield's taxes come from residential property taxes and approximately 75% of these go to the schools.

Evaluation of Medfield's Municipal Facilities. An evaluation conducted of Medfield's municipal facilities in 2017² determined that "users and occupants (of Medfield's public facilities) generally agreed that the Town's capital outlays for facilities tended to be reactionary. Unfortunately, that management practice (perhaps due to adapting to Prop 2 ½ legislation of 1982), generally only addressed the facilities' failures issues and then only those of the highest priority." Such piecemeal approaches can lead to larger facility concerns and costs in the long term, more than if deferred maintenance measures had been implemented. For example, many of the public facilities were renovated, but the roofs were not updated and in many cases are leaking. As a result the Town Hall, the Library and all the schools now need new roofs. The Middle School, High School and the Library all reportedly need new windows.

The facility evaluation also³ states that:

- The Town is responsible for nearly 700,000 square feet of public facilities.
- The age of the buildings exceeds 50 years, in two cases, the buildings are more than 100 years old, but were fairly recently upgraded.
- The overall condition of the Town's municipal facilities ranges from Good to Fair; in a few cases the facility was found to be in Poor condition or certain component systems were Poor.

² Town of Medfield, Municipal Facilities: Evaluation and Capital Plan, October 6, 2017.

³ Town of Medfield, Municipal Facilities: Evaluation and Capital Plan, October 6, 2017.



- Additionally, almost all the Town-owned land was purchased for conservation purposes, so it cannot easily be sold. There are a few exceptions to this and the the Board of Selectmen are considering selling these parcels in order to fund other Town needs.

Recent Improvements to Facility Management

Medfield's facilities management practices have been improving and are becoming more systematic. Some examples are listed below:

- A **building stabilization fund** has been established in which \$1 million is allocated yearly to start repairing/replacing the estimated \$44 million that is needed for maintenance over the next 20 years. The Board of Selectmen increase this by 2.5 every year.
- The Town is continuing to implement **deferred maintenance measures** (including replacing roofs and updating HVAC systems in all municipal buildings) will be important to keeping municipal assets in good condition. The **20-Year Plan** has an inventory of all existing conditions of all municipal buildings.
- An **ADA Compliance Committee** is conducting a self-evaluation of all Town buildings. The results will lead to important needed and required improvements to public facilities, making them accessible to all.

In an additional effort to be more proactive, the Town has adopted a set of **Financial Policies** (Town of Medfield Financial Goals, 2018) that include the following goals¹:

- To adopt an approach to financial planning, spending and taxation that is consistent with the Town's long-term goals and plans.
- To minimize variations in the tax, water and sewer rates and to spread the cost of providing needed services fairly across residents and businesses over time.
- To maintain adequate reserves that can be used in times of emergency to avoid cuts to necessary services and increased tax burdens in times of economic stress.
- Recognizing the need to invest and preserve the significant investment the Town has made in its capital facilities over the past fifteen years and will make over the next five years, the Town must adequately fund capital budgets necessary to maintain capital assets that support the provision of municipal services.
- To maintain a high bond rating and an affordable level of debt over time.
- In pursuit of the above objectives, to take a long-term approach to budgeting.



Townwide Master Plan Committee Charter:

Town Land. The Committee shall evaluate parcels of town-owned land and consider, as part of the Master Plan, any parcels of land that might be sold to further town goals such as increasing commercial development, affordable housing, or senior housing.

The Committee should also take a comprehensive look at open space in town and identify actions that town should take to ensure full, ongoing access to this land, to include the identification of maintenance activities required to maintain the land and ensure its accessibility by people who want to enjoy the open spaces.

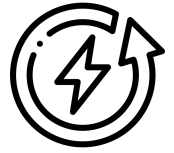
Town Infrastructure. The Committee shall assess the compatibility/ consistency between the town's long-range plans for development and long-range plans for town infrastructure development to ensure that both sets of plans are effectively supportive of the overall direction being taken by the town.

GOAL 5: PROVIDE **PUBLIC FACILITIES AND SERVICES** THAT MEET THE NEEDS OF ALL RESIDENTS

Objective 5.1. Support excellence in **EDUCATION**

Objective 5.2. Continue to plan, manage, and maintain **MUNICIPAL FACILITIES**

Objective 5.3. Improve **MUNICIPAL UTILITIES (Water, Sewer, and Electricity Services)**



MEDFIELD BOARD OF SELECTMAN DRAFT STRATEGIC GOAL #1: *Charting a course for the town calls for an unwavering commitment to prudently impose financial burdens on taxpayers, while also ensuring that essential, or, in some cases, highly desired services are provided to the town's residents and businesses. The natural tension between these two imperatives requires that a thoughtful balance between the two be maintained.*

MEDFIELD BOARD OF SELECTMAN DRAFT STRATEGIC GOAL #2: *Many decisions made by the town carry long-term financial implications that can easily be missed if they are not consciously taken into account. Hiring decisions; major capital acquisitions; program expansions; and even public or state "seed money" contributions in support of new initiatives can all introduce long-term financial ramifications for the town that should be recognized up front before an initial financial decision is made. Unexpected major capital requirements; significant structural budget deficits; and unfunded long-term financial liabilities should rarely if ever, arise.*

Relevant Medfield Board of Selectmen KEY FOCUS AREA(S):

"Proactively plan for the maintenance and upgrade of town buildings"

"Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure."

"Recognize and plan for the costs associated with expansions of town staff, programs, and services."


"Maintain/improve the school system's solid academic performance."



Townwide Master Plan, Medfield, MA:
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GOAL 5.0: PROVIDE **PUBLIC FACILITIES** AND **SERVICES** THAT MEET THE NEEDS OF ALL RESIDENTS

To provide Public facilities and services to meet the needs of all residents.

OBJECTIVE 5.1. Support excellence in EDUCATION					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.1.1. Support the School District to meet its facility needs	Support the Department's plans for deferred maintenance.	Medfield public school buildings		LEAD: School Department PARTNERS: Board of Selectmen School Committee Medfield After School Program	#1
	Support the Department in its efforts to update the school buildings to meet contemporary pedagogical goals and philosophies. Consider providing free full day Kindergarten. Consider providing after school care for Pre-K age group. Closely monitor student enrollment projections and limit the need for modular classrooms.				Sustainability Contribution:  Increases access to educational facilities and builds community




Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 5.1. Support excellence in EDUCATION					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.1.2. Improve communication and relationship between the School Department and other Town Departments	<p>Communicate school budget needs to residents without children in the school system.</p> <p>Continue to promote the use of the school buildings by the community at large during after school hours.</p>	<p>Town website</p> <p>Newsletter ?</p> <p>Town residents</p>		LEAD: School Department PARTNERS Board of Selectmen Town Departments Medfield After School Program	#1 
					Sustainability Contribution:  Increases access of school assets by all residents
5.1.3. Support the Dale Street School process	<p>Support the School Department in its effort to complete the feasibility study and hold a Special Town Meeting in Fall 2021. SEE END NOTE #1</p>	<p>Feasibility study underway</p>	<p>MA School Building Authority (MSBA) + Town appropriation</p>	LEAD: School Department School Committee PARTNERS: Board of Selectman School Building Committee	#1
					Sustainability Contribution: N/A



Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 5.1. Support excellence in EDUCATION					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.1.4. Preserve the town-wide grade configuration	Medfield has an unusual grade configuration that is enthusiastically supported by its residents. SEE END NOTE #2	Existing configuration	N/A	LEAD: School Department PARTNERS: School Committee	Continuous 
					Sustainability Contribution: N/A

ENDNOTES

1. Massachusetts School Building Authority's school enrollment projections estimate an additional 800 students in the next 9 years (See Townwide Master Plan, Volume II: Inventory and Assessment of Existing Conditions, page 6-9). Some in Town have questioned this estimate and consider it to be too high.
2. The Town has an unusual grade configuration in that each school accommodates a number of grades for the entire Town. When residents were recently surveyed regarding this arrangement 86% of parents reported wanting to maintain a town-wide grade cohort as opposed to the neighborhood school model.




Townwide Master Plan, Medfield, MA:
Implementation Action Plan

GOAL 5.0: PROVIDE **PUBLIC FACILITIES** AND **SERVICES** THAT MEET THE NEEDS OF ALL RESIDENTS

To provide Public facilities and services to meet the needs of all residents.





OBJECTIVE 5.2. Continue to plan for, manage and maintain MUNICIPAL FACILITIES

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.2.1. Continue to support facilities management practices	<p>Maintain a Preventive Maintenance Plan and update and implement it on a regular (annual) basis.</p> <p>Report progress to date in the annual Town Report.</p> <p>Take a long term approach to budgeting and recognize the need to invest in preserving existing facilities as well as to support the need for new facilities and/or services.</p> <p>Continue to implement the Roof Replacement Plan</p> <p>Recognize and plan for the full costs associated with expansions of town staff, programs, and services</p> <p>Restructure department budgets to reflect the full costs of staff, programs, and services, including benefits costs that are currently consolidated in separate town-wide budgets</p>	<p>Facilities Master Plan</p> <p>Municipal Building stabilization fund</p> <p>20-Year Plan including inventory of existing conditions of all municipal buildings</p> <p>ADA Compliance Committee</p> <p>Town adopted Financial Policies</p>	<p>Apply funds obtained through major capital sales of town assets to the town's long-term financial obligations</p>	<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Facilities Department Planning Department</p>	Continuous
					<p>Sustainability Contribution:</p>  <p>Take a long-term planning approach and increases resilience to climate shocks</p>



Townwide Master Plan, Medfield, MA:
Implementation Action Plan



OBJECTIVE 5.2. Continue to plan for, manage and maintain MUNICIPAL FACILITIES

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.2.2. New Parks and Recreation Facility ALSO SEE 7.1	<p>Review the findings of the Market and Feasibility Study and explore options for constructing a new facility to accommodate the community's desire for programming and activities.</p> <p>Explore options for providing additional athletic fields including converting a 12-acre former farm into municipal athletic fields (located south of Hospital Road).</p>			LEAD: Parks and Recreation Department PARTNERS Board of Selectmen Parks and Recreation Commission	#1
					Sustainability Contribution:  Promotes active lifestyles  Improves access to recreational facilities and builds community
5.2.3. Consider creating an intergenerational Community Center	<p>Capitalize on the need for a larger Council on Aging facility and the desire for additional opportunities for community gathering to create a new intergenerational center.</p> <p>Explore locations that are central and accessible to most residents (e.g. downtown)</p>	Dale Street School The Center		LEAD: Board of Selectmen PARTNERS: Council on Aging Parks and Recreation Department Parks and Recreation Commission	#1
					Sustainability Contribution:  Provides critical services for senior residents  Improves access to public spaces and builds community



Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 5.2. Continue to plan for, manage and maintain MUNICIPAL FACILITIES

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.2.4. Develop a Dale Street School Reuse Plan (if it is decided to vacate the school)	<p>If a new Dale Street is built, conduct an assessment of existing conditions and feasibility study of potential reuses for the old school building.</p> <p>Keep the building for municipal use.</p>			LEAD: School Department PARTNERS: Planning Department	#1
					Sustainability Contribution: N/A
5.2.5. Determine appropriate uses for other Town-owned properties	<p>Continue to promote the reuse of the Medfield State Hospital (SEE GOAL 6.0)</p> <p>Determine whether to develop or to sell the following properties:</p> <ul style="list-style-type: none"> • Hinkley property • Lot #3 (11-acres that abut the Ice House Rd. cul-de-sac and the parking area for the Kingsbury Club) • West Street at the Railroad tracks • W&S land behind Wheelock • Land around the Wastewater Treatment Plant • The old landfill <p>Apply funds obtained by selling these assets (such as those listed above) to the Town's long term financial obligations</p>	Town-owned parcels		LEAD: Board of Selectmen PARTNERS: Planning Department	Continuous
					Sustainability Contribution: <div>  <p>Takes a long-term planning approach and increases resilience to climate shocks</p> </div> <div>  <p>Protects water quality</p> </div>





Townwide Master Plan, Medfield, MA:
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GOAL 5.0: PROVIDE **PUBLIC FACILITIES** AND **SERVICES** THAT MEET THE NEEDS OF ALL RESIDENTS





To provide Public facilities and services to meet the needs of all residents.

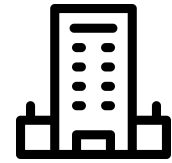
OBJECTIVE 5.3. Improve MUNICIPAL UTILITIES

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.3.1. Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure	Develop a Sidewalk Plan to help prioritize repairs, ADA compliance, and locations for extending sidewalks and walking paths. Update the Pavement Management Plan on an annual basis. (SEE OBJECTIVE 2.3)		Chapter 90 Funding	LEAD: Board of Selectmen PARTNERS: Planning Department Department of Public Works	Continuous
					Sustainability Contribution:  Takes a long-term planning approach and increases resilience to climate shocks  Improves mobility options



Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 5.3. Improve MUNICIPAL UTILITIES					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.3.2. Establish and annually update a 20-year capital plan for Sewer System	Continue to repair and replace aging pipes. Support the Sewer Department in their efforts to address infiltration and inflow problems. Determine where system expansions may be desirable and explore funding mechanisms.			LEAD: Sewer Department Department of Public Works PARTNERS Board of Selectmen	#1
					Sustainability Contribution:  Takes a long-term planning approach and increases resilience to climate shocks  Protects water quality
5.3.3. Establish and annually update a 20-year capital plan for Water System	Continue to repair and replace aging pipes. Support construction of Water Treatment Plant (will be at Town Meeting in May 2021). Consider instituting more water conservation measures. Increase awareness regarding need to conserve water. Explore alternative/back up sources of water. SEE END NOTE #1 Determine where system expansions may be desirable and explore funding mechanisms.			LEAD: Water Department PARTNERS: Board of Selectmen	#1
					Sustainability Contribution:  Improves energy resilience  Considers work done by neighboring Towns



GOAL 6:

SUPPORT THE REUSE OF THE STATE HOSPITAL

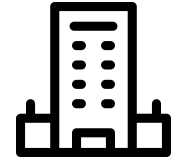
Reuse the Medfield State Hospital buildings and campus in a way that is sensitive to the beauty of the landscape and historic structures and meets the needs of the Town.

“The MSH reuse plan calls for redevelopment and new construction spanning 661,000 square feet of building space amongst forty-four existing and new buildings north of Hospital Road. Twenty-eight buildings are slated for historic rehabilitation and reuse using historic tax credits. Sixteen new buildings would be erected, including cottage-style homes in the Arboretum area, a new nursing and memory care facility, and two new market rate residential condominium buildings, as well as a possible public parks and recreation facility south of Hospital Road. The required private investment to implement the plan will be significant.”¹



The interior of the Chapel at MSH. Plans are underway to convert it into a Cultural Center.

¹ McCabe Enterprises Team, Medfield State Hospital Strategic Reuse Master Plan, Town of Medfield, MA, 2018. Executive Summary



GOAL 6: SUPPORT **REUSE** OF THE **STATE HOSPITAL**.

Reuse the Medfield State Hospital buildings and campus in a way that is sensitive to the beauty of the landscape and historic structures and meets the needs of the Town.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.

The Medfield State Hospital (MSH) property is located on Hospital Road two miles north of the Medfield town center. Established in 1892, the central green quadrangle and its surrounding handsome buildings represent an example of late 19th century design for psychiatric hospitals. MSH was the first psychiatric hospital in Massachusetts to be built on the “cottage plan” with smaller and single use buildings to allow for better light and ventilation and other concepts considered to be innovative for the time. Over the last century, the facility grew in size and many buildings were added to the campus. The hospital farmed the land surrounding the core campus, and generated its own heat, light and power distributed through a steam tunnel network to all buildings. These are no longer operational.

In December of 2014, the Town of Medfield acquired 128 of the property’s 241

MEDFIELD VOICES

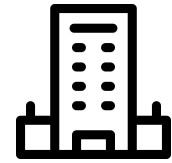
Almost half (49%) of those responding to the **SURVEY** listed the **State Hospital Reuse** as among the “most important issues to consider when planning for the Town’s future.” Just over one-third (32%) said that reuse of the hospital was what they would do if they could “do one thing to improve Medfield.”

Almost half (43%) of teens responding to a **YOUTH SURVEY** also thought that “**reuse of the State Hospital**” was among the “most important issues to consider when planning for the Town’s future.” Also, more than one-third (34%) chose reuse of the State Hospital as a response to the question: “If you could do one thing to improve Medfield.”

“Reuse of the State Hospital has so much potential. We should make it into a great destination.”

(visioning session participant)

“I love walking my dog around the Medfield State Hospital and going to the trails in the back. I love the old buildings and that no cars pose a threat to the dogs “ (visioning participant)



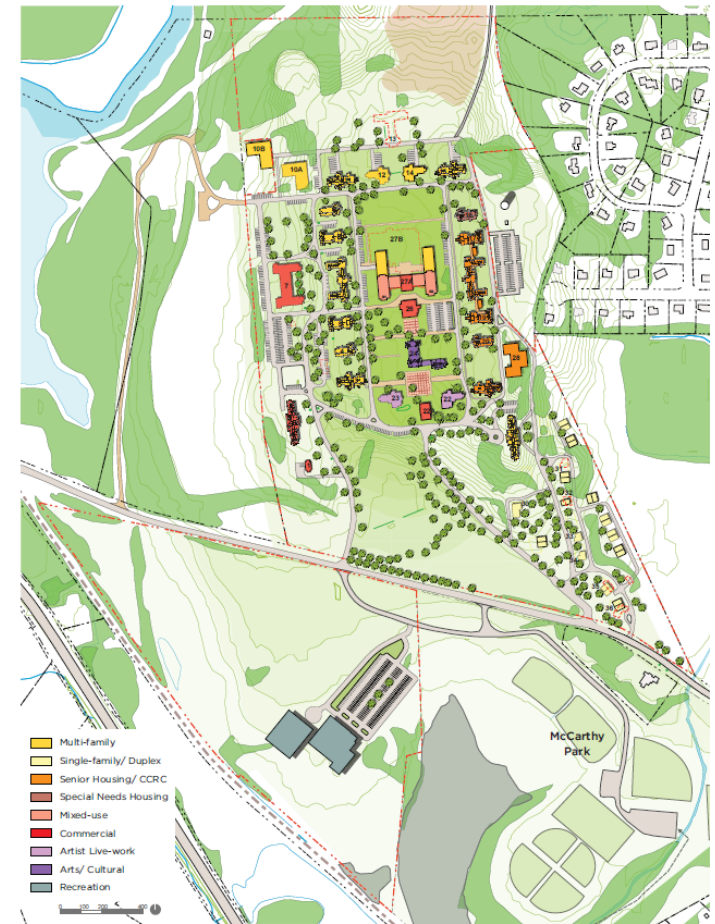
acres from the Commonwealth including the 88-acre “core campus” north of Hospital Road and 40 acres of open space south of Hospital Road. There are presently 39 buildings on the core campus site, totaling approximately 676,000 square feet.

A master plan for the State Hospital, completed in 2018, analyzes and proposes how the campus can be reused in ways that meet the Town’s needs. In order to facilitate reuse and redevelopment, the zoning for the site needed to be changed to encourage desired uses. The zoning change passed at a Special Town Meeting on November 18, 2019. The priorities for reuse are identified as follows²:

- Achieve acceptable economic and financial impacts on Medfield residents and Town services
- Address Town housing needs (including the need for affordable appropriate housing for older adults and housing that brings more diversity to the housing stock and aligns with Medfield’s Housing Production Plan).
- Maintain and enhance the character and value of the Town of Medfield and its residents, including the site’s scenic and natural features, spaces for active and passive recreation, and the site’s historic, agricultural and architectural significance.

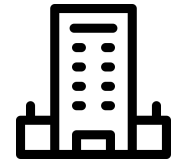
The redevelopment scenario described in the Master Plan recommends the “rehabilitation of 28 historic buildings and construction of 16 new buildings encompassing 661,000 SF, provides for development of 191,000 SF of new commercial space and a 26,000 SF cultural center, and preserves 76 acres of open

Figure VIII-2. The Medfield State Hospital Master Plan.



78 Medfield State Hospital: Proposed Redevelopment Plan

² McCabe Enterprises Team and Medfield State Hospital Master Plan Committee, “Medfield State Hospital Strategic Reuse Plan”, Town of Medfield, 2018.



space for trails, walking paths, and agriculture while reserving up to 12 acres for a public parks and a recreation facility and other appropriate commercial/agricultural use south of Hospital Road. The housing plan envisions up to 334 units including market-rate, affordable, senior, and other uses with some for-sale units as well as rental housing, assisted living, live-work, and special needs housing. “ Additionally, the Town has leased the Chapel, surrounding land and adjoining building, to the Cultural Alliance of Medfield (CAM). The CAM is actively working to develop the Chapel into a music and arts center.

Currently it costs the Town \$100,000 - \$200,000 annually for maintenance of the campus.

Dog waste is a problem on the campus as many people, including people from other towns and professional dog walkers, use the campus to walk their dogs. Many may lament the loss of the space for dogs so it may be important to consider designate a dog park somewhere in Town.

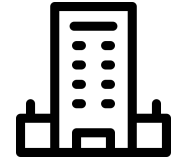


Observations

- Recent zoning changes facilitate taking the next step for the redevelopment of the MSH campus.
- Dog walkers and the school buses will need a new location due to displacement that will occur as a result of redevelopment
- An assessment of the impacts on public facilities and services will need to be made once a specific proposal is made.

There is a relatively developed proposal to renovate and add onto Lee Chapel so as to convert it into a cultural center. This seems to enjoy significant support among Medfield residents.

Medfield Cultural Alliance proposal to convert the Chapel into an Arts and Music Center.



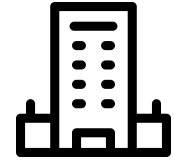
Townwide Master Plan Committee Charter:

Residential Development: In addition to developing plans to increase Commercial development, the Master Plan should also evaluate strategies to enhance tax-positive residential development. The committee should review whether our current zoning plan fits with the current and projected demands of the marketplace and recommend any zoning changes that would make Medfield more attractive to the types of residential development that would increase the tax base without a corresponding increase in the cost of town services to support the additional development.

Beyond evaluating opportunities for tax-positive residential development, the Master Plan should also address how the town can best accommodate demand for 40B housing, community housing, and non-subsidized senior friendly housing, both with respect to locations, and with respect to design guidelines.

Town Land. The Committee shall evaluate parcels of town-owned land and consider, as part of the Master Plan, any parcels of land that might be sold to further town goals such as increasing commercial development, affordable housing, or senior housing.

The Committee should also take a comprehensive look at open space in town and identify actions that town should take to ensure full, ongoing access to this land, to include the identification of maintenance activities required to maintain the land and ensure its accessibility by people who want to enjoy the open spaces



GOAL 6: SUPPORT **REUSE OF THE STATE HOSPITAL**

Objective 6.1. Pursue the vision and aspirations of the **MEDFIELD STATE HOSPITAL MASTER PLAN**

Objective 6.2. Reuse the buildings and campus to meet **TOWN NEEDS**

Relevant Medfield Board of Selectmen KEY FOCUS AREA(S):

“Preserve/ Protect the Town’s Character, Understanding of its History, and its Historic/ Cultural Resources”

“Support Environmental Protection Efforts and Promote the Public’s Responsible Use of Our Natural Resources”

“Support and Protect/ Maintain Attractive Open Space Acquisitions to Enhance Recreational Opportunities and to Maintain the Open Character of the Town”



Historic Medfield State Hospital buildings are mothballed as they wait to be reused.


Townwide Master Plan, Medfield, MA:
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GOAL 6.0: SUPPORT REUSE OF THE **STATE HOSPITAL**

Reuse the State Hospital buildings and campus in a way that is sensitive to the beauty of the landscape and historic structures and meets the needs of the town.




OBJECTIVE 6.1. Pursue the vision and aspirations of the Medfield State Hospital Master Plan

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.1.1. Integrate redevelopment of the campus into town-wide economic development plans	Support development of arts incubator spaces at the redeveloped campus.	Medfield State Hospital Strategic Reuse Master Plan		LEAD: Medfield State Hospital Development Committee PARTNERS: Planning Dept. Cultural Alliance of Medfield	#1
	Encourage an independent movie theatre to locate at the redeveloped campus.	Medfield State Hospital Development Committee			Sustainability Contribution:  Strengthens the local economy and builds community

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OBJECTIVE 6.1. Pursue the vision and aspirations of the Medfield State Hospital Master Plan

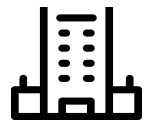
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.1.2. Make the MSH campus into a town destination	Develop a well-defined multi-use route from downtown to the campus, including sidewalks, trails, and bike lanes.	Medfield State Hospital campus	Medfield Foundation	LEADS: Board of Selectmen	#1 
	<p>Improve existing trails and develop new trails throughout the campus.</p> <p>Integrate needs of the Parks and Recreation Department for additional athletic fields.</p> <p>Work with the Massachusetts Cultural Council to establish a cultural district in Medfield, with the MSH campus at the heart. (SEE ENDNOTE #1)</p>	<p><i>Medfield State Hospital Strategic Reuse Master Plan</i></p> <p>MSH campus rezoning</p> <p>Medfield State Hospital Development Committee</p> <p>Cultural Alliance of Medfield</p> <p>Visual and performing arts organizations</p>	<p>Medfield Cultural Council</p>	<p>PARTNERS: Medfield State Hospital Development Committee</p> <p>Economic Development Officer (new)</p> <p>Planning Department</p> <p>Department of Public Works</p> <p>Parks & Recreation Department</p> <p>Cultural Alliance of Medfield</p>	<p>Sustainability Contribution:</p> <p> Increases mobility options</p> <p> Strengthens the local economy and builds community</p>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 6.1. Pursue the vision and aspirations of the Medfield State Hospital Master Plan

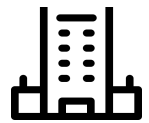
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.1.3. Prevent over-development of the former Medfield State Hospital	<p>Conduct a reality check on redevelopment by:</p> <ul style="list-style-type: none"> Vetting the qualifications of developers who have expressed interest in the project Drafting a request for proposals from qualified developers Soliciting proposals Selecting the most qualified developer <p>Work with the developer to ensure that open space and river vistas are preserved, and traffic congestion is minimized</p>	<p>Medfield State Hospital Strategic Reuse Master Plan</p> <p>Medfield State Hospital Development Committee</p> <p>Amended zoning for the MSH area</p>		<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Planning Department</p> <p>Medfield State Hospital Development Committee</p> <p>Cultural Alliance of Medfield</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Strengthens the local economy, encourages reuse of existing resources, and builds community</p> </div>




Townwide Master Plan, Medfield, MA:
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OBJECTIVE 6.1. Pursue the vision and aspirations of the Medfield State Hospital Master Plan

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.1.4. Support the reuse of the Chapel as an arts and cultural center	Implement recommendations of the Medfield State Hospital Master Plan pertaining to reuse of the Chapel SEE END NOTE#2 Consider passing the Community Preservation Act as a potential means of financial support for chapel rehabilitation (SEE ALSO GOAL 1, 1.2.4 and 1.3.4)	Existing Chapel Medfield State Hospital Strategic Reuse Master Plan Medfield State Hospital Development Committee MSH campus rezoning Community Preservation Act Study Committee Cultural Alliance of Medfield	Mass. Cultural Council Cultural Facilities Fund Community Preservation Act	LEAD: Board of Selectmen PARTNERS: Planning Department Medfield State Hospital Development Committee Cultural Alliance of Medfield	#1
					Sustainability Contribution:  Creates an additional gathering space for community members



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OBJECTIVE 6.1. Pursue the vision and aspirations of the Medfield State Hospital Master Plan					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.1.5. Locate and build a dog park to accommodate pet-owners currently using the MSH grounds	Identify a location or locations in Medfield with easy access and ample land to accommodate a dog park	Medfield State Hospital Development Committee		LEAD: Board of Selectmen	#2
	Hire a designer to create a plan for the park Implement the design Develop an information campaign to notify dog-owners of the new park (and prohibition of dogs at the Medfield State Hospital campus) Consider creating a dog park on a portion of the Medfield State Hospital campus. (SEE ENDNOTE #3)			PARTNERS: Planning Department Medfield State Hospital Development Committee Department of Public Works	Sustainability Contribution:  Creates an additional gathering space for community members

ENDNOTES

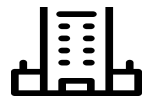
- Cultural District Designation.** As of the compilation of this plan, the Massachusetts Cultural Council has paused formal consideration of applications for state-designated cultural districts while it reorganizes its Communities Initiative staff to better serve the Commonwealth's cities and towns.
- The Town has entered into a 99-year **lease with the Cultural Alliance of Medfield** as a first step towards activating the Chapel as an arts and music center.
- Other State Hospital Sites.** Other municipalities in Massachusetts that have redeveloped former state hospitals include Danvers (Avalon Bay at Danvers), Foxborough (Chestnut Green), Westborough (Del Webb Chauncy Lake) and Northampton (Village Hill). Most of the redevelopment has taken the form of housing; Chestnut Green at Foxborough is mixed-use. Both Danvers and Northampton have retained some of the historic campus buildings.
- Dog Parks.** Other nearby towns with established dog parks include Franklin, Sharon and Medway. A portion of the former Northampton State Hospital grounds were reserved for use as a dog park in the redevelopment of the site.



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 5.3. Improve MUNICIPAL UTILITIES					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
5.3.4. Consider regional solutions to electric supply	Explore asking Norwood and/or Wellesley to supply electricity to Medfield			LEAD: Board of Selectmen PARTNERS: Department of Public Works	#3
					Sustainability Contribution:  Take a long-term planning approach and prepares infrastructure for climate shocks  Takes a regional approach
5.3.5. Assess whether or not the Town’s long range plans are supported by long range plans for infrastructure improvements	Continue to monitor and coordinate long term planning by using Asset Management GIS layers of municipal water and sewer systems and compare to goals regarding increased residential (more small, affordable units) and commercial development (additional retail and restaurants); identify potential service gaps.	GIS layers		LEAD: Department of Public Works Water and Sewer Division PARTNERS: Planning Department	Continuous
					Sustainability Contribution:  Take a long-term planning approach and prepares infrastructure for climate shocks
ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER					
<ul style="list-style-type: none">Explore alternative funding sources for placing utilities underground in the downtown.					

ENDNOTES: 1. Water usage is close to capacity and there is no well redundancy. There may be a need to expand system in the future.




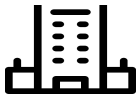
Townwide Master Plan, Medfield, MA:
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GOAL 6.0: SUPPORT THE REUSE OF THE **MEDFIELD STATE HOSPITAL**

To support public and private reuse of the State Hospital buildings and campus.


OBJECTIVE 6.2. Reuse the buildings and campus to meet TOWN NEEDS

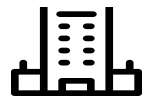
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.2.1. Designate a new location for Dog walkers	Explore the possibility of creating a Dog Park (SEE 7.1 and/or 1.3)			LEAD: Planning Department PARTNERS: Medfield dog owners	#2
					Sustainability Contribution:  Creates an additional gathering space for community members
6.2.2. Find a new location for the school buses	Explore alternative sites			LEAD: School Department PARTNERS Planning Department	#3
					Sustainability Contribution: N/A



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 6.2. Reuse the buildings and campus to meet TOWN NEEDS

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.2.3. Address Town housing needs	Provide appropriate housing for older adults and affordable housing. (See also, Strategy 4.1.2)			LEAD: Planning Department PARTNERS: Council on Aging Housing Authority	#1
					Sustainability Contribution:  Builds resilience of vulnerable populations



Townwide Master Plan, Medfield, MA: Implementation Action Plan

OBJECTIVE 6.2. Reuse the buildings and campus to meet TOWN NEEDS

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
6.2.4. Create a sustainability model for the rest of the Town	<p>Showcase how Medfield can be a leader in the sustainability area, e.g. net zero, opportunity for education. (SEE END NOTE)</p> <p>Connect to art and cultural center to explain and express sustainability.</p> <p>Encourage research and development for net zero development possibilities.</p>	<p>Devens, MA Net Zero and E+ Housing Net Zero Building Codes¹</p> <p>NESEA Energy Case Studies²</p> <p>Cambridge, MA Net Zero Action Plan³</p>	<p>MA Leading by Example program⁴</p> <p>Green Communiities</p> <p>Database of State Incentivesfor Renewables and Efficiency (DSIRE)⁵</p>	<p>LEAD:</p> <p>Planning Department</p> <p>Planning Board</p> <p>PARTNERS:</p> <p>Medfield Energy Committee</p> <p>Building Department</p> <p>Department of Public Works</p>	#2
					<p>Sustainability Contribution:</p> <div>  <p>Models and promotes sustainable development</p> </div> <div>  <p>Protects water quality</p> </div> <div>  <p>Acts according to climate predictions</p> </div> <div>  <p>Diversifies the economy, promotes reuse of existing resources, and builds community</p> </div> <div>  <p>Serves as a regional model</p> </div>

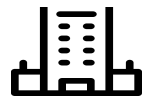
¹ Devens, MA Net Zero and E+ Housing Codes : <https://builtenvironmentplus.org/wp-content/uploads/2019/09/ZeroEnergyBldgMA2019.pdf>

² Energy Case Studies: <https://nesea.org/buildingenergy-case-studies>

³ Net Zero Actino Plan: <https://www.cambridgema.gov/CDD/Projects/Climate/NetZeroTaskForce>

⁴ MA Leading by Example program: <https://www.mass.gov/leading-by-example-program>

⁵ Database of State Incentivesfor Renewables and Efficiency (DSIRE):<https://www.dsireusa.org>



Townwide Master Plan, Medfield, MA: Implementation Action Plan

ENDNOTES

1. **EXAMPLE:** See the **Reuse Plan for Devens, MA** as an example: “The Devens Reuse Plan defined sustainability at Devens as “development which achieves a balance of economic social and environmental needs, while maintaining and enhancing the natural resource base.” They lead “sustainability tours” to increase awareness and use the example to educate the public.

A number of strategies were incorporated to achieve a sustainable approach to redevelopment; these include:

- Conducting a greenhouse gas inventory
- Creating a Devens Climate Action Plan
- Offering a DEC renewable energy facility reduced permit fee schedule
- Certification by LEED
- Developing green infrastructure guidelines
- Providing a number of resources to residents and businesses



<https://www.devensec.com/sustain.html>



GOAL 7:

SUPPORT HEALTH AND WELLNESS OF RESIDENTS

To support the health and wellness of Medfield residents of all ages and of the community as a whole.

“According to the World Health Organization¹, health is a “state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. A healthy community is one that continuously creates and improves both its physical and social environments. Such communities help people to support one another in aspects of daily life and to develop to their fullest potential. Healthy places are those designed and built to improve the quality of life for all people who live, work, worship, learn, and play within their borders. They also provide easy access and connectivity to other communities – places where every person is free to make choices amid a variety of healthy, available, accessible, and affordable options.”

- Centers for Disease Control and Prevention²



Straw Hat Park is a valued gathering spot downtown Medfield.

¹ As described by the U.S. Department of Health and Human Services’ Healthy People 2010 Report.

² National Center for Environmental Health, Department of Health and Human Services; <http://www.cdc.gov/healthyplaces/>



GOAL 7: SUPPORT **HEALTH AND WELLNESS** OF RESIDENTS.

To support the health and wellness of Medfield residents of all ages and of the community as a whole.

In terms of health and wellness, a master plan provides guidance to a municipality to support the health of residents as individuals, but also the health and wellbeing of the community as a whole. Providing opportunities for residents to lead an active lifestyle by, for example, improving pedestrian and bicycle infrastructure, can help to reduce obesity, hypertension and improve mental health. Providing opportunities for the community to gather can help to build connections among residents and therefore, social capital important to strengthening and maintaining community ties. Ensuring that a community is open to persons of all ages and backgrounds is enriching to all and makes for a more sustainable community in the long run.

Even pre-COVID-19 Medfield residents identified the health and wellness of the Town's residents as well as the health of the community as a whole, as a priority. And while Medfield has fared very well during the pandemic with the lowest incidence of corona virus cases in the MetroWest Region, and residents express an increased interest in supporting measures to continue to achieve this goal.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.

MEDFIELD VOICES

Almost half (47%) of **SURVEY** respondents felt that what is missing in Medfield is a **Recreation Center** and additional opportunities for recreation.

Almost one-fourth (24%) of those responding to the **SURVEY** reported that the **"lack of diversity of the population"** was among their LEAST favorite features of the Town.

YOUTH VOICE: "The Town is too homogeneous; I would like to experience more diversity." (from visioning session with high school students)

"There are no affordable smaller units for older adults to downsize in Medfield." (visioning participant)

"There needs to be attention paid to the culture of substance abuse prevalent amongst both adults and teens. We need to work towards changing the attitudes and behaviors which currently make it acceptable." (Master Plan Committee member)



Medfield residents' individual health

- Medfield youth have higher rates of substance abuse than the region, the state of MA, and the nation (this includes vaping, marijuana and alcohol use and binge drinking. In Public Forum #2 the subject that received the largest number of comments was the objective to address substance abuse and mental health issues, especially for youth.
- The recently-received Drug Free Communities grant will support a full-time Prevention Coordinator. This is expected to help reduce the incidence of substance abuse among Medfield's youth.
- Youth Outreach reports an increase in suicidal ideation, anxiety and depression amongst the school-aged population who may cope with stress by self-medicating with substances and risky behaviors. Substance abuse rates are on the rise. Explanations include the high levels of competition and associated stress experienced by youth who feel that they "must excel at everything."
- The 60+ population is expected to increase by 30% by 2030. Both the Police and Fire Departments anticipate an increase in the number of medical calls for service.
- There has been an increase in the number of families seeking financial assistance as the demographics of the Town have experienced some changes, and more recently because of the impacts of COVID-19.
- Residents in public forums expressed an appreciation for the existing opportunities for recreation and for having an active lifestyle, including walking, biking as well as athletics.
- The Town of Medfield has provided important information to residents and residents have shown significant support to those in need during the corona virus pandemic. These efforts included the Food Cupboard which increased its offerings, Medfield TV which increased its programming, and HESSCO Meals on Wheels which increased deliveries to homebound elders. Additional efforts included private groups such as the Medfield Foundation grants to residents



The gazebo between the Library and Zullo's is an example of a place that provides opportunities for residents to gather.



experiencing financial difficulty, the Annual New Life 5 K run was run virtually to raise money for residents in need, and many Medfield residents were involved in mask making, and the Parks and Recreation Department ran a summer camp, opened the swim pond and provided additional programming in the fall of 2020. These are some examples of the strength of the social capital that exists in Medfield, that the Town should strive to maintain and grow.

Medfield's health as a community

Health goes well beyond the absence of disease. A community can support the health and wellness of its residents by supporting community connections, being welcoming to newcomers, supporting those in need including older adults and families with financial need, and providing opportunities for wholesome activities and healthy lifestyle choices.

Medfield has many indoor and outdoor places for residents to gather including both private and public “third places” (see text box to the right). These spaces and places are where social capital is built and maintained and they include the Library, The Center at Medfield (for older adults), Zullo's Gallery, athletic fields, the Pfaff Recreation Center, the Medfield State Hospital grounds, among others.

There are many examples of existing community-wide efforts to support those Medfield residents in need. These include Medfield Youth Outreach, Medfield Food Cupboard, Medfield Angels, Medfield Helping Hands, Medfield Lions, Medfield Foundation, Medfield Christmas Angels, Medfield Public Library, and the Medfield Employers and Merchants Organization (MEMO), and various local businesses.

- The population of Medfield is primarily white and relatively well off.
 - Some newer residents of diverse backgrounds have reportedly expressed a hard time “fitting in and feeling as though they belong.”

Planners seeking to support thriving communities are focusing on the critical role that **“third places”** can play in strengthening our sense of community. Third places is a term coined by sociologist Ray Oldenburg and refers to places where people spend time between home (“first” place) and work (“second” place). They are locations where we exchange ideas, have a good time, and build relationships.

“Third places are the hangouts of a community, the core settings of informal public life, a ‘home away from home’, where unrelated people relate... I will contend that nothing contributes as much to one’s sense of belonging to a community as much as “membership” in a third place.”

From ***Great Good Place*** by Ray Oldenburg, Da Capo Press: 1996



- Residents have expressed an interest in attracting a more diverse population, socio-economically, ethnically and racially.
- Until recently the high school athletics team mascot was a Native American headdress. In today's social context this can be perceived as being at the very least offensive and may inadvertently send a message regarding attitudes towards people of diverse backgrounds. The Medfield School Committee recently voted to discontinue the use of this mascot and recommended to establish a Task Force to explore not only the mascot but also "how Medfield should be represented."
- According to the MetroWest Adolescent Health Survey³ students in grades 6-12 who describe themselves as "non-white" were more likely to be victims of bullying, engage in physical fighting, were less likely to feel connected to school. Non-white middle school students were also more likely to report "concerning mental health symptoms." This indicates a need for additional support for these students, including students with disabilities, non-white or otherwise "different" individuals (perhaps diversity, cultural, and linguistic sensitivity training of students and staff could help make Medfield feel more inclusive for all). In general, stress levels were reported to be high on the part of all students.
- Teenagers repeatedly express a frustration that "there isn't enough to do, anywhere to go." They report feeling "bored" by the lack of things to do after school; they have dubbed the Town "Deadfield." They report wanting a space that is not overly supervised by adults and available to them after 8:00 P.M.
- Residents expressed a desire for additional opportunities for recreation and overall seemed very supportive of a new and expanded Parks and Recreation facility.

³ Metrowest Adolescent Health Survey, *Medfield's Key Results*, Snapshot Presentation to School Committee January 9, 2020.



Townwide Master Plan Committee Charter: Location of Parks & Recreation Building: As part of the master plan, the committee should analyze the appropriate location of a new Parks & Recreation building. This is a strategic issue for the town and the Master Plan should evaluate the best location (from a planning standpoint) of that building as part of the municipal facilities master plan.

GOAL 7: SUPPORT HEALTH AND WELLNESS of RESIDENTS
Objective 7.1. Maintain existing and provide additional opportunities for RECREATION
Objective 7.2. Promote HEALTHY LIFESTYLE choices, especially for YOUTH
Objective 7.3. Support older adults to AGE IN PLACE
Objective 7.4. Attract a more DIVERSE POPULATION to live in Town
Objective 7.5. Expand opportunities for COMMUNITY GATHERING



MEDFIELD BOARD OF SELECTMEN DRAFT STRATEGIC GOAL #4: PROMOTE THE HEALTHY AND RESPONSIBLE

DEVELOPMENT OF MEDFIELD'S YOUTH. *Medfield has a long-standing tradition of consciously working to instill in Medfield's youth an appreciation for what it takes to form a vibrant, respectful, and supportive community to provide the best life possible for all who live in it. This appreciation doesn't arise on its own. It is the result of conscious action by teachers, adult leaders, community leaders, neighbors, and youth organizations to introduce the town's youth to town history, principles of democracy in action, public events and activities that encourage reflection and involvement in actions to bring a community together. Town government isn't always the initiator or driver of these activities, but town government should always remain cognizant of them and should work to support these activities where needed and feasible.*

Relevant Medfield Board of Selectmen KEY FOCUS AREA(S): "Support the cultural, physical, emotional, and civic development of our children."



Townwide Master Plan, Medfield, MA:
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GOAL 7.0: SUPPORT **HEALTH AND WELLNESS OF** RESIDENTS

Support the health and wellness of Medfield residents of all ages and of the community as a whole.




OBJECTIVE 7.1. Maintain existing and provide additional opportunities for recreation

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.1.1 Redevelop or relocate the Parks and Recreation facility	<p>Update the existing Pfaff Center building or relocate the center to better provide for existing and future Parks and Recreation Department needs</p> <p>Redevelop the Pfaff Center into more of a Community Center serving all ages through an array of programming</p> <p>Evaluate the Community Preservation Act as a means of supporting future recreation activities</p> <p>(SEE ALSO GOAL 1: 1.2.4 and 1.3.4)</p>	<p>Hannah Adams Pfaff Center</p> <p><i>Medfield Municipal Facilities Evaluation and Capital Plan</i></p> <p><i>Medfield Open Space and Recreation Plan</i></p> <p>Community Preservation Act Study Committee</p>	<p>Community Preservation Act</p>	<p>LEADS Parks and Recreation Department.</p> <p>PARTNERS: Board of Selectmen</p> <p>Community Preservation Act Study Committee</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Encourages active lifestyles</p> </div> <div>  <p>Increases access to Town assets and builds community</p> </div>

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.1. Maintain existing and provide additional opportunities for recreation

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.1.2. Construct a town sports complex to house facilities not provided at the Pfaff Center	<p>Construct an indoor pool (Olympic size)</p> <p>Construct an indoor ice rink for hockey, figure skating, and recreational skating</p> <p>Construct a basketball court or courts</p> <p>Construct an indoor soccer field or multi-use field</p> <p>Pass the Community Preservation Act to help support recreation activities (SEE ALSO GOAL 1: 1.2.4 and 1.3.4)</p> <p>Coordinate with other towns in the region to share recreation facilities and/or create a regional recreation facility as an alternative to existing private facilities</p>	<p><i>Medfield Municipal Facilities Evaluation and Capital Plan</i></p> <p><i>Medfield Open Space and Recreation Plan</i></p> <p>Community Preservation Act Study Committee</p>	<p>Community Preservation Act</p>	<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Parks and Recreation Department.</p> <p>Community Preservation Act Study Committee</p> <p>Adjacent towns with matching recreation needs</p>	#2
					<p>Sustainability Contribution:</p> <div>  <p>Encourages active lifestyles</p> </div> <div>  <p>Considers sharing resources with neighboring towns</p> </div>
7.1.3. Partner with a private entity or entities to provide additional recreation amenities	<p>Recruit a private partner to supplement amenities offered by the town, including indoor turf field(s), basketball courts, indoor soccer/lacrosse field, an ice hockey rink, a rock climbing wall</p>			<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Parks and Recreation Department</p> <p>Economic Development Committee</p>	#3
					<p>Sustainability Contribution:</p> <div>  <p>Encourages active lifestyles</p> </div>

Townwide Master Plan, Medfield, MA:
Implementation Action Plan




OBJECTIVE 7.1. Maintain existing and provide additional opportunities for recreation					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.1.4. Provide more outdoor winter recreation activities	Revive the warming hut for public ice skating at Rocky Woods	Rocky Woods ponds		LEADS: The Trustees of Reservations PARTNERS: Parks and Recreation Department	#3
					Sustainability Contribution:  Encourages active lifestyles
7.1.5 Increase access to the Charles River	Collaborate with existing owners/stewards of lands along the Charles to create additional trails and canoe/kayak launching sites	Charles River Park Department of Conservation and Recreation United States Army Corps of Engineers Upper Charles Conservation Land Trust		LEAD: PARTNERS: Department of Conservation and Recreation United States Army Corps of Engineers Upper Charles Conservation Land Trust	#3
					Sustainability Contribution:  Encourages active lifestyles and increases mobility options  Increases access to natural spaces

Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.1. Maintain existing and provide additional opportunities for recreation

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
					 <p>Involves collaboration with regional organizations</p>

ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER

- Construct a skateboard park
- Construct a network of off-road running trails
- Provide maps of existing recreation and trail facilities
- It may be an option to use the former landfill for recreation. It would have to be evaluated in terms of potential health hazards, regulatory requirements and cost.: *“Depending on the age and contents of the landfill, the amount of groundwater or soil contamination, and the planned recreational use, construction costs have ranged from \$500,000 for a 2-acre site to \$30 million for a regional park of more than 100 acres. Expenses depend on such factors as topography, availability of materials, cover design, and much more. A calculation by the Center for City Park Excellence puts the average at around **\$300,000 per acre**. Financial responsibility for these and other costs may lie solely with the park developer or be shared by the landfill owner/operator.”*

Smart Cities Dive website: <https://www.smartcitiesdive.com/ex/sustainablecitiescollective/dumps-destinations-converting-landfills-parks/30435/>





Townwide Master Plan, Medfield, MA:
Implementation Action Plan

GOAL 7.0: SUPPORT **HEALTH AND WELLNESS** of RESIDENTS



To support the health and wellness of Medfield residents of all ages and of the community as a whole.

OBJECTIVE 7.2. Promote healthy lifestyle choices, especially for YOUTH

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.2.1. Support Medfield Outreach (MO)	Provide information on healthy stress reducing techniques, reduce substance abuse, support suicide prevention, and promote good mental health and healthy lifestyle options, behaviors and activities.	Medfield Outreach Suicide Prevention Coalition Medfield Cares About Prevention Substance Misuse Coalition Drug Free Communities Grant SEE END NOTE#1 Local schools	Recently received Drug Free Communities grant (\$625,000 over five years with potential to be extended to a 10-year grant)	LEAD: Board of Selectmen PARTNERS: Medfield Employers and Merchants Association (MEMO) Board of Health Planning Department School Department Public Library	#1
					Sustainability Contribution:  Disseminates information about healthy living  Increases access to community assets






Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.2. Promote healthy lifestyle choices, especially for YOUTH					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.2.2. Explore ways of providing a broad range of activities	<p>Support the Parks and Recreation Department in their efforts to continue to expand programming.</p> <p>Provide a location for Medfield High School students to play music for one another (as occurred when the “Fests” were active). An indoor/outdoor location would be ideal.</p> <p>Consider developing a shared Community Center SEE END NOTE #1</p> <p>Promote healthy life style choices</p> <p>Work with existing groups that provide support and programming to youth</p> <p>Support, encourage and promote the Town Departments’ efforts to collaborate on events and programming Provide additional opportunities for recreation and socializing</p> <p>Further connect open spaces, recreational facilities, the downtown and other destinations with pedestrian and bike connections to reduce dependence on cars and prioritize walking and biking.</p> <p>Broaden offerings to include art, STEM, and other non-athletic oriented activities</p>	<p>Parks and Recreation Department facilities and programs</p> <p>Schools</p> <p>Library</p> <p>The Center</p>		<p>LEAD: Town Administrator</p> <p>PARTNERS Board of Selectmen</p> <p>Parks and Recreation Department</p> <p>Council on Aging</p> <p>Medfield Outreach</p>	<p>#1</p>
					<p>Sustainability Contribution:</p> <div>  <p>Increases mobility options and promotes healthy living</p> </div> <div>  <p>Increases access to community assets and opportunity</p> </div>





Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.2. Promote healthy lifestyle choices, especially for YOUTH					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.2.3. Consider promoting a town-wide health and wellness campaign and encourage youth in taking leadership roles.	<p>Develop on-line and other materials to increase awareness regarding fitness, health and wellness.</p> <p>Promote town events and facilities that support health and wellness.</p> <p>Invite youth to take a leadership role in organizing and promoting campaign.</p> <p>SEE END NOTE #2</p>	<p>Medfield Outreach</p> <p>Medfield Angels</p> <p>Medfield Helping Hands</p> <p>Medfield Foundation</p> <p>Schools</p> <p>Medfield Employers and Merchants Association (MEMO)</p> <p>Various local businesses</p> <p>Area gyms</p>		<p>LEAD: Board of Selectmen</p> <p>PARTNERS:</p> <p>Medfield Outreach</p> <p>School Department</p> <p>Area medical professionals</p> <p>Area gyms</p>	<p>#1</p>
					<p>Sustainability Contribution:</p> <div>  <p>Disseminates information about healthy living</p> </div> <div>  <p>Increases access to community assets and opportunities</p> </div>
7.2.4. Consider developing an After School Teen Center	<p>Teen Center could provide opportunities for casual socializing, a wide range of activities as well as help with homework by peers.</p> <p>Could be part of the Community Center or part of the new Parks and Recreation facility</p>	<p>Parks and Recreation facility and programs</p> <p>Schools</p>		<p>LEAD: School Department</p> <p>Planning Department</p> <p>PARTNERS:</p> <p>Library</p> <p>Medfield Outreach</p>	<p>#2</p>
					<p>Sustainability Contribution:</p> <div>  <p>Increases access to community assets and opportunities</p> </div>



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.2. Promote healthy lifestyle choices, especially for YOUTH					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.2.5. Establish Youth representation	Create a “Youth Representative” to be involved in Town affairs. Could be one position or a Youth Council that could be part of the Board of Selectmen.	Girl Scouts Boy Scouts	N/A	LEAD: Board of Selectmen Town Administrator	#1
	Set up a regular communication channel for youth to express their needs Appoint youth to existing Town Committees (in the past students were required to be part of a Town Committee for a semester; this could be reinstated). Invite youth to participate in State Hospital reuse especially with regard to sustainable practices and recreation.	Parks and Recreation Department facilities and programs Schools Medfield Foundation Youth Leadership Program		PARTNERS: Medfield students School Department Medfield Outreach Medfield Foundation Medfield State Hospital Development Committee	Sustainability Contribution:  Invests in future generations  Gives a voice to young residents
ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER					
<ul style="list-style-type: none">Consider ways to change the culture of substance abuse among both adults and teens; work on changing social and cultural norms, attitudes and behaviors and provide alternative outlets.					

ENDNOTES

The subject that received the largest number of comments at the Virtual Public Forum held on June 7, 2020, was the need to address substance abuse and mental health issues, especially with regard to youth.

1. Drug Free Communities Grant. Youth Services is involved with the Substance Misuse Coalition. Together they have received for a Drug Free Communities grant for the amount of \$625,000 over five years. The grant that has the potential to be extended to a 10-year grant and will focus on the prevention of substance mis-use and promotes health and wellness. The grant provides a full time Prevention Coordinator for the Medfield Cares About



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Prevention (MCAP) coalition.¹ The coalition will specifically target alcohol and vapor products, will promote positive alternatives to substance abuse, and will seek to implement strategies that focus on prevention including²:

- Providing information and support
- Enhancing skills
- Providing incentives and disincentives for youth substance abuse
- Changing the physical environment
- Modifying policies

Also see: Let's Move! (<https://letsmove.obamawhitehouse.archives.gov>) outlines a number of ways elected officials can bring a community together to solve the obesity challenge:

- Become a Let's Move Town
- Help parents make healthy family choices
- Improve the health of schools
- Increase physical activity opportunities
- Make healthy food affordable and accessible

Here is a guide to getting started on a Let's Move program: Section 4-78

<http://www.healthycommunitieshealthyfuture.org>

¹ From by the White House Office of National Drug Control Policy in cooperation with the Substance Abuse and Mental Health Service Administration.




² "Medfield Cares About Prevention Awarded \$625,000," Medfield Patch, November 21, 2019



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GOAL 7.0: SUPPORT **HEALTH AND WELLNESS** of RESIDENTS

To support the health and wellness of Medfield residents of all ages and of the community as a whole.

OBJECTIVE 7.3. Support older adults to AGE IN COMMUNITY					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.3.1. Consider developing an intergenerational Community Center (Also see 5.2.3.)	<p>Explore the feasibility of creating a Community Center for all ages in a central location. SEE END NOTE #1</p> <p>Reduce the sense of competition for resources between school aged and older adults by providing programming and spaces for all ages.</p>	<p>Parks and Recreation facility and programs</p> <p>Schools</p> <p>Library</p> <p>The Center</p>		<p>LEAD: Board of Selectmen</p> <p>PARTNERS:</p> <p>Planning Department</p> <p>School Department</p> <p>Public Library</p>	#3
					<p>Sustainability Contribution:</p> <div>  <p>Provides a gathering space in the event of emergencies</p> </div> <div>  <p>Creates additional gathering spaces and builds community</p> </div> <div>  <p>Provides critical services for vulnerable populations</p> </div>







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OBJECTIVE 7.3. Support older adults to AGE IN COMMUNITY					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.3.2. Encourage the development of affordable and appropriately designed and located housing for older adults	<p>Identify locations where such housing is desirable and ensure that zoning supports its development. (ALSO SEE GOAL 4.0)</p> <p>Consider developing Town-owned parcel Lot 3 which is adjacent to the current Senior Center into a “Village”</p>			LEAD: Planning Department PARTNERS Area developers	#1
					Sustainability Contribution: <div>  Protects vulnerable populations </div> <div>  Stimulates the economy and expands housing acces </div>
7.3.3. Provide additional services and activities needed by older adults	<p>Conduct an Age-Friendly Community Assessment SEE END NOTE #2</p> <p>Pursue AARP Age-Friendly Community designation SEE END NOTE #3</p> <p>Explore ways to provide additional transportation services (e.g. autonomous electric bus)</p> <p>Continue to provide opportunities for life-long learning</p> <p>Continue to develop and provide programs that prevent social isolation among older adults, including inter-generational activities.</p>	<p>The Center</p> <p>Library</p> <p>School Department</p>		LEAD: Council on Aging PARTNERS: Library School Department	#1
					Sustainability Contribution: <div>  Promotes mental health care </div>





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OBJECTIVE 7.3. Support older adults to AGE IN COMMUNITY					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.3.4. Support the CoA to provide off-site programming and co-programming with other Town Departments	<p>Create opportunities for inter-generational interaction through co-programming with the Library, Schools, Parks and Recreation, etc.</p> <p>Increase awareness of existing programming provided by the Council on Aging and other opportunities available to older adults.</p>	<p>The Center (CoA)</p> <p>Parks and Recreation Department</p> <p>Library</p> <p>Schools</p> <p>Animal Center</p>		<p>LEAD: Council on Aging</p> <p>PARTNERS:</p> <p>Library</p> <p>Parks and Recreation Department</p> <p>School Department</p> <p>Animal Control</p>	<p>Continuous</p> 
					<p>Sustainability Contribution:</p> <div>  <p>Increases resilience of senior residents</p> </div> <div>  <p>Provides critical services for vulnerable populations</p> </div> <div>  <p>Increases access to services and activities</p> </div>



Townwide Master Plan, Medfield, MA:
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OBJECTIVE 7.3. Support older adults to AGE IN COMMUNITY

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.3.5. Explore ways of expanding tax relief program for older adult volunteers.	Research what other towns have done with regard to tax relief for older adults SEE END NOTE 4			LEAD: Town Administrator PARTNERS: Planning Department Finance Department	#2 
					Sustainability Contribution:  Builds off of work done in other communities



Townwide Master Plan, Medfield, MA: Implementation Action Plan

ENDNOTES

1. The **Community Center** could have dedicated space for teens as well as for older adults and both separate and intergenerational programming.
2. Conduct an **Age-Friendly Community Assessment**

Medfield Council on Aging could conduct an Age-Friendly Community Assessment and seek an Age-Friendly Community designation¹. The assessment examines how and whether a town adequately serves its population in the areas of transportation/ connectivity, housing, recreation/engagement, and economic/business development. In the areas where Medfield is not fulfilling the needs of its residents (of all ages), opportunity exists to work with neighboring towns to help improve the overall quality of life for all.²

See resources provided by the Massachusetts Healthy Aging Collaborative for conducting an assessment:

<https://mahealthyagingcollaborative.org/age-friendly/toolkit/4-planning-and-baseline-assessments/>

Age-friendly tool kit

This tool kit includes tools and resources to help communities in MA learn more about what it means to be age-friendly, how to join an age-friendly network, and how to move forward with assessment, implementation, and evaluation. Local examples are included wherever possible.

<https://mahealthyagingcollaborative.org/age-friendly/toolkit/>

3. Pursue **AARP Age-Friendly/Livable Community** designation. The [AARP Network of Age-Friendly States and Communities](#) serves as a catalyst to educate local leaders (both elected officials and engaged residents) and encourage them to implement the types of changes that make communities more livable for people of all ages, especially older adults.

<https://www.aarp.org/livable-communities/network-age-friendly-communities/info-2014/an-introduction.html>

Also see the AARP's Livability Index: <https://livabilityindex.aarp.org>

4. Currently approximately seventy Medfield older adults participate in a **tax relief program** which lets them “work off” \$1,000 of their tax bill. Sudbury and several other Towns have enacted real estate tax plans that allow long term resident older adults to avoid paying the full amount of their real estate taxes. Essentially other residents agree to pay part of the bills.

¹ In 2018, “Age-friendly” best practices were added to the Baker-Polito Administration Community Compact Initiative. Age-friendly communities are accessible, equitable, inclusive, safe, and supportive. Age-friendly communities place a focus on creating a social and physical environment that supports all ages and abilities. . See <https://www.mass.gov/lists/community-compact-reports-and-completed-best-practices#age-friendly-best-practices->



² http://www.snhpc.org/?page=granite_state



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GOAL 7.0: SUPPORT **HEALTH AND WELLNESS** of RESIDENTS

To support the health and wellness of Medfield residents of all ages and of the community as a whole.



OBJECTIVE 7.4. Attract people from more diverse socio-economic, ethnic and racial backgrounds and of all ages.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.4.1. Promote diversity and cultural competence, and other related education	Establish a policy to have all town and school staff undergo periodic diversity and cultural competency training.	Schools Town website		LEAD: Board of Selectmen	#1 
	Incorporate “Black Experience in America” and structural racism into the school curriculum. Collaborate with area non-profits, houses of worship etc. to hold events such as Suitcase Stories and other story-telling forums where experiences are humanized. SEE END NOTE #2	Non-profits Houses of worship		PARTNERS: School Department Non-profits Houses of worship Diversity Training consultant	Sustainability Contribution: N/A
7.4.2. Establish an Inclusion and Diversity Committee	Explore possibility of the school district joining the METCO program. SEE END NOTE #3 Request an annual report outlining activities, efforts and measures of success to meet the goal of encouraging and embracing a more diverse			LEAD: Town Administrator School Committee	#1 



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OBJECTIVE 7.4. Attract people from more diverse socio-economic, ethnic and racial backgrounds and of all ages.

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
	<p>population</p> <p>Explore creating relationships with relevant Committees in surrounding Towns</p>			<p>School Superintendent</p> <p>PARTNERS: Three Rivers Interlocal Council</p>	<p>Sustainability Contribution:</p> <p>N/A</p>
<p>7.4.3. Send welcoming messages</p>	<p>Organize multi-generational events and activities promoting learning and enjoyment for all ages</p> <p>Consider establishing a Citizen's Academy and conduct outreach to broaden representation of volunteers in terms of race, ethnicity and age and provide information regarding volunteer opportunities and responsibilities.</p> <p>Ensure that all new residents receive a Welcome Kit.</p> <p>Consider encouraging high school students to volunteer in underserved communities to meet their community service graduation requirements</p> <p>Create a list of organizations and contacts in Town (the League of Women Voters did this some years ago)</p>	<p>Three Rivers Interlocal Council (TRIC) Sub Regional Working Group</p> <p>Newcomer Welcome Kits</p>		<p>LEAD: Town Administrator</p> <p>PARTNERS:</p> <p>New "N" Towne¹</p> <p>Library</p> <p>School Department</p> <p>School Committee</p> <p>Planning Department</p>	<p>#1</p> 
					<p>Sustainability Contribution:</p>  <p>Increases access to Medfield's assets</p>

¹ New "N" Towne: <http://www.newntowne.org>



Townwide Master Plan, Medfield, MA:
Implementation Action Plan

OBJECTIVE 7.4. Attract people from more diverse socio-economic, ethnic and racial backgrounds and of all ages.					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.4.4. Provide support so that people with a range of incomes can afford to live in Medfield	Support the provision of a wide range of housing types, including more “affordable” units and units specifically located and designed for older adults wanting to age in place	Annual Angel Run Medfield Helping Hands		LEAD: Town Administrator	#1
	Support efforts to form a Regional Housing Services Organization (RHSO) to leverage resources to more effectively monitor existing Affordable Housing stock and creatively manage local funding and programs Explore ways of providing additional financial support to those with need. SEE END NOTE #4 Support the relocation of the Food Cupboard to a larger facility.	Food Cupboard Medfield Youth Outreach Medfield Foundation MAPC, Three Rivers Interlocal Council (TRIC) and Southwest Advisory Planning Committee (SWAP) efforts to form RHSO		PARTNERS: Planning Department Regional Housing Services Organization (RHSO)	Sustainability Contribution:  Reduces disparities, increases access to Medfield’s assets
7.4.5. Support regional efforts to increase area diversity	Support the Town’s participation in the TRIC/Blue Hills CHNA 20 Project SEE END NOTE #5 (Also see 4.2.4.)	MAPC’s Three Rivers Interlocal Council (TRIC)		LEAD: Three Rivers Interlocal Council (TRIC)	Continuous
				PARTNERS: Member Towns	 Sustainability Contribution: N/A
ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER					
<ul style="list-style-type: none"> Review what other municipalities are doing to achieve this goal 					



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ENDNOTES

1. Some municipalities have a formalized **Citizens Academy program** to help newcomers, especially those from low income and/or other cultural backgrounds to learn about the workings of a municipality and what volunteer opportunities exist and how to participate.
2. **Suitcase Stories** is run by the New England Refugee Resettlement Agency and it is a traveling performance where refugees narrate their stories to a live audience. See: <https://www.youtube.com/watch?v=9UOM9YnOACs>
3. The **METCO Program** is a voluntary Boston-area program intended to expand educational opportunities, increase diversity, and reduce racial isolation, by permitting students in certain cities to attend public schools in other communities that have agreed to participate.
4. The **Medfield Foundation Legacy Fund** is seeking to raise a \$1million endowment so as to make annual grants of 4% of its funds. The Medfield Foundation is partnering with the Metrowest Foundation in this effort.
5. MAPC's **Three Rivers Interlocal Council (TRIC)** Sub Regional Working Group is a collection of stakeholders from 14 communities in Norfolk County (including Medfield) that convene on a regular basis to discuss a variety of issues, many of which overlap with the social determinants that are seen as critical factors for wellbeing by the health and human service communities. This year, the TRIC communities have also identified the need to expand the network of stakeholders involved in TRIC and find opportunities to expand the conversation around diversity and inclusion within the region as priorities.

MAPC and the TRIC Sub Regional Working Group would like to bridge the gap between regional housing and regional transportation initiatives by creating a space and format within the TRIC sub-region to have a collective dialogue on the intersection of the initiatives and the implications for the region. Further, TRIC would like to leverage this opportunity to expand its network of involved stakeholders and integrate a strong consideration of the public health, human service and equity implications within both the transportation and housing projects. Through this effort, TRIC hopes to create a self-reinforcing system for increased collaboration between regional entities as well as between disparate stakeholders within local communities.

For more information see:

<https://www.mapc.org/get-involved/subregions/tric/>

<http://www.bluehillscha.org/>




IMPLEMENTATION MATRIX: Action Plan


GOAL 7.0: SUPPORT HEALTH AND WELLNESS OF RESIDENTS

Support the health and wellness of Medfield residents of all ages and of the community as a whole.



OBJECTIVE 7.5. Expand opportunities for COMMUNITY GATHERING

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.5.1 Consider creating a Community Center for all ages	Conduct a feasibility study and explore various locations and funding options.			LEADS: Town Administrator	#3
				Board of Selectmen PARTNERS: Council on Aging Parks and Recreation Department	Sustainability Contribution:  Helps build social capital


OBJECTIVE 7.5. Expand opportunities for COMMUNITY GATHERING

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.5.2. Organize more town-wide events	Conduct outreach to residents to help determine what would interest them and if they are willing to volunteer in organizing events Revive the Medfield Night Fireworks	Angel Run Holiday Stroll Medfield Day Senior Day		LEAD: Newly-Formed Town Committee PARTNERS: Economic Development Committee Downtown Study Committee	#2
					Sustainability Contribution:  Helps build social capital
7.5.3. Support the redevelopment of the Chapel on the Medfield State Hospital Campus into an Arts and Cultural Center recreation amenities (SEE ALSO GOAL 1.3)	Implement recommendations of the Medfield State Hospital Strategic Re-Use Plan pertaining to redevelopment of the chapel. Consider the benefits of passing the Community Preservation Act as a way of financing the Chapel Redevelopment.	Medfield State Hospital Strategic Re-Use Plan Community Preservation Act Study Committee	Massachusetts Cultural Council Cultural Facilities Fund Community Preservation Act	LEAD: Medfield State Hospital Development Committee PARTNERS: Cultural Alliance of Medfield	#1
					Sustainability Contribution: N/A


OBJECTIVE 7.5. Expand opportunities for COMMUNITY GATHERING

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
7.5.4. Support the Medfield Public Library in its efforts to increase programming for all ages	Support collaboration between the Library and various Town Departments such as the School Department and the Council on Aging so as to increase programming for all ages as well as opportunities for inter-generational interaction.	Medfield Public Library	Medfield Cultural Council Medfield Foundation	LEADS: Medfield Public Library PARTNERS: Friends of the Medfield Public Library School Department Council on Aging	#1 
					Sustainability Contribution: N/A
7.5.5 Provide more spaces and activities for middle and high school-aged youth	Conduct a study of the existing places frequented by youth and of the activities that engage them Identify additional location(s) for activities Develop a program that connects youth with adults who need assistance with odd jobs Study other towns that have effectively met this need Establish a location for children to play/perform music for other children	School Department Parks and Recreation Department Council on Aging		LEAD: School Department PARTNERS: Parks and Recreation Department Council on Aging	#2
					Sustainability Contribution:  Provides youth with wholesome activity options
ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER					
<ul style="list-style-type: none">Explore options for creating a function hall for large events (100 – 150 people) since the Legion has closedProvide incentives for private developers to provide community space					



GOAL 8: IMPROVE GOVERNANCE AND PLAN FOR FUTURE RESILIENCE

“**Resilience** is the capacity of individuals, communities, institutions, businesses, and systems within a community to survive, adapt, and grow no matter what kinds of **chronic stressors** and **acute shocks** they experience.”

- 100 Resilient Cities



PV Solar array at Medfield Wastewater Treatment Facility.



GOAL 8: IMPROVE GOVERNANCE AND PLAN FOR FUTURE RESILIENCE.

TOWN GOVERNANCE

The way a town is governed is most often judged by the manner in which it allocates its resources, the degree to which decision-making is transparent and how well municipal government communicates with its residents.

Town staff interviewed as part of the master planning process report a cooperative spirit among Town Departments and a feeling of being supported by the Town's Administration.

In Medfield 94% of the Town's taxes come from residential property taxes and 75% of these go to fund the schools. In public forums there was some discussion regarding the need to bring the "two towns" – school-aged community and older adults who no longer have a connection to the schools—together so as to reduce the sense that there is a tug of war for resources.

Increasingly, a large part of a municipal government's role is to plan for the future and to ensure that the municipality is able to withstand catastrophic events. Resiliency is the capacity of a community to thrive despite chronic stressors and acute shocks. With great challenges—such as climate change and public health crises—already upon us, it is essential to create systems that are prepared to weather whatever literal or metaphoric storms come our way to ensure our long-term resilience. As such, sustainability and resiliency are integrated throughout the plan. There are goals throughout the plan that

MEDFIELD VOICES

"There is a need for increased transparency in town governance." (visioning participant)

"There is a need to improve communication and increase civic engagement." (visioning participant)

YOUTH VOICE:

Approximately ¼ (24%) of teens surveyed appreciated that Medfield residents are **engaged citizens**.

SURVEY

The number one response to an on-line survey question "What is the most important thing that has changed in terms of your priorities for the Town as a result of COVID-19?: **"taking care of our open space and nature is very important."**

Additional comments include:

- *Virtual meetings should be offered for all meetings going forward [post-COVID] to enable more people to be able to attend.*
- *Offer sign up for push calendar notifications which include Zoom link for all meetings*
- *Develop a community alert system to communicate to all residents in case of emergency*
- *The Welcome Kit to new residents is much appreciated*
- *Make Town website more interactive*
- *Regularly update Town Board meeting minutes on website*



contribute to creating a resilient community, such as protecting open space, extending pedestrian and bicycle networks, and providing a range of housing options. Even beyond those goals, there are always opportunities to apply a sustainability or resiliency lens to a decision-making process to ensure these key principles are being considered. The sustainability rankings in the implementation matrices demonstrate the commitment to using this principle as an evaluation framework for all Town projects.

In the midst of preparing this Townwide Master Plan, COVID-19 hit the planet and exposed just how unprepared we all were for such a disaster. Medfield as a municipality actually fared fairly well, suffering fewer cases than the MetroWest region and evidenced by the degree of satisfaction with the Town's response expressed by survey respondents. In fact, Medfield was labeled a "green" community by the State, meaning it averages fewer than four cases per 100,000 people daily (as of September 2020). Nevertheless, the crisis provides an opportunity to prepare and plan for resilience in the face of potential future disasters, whether another pandemic, climate change, or some other catastrophic event.

The pandemic also emphasized the need for communication between Town government and residents and business owners and the need to use multiple forums and formats to reach all.

The following is a summary of related key findings from the Inventory of Existing Conditions completed for this master plan.

SUSTAINABILITY

Sustainability and resiliency are not new concepts to Medfield. The Town has already been working to reduce greenhouse gas emissions, minimize waste, conserve water, and prepare for the impacts of climate change. Below are some highlights of the Town's sustainability and resiliency actions to date.

Housing and Population:

- Created a Comprehensive Emergency Management Plan to address hazard mitigation, preparedness, response and recovery from a variety of natural and man-made emergencies.
- Established a reverse 911 system to alert residents about emergencies.
- Works with the Council on Aging to help provide shelter to seniors during extreme heat and cold weather events.
- Completed a combined Municipal Vulnerability Preparedness plan (MVP) and Hazard Mitigation Plan (HMP) in 2019 to assess the community's strengths and vulnerabilities to the effects of climate change.



Natural Resources & Open Space/Recreation:

- Passed a wetland bylaw to restrict activities that may negatively affect public or private water supply, groundwater, flood control, erosion control, storm damage prevention, water pollution control, wildlife habitat, recreation, or aesthetics
- Created an Aquifer Protection Overlay District to protect the drinking water supply.
- Passed water use restriction and ban bylaws to protect the water supply during times of drought.
- The Highway Department has a tree trimming program to mitigate damage to trees and infrastructure during storms.

Transportation & Circulation:

- Developed and implemented winter road maintenance procedures to minimize contamination of waterways.
- Adopted an Energy Efficiency Vehicle policy (2015).

Community Facilities & Services:

- Completed energy efficiency upgrades at Town buildings including replacing boilers, updated HVAC systems, conducting lighting retrofits, and installing backup generators.
- Host Medfield Green Months in May and October for collection and proper discarding of specialty items (i.e. electronics, textiles).
- Passed a plastic bag ban in 2019.
- Have a food waste drop off area available to residents at the transfer station.
- Established an informal Stormwater Management Committee.

MEDFIELD VOICES

“Every building in Medfield should be “green” either retrofit for efficiency or built with a green mindset.” (visioning participant)

YOUTH VOICE:

Almost half (46%) of teens responding to a **YOUTH SURVEY** said that **“reducing the Town’s carbon footprint”** is among the “most important issues to consider when planning for the Town’s future.”

The number one response to an on-line **SURVEY** question “What is the most important thing Medfield should do to be more nimble in addressing emergencies and thus be more prepared in the future?” was **“have emergency reserve funds.”**

Additional comments include:

- *Determine how to enforce safety and health regulations by Board of Health, state, and federal agencies*
- *Send out emails, automated phone calls, texts, and social media posts regarding the emergency*
- *Put flyers in the weekly newspapers for older adults who may not have access to the internet*
- *Mobilize formal and informal networks established among organizations in Town and mobilize these in an emergency (these include MFi, MEMO, CoA, Park and Rec, Cultural Alliance, MYO, churches, etc.)*



Land Use and Zoning:

- Established a Floodplain Conservation District that restricts development in areas along the Charles and Stop Rivers whose elevation is below 125 feet
- Set maximum lot limits for man-made impervious surfaces, such as buildings, structures, and nonporous paving.
- Created written procedures for inspecting construction sites for proper sediment controls and conducting site plan reviews.

Energy Conservation and Future Resiliency Planning:

- Appointed an Energy Committee in 2008 and established an energy use baseline from which to measure future energy use.
- Adopted a Stretch Energy Code “for the purpose of regulating the design and construction of buildings for the effective use of energy” (2014).
- Adopted a Solar bylaw that provides as-of-right siting in designated locations and an expedited permitting.
- Converted all streetlights to LED bulbs, saving 8.3 homes’ energy use and \$32,000 each year.
- Conducted a Solarize program in Medfield to encourage residents and businesses to install solar arrays (29 installed)
- Installed PV solar panels arrays at the Public Safety building, and the wastewater treatment plant and plans to install at the Department of Public Works,
- Medfield was designated a Green Community in 2017
- Led by the Medfield Energy Committee, the Town reduced its energy use by over 40%

Townwide Master Plan Committee Charter:

“The Committee shall assess the compatibility/consistency between the Town’s long-range plans for development and long-range plans for town infrastructure development to ensure that both sets of plans are effectively supportive of the overall direction being taken by the Town.”

GOAL 8: IMPROVE **GOVERNANCE** AND PLAN FOR **FUTURE RESILIENCE**

Objective 8.1. Improve **TOWN GOVERNANCE**

Objective 8.2. Promote measures that respect and protect the **ENVIRONMENT**



Relevant Medfield Board of Selectmen TOWN GOAL: GOAL #1: *Charting a course for the town calls for an unwavering commitment to prudently impose financial burdens on taxpayers, while also ensuring that essential, or, in some cases, highly desired services are provided to the town's residents and businesses. The natural tension between these two imperatives requires that a thoughtful balance between the two be maintained.*

KEY Medfield Board of Selection FOCUS AREAS

- *Maintain a Responsible/Fiscally Prudent Financial Position*
- *Keep the Town's Operating Budgets within the limits imposed by Prop 2 ½ and overall town debt at or below the size of the town budget*

GOAL #2: *Many decisions made by the town carry long-term financial implications that can easily be missed if they are not consciously taken into account. Hiring decisions; major capital acquisitions; program expansions; and even public or state "seed money" contributions in support of new initiatives can all introduce long-term financial ramifications for the town that should be recognized up front before an initial financial decision is made. Unexpected major capital requirements; significant structural budget deficits; and unfunded long-term financial liabilities should rarely if ever, arise.*

KEY Medfield Board of Selection FOCUS AREAS

- *Proactively plan for the maintenance and upgrade of town buildings*
- *Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure*
- *Maintain and update a 20-year plan for building maintenance expenditures*
- *Establish and annually update a 20-year capital plan for Water and Sewer System*
- *Establish and annually update a road maintenance plan*
- *Align long-range plans with financial policies that are capable of supporting those plans*
- *Double the current level of funding for the Town's OPEB obligation*
- *Apply funds obtained through major capital sales of town assets to the town's long-term financial obligations.*
- *Restructure department budgets to reflect the full costs of staff, programs, and services, including benefits costs that are currently consolidated in separate town-wide budgets*
- *Explore options for establishing reserve accounts to support long-range maintenance/replacement expenditures*

ADDITIONAL RELEVANT KEY FOCUS AREA(S): *"Provide opportunities for the Town's young people to observe and participate in town governance." AND "Support environmental protection efforts and promote the public's responsible use of our natural resources."*



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GOAL 8.0: IMPROVE **GOVERNANCE** AND PLAN FOR **FUTURE RESILIENCE**

To improve Town governance and plan for future resilience.



OBJECTIVE 8.1. Improve TOWN GOVERNANCE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.1.1. Develop a long term financial plan	<p>Continue to implement Deferred Maintenance Plan</p> <p>Make additional efforts to be proactive about financial planning that are consistent with the Financial Policies adopted by the Town. SEE END NOTE #1</p> <p>Explore funding options to help pay for new, expanded and well maintained facilities and services</p> <p>Continue to update the 20-Year Capital Improvements Plan and the related Capital Stabilization Fund</p>	<p>Building stabilization fund</p> <p>20-Year Facilities Plan</p>		<p>LEAD: Board of Selectmen</p> <p>PARTNERS</p> <p>Town Administrator</p> <p>Warrant Committee</p>	<p>#1</p> 
					<p>Sustainability Contribution:</p>  <p>Takes a long-term planning approach</p>

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OBJECTIVE 8.1. Improve TOWN GOVERNANCE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.1.2. Improve communication with Town residents and business owners	<p>Centralize information and communication.</p> <p>Increase transparency regarding decision-making by increasing the use of technology (e.g. social media, Zoom meetings as allowed by the State, etc.).</p> <p>Ask residents to sign up for an emergency alert system (email, cell phone).</p> <p>Train staff and encourage their interaction with local commercial establishments. (Also see Goal 3.2.1 and 3.2.4.)</p> <p>Conduct a Resident Satisfaction Survey.</p>	<p>Town website</p> <p>Town Facebook pages</p> <p>Zoom</p>		<p>LEAD: Town Administrator</p> <p>PARTNERS: All Town Departments</p>	#1
					<p>Sustainability Contribution:</p> <div>  <p>Improves communication during an emergency</p> </div> <div>  <p>Supports local business</p> </div>

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OBJECTIVE 8.1. Improve TOWN GOVERNANCE					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.1.3. Increase civic involvement	<p>Recruit more diverse membership (in terms of age, income, race, etc.) on Town boards and committees. SEE END NOTE #2</p> <p>Continue to engage citizens in decision-making</p> <p>Provide opportunities for the Town's young people to be involved in town governance. (Also see 7.2.3. and 7.2.5.)</p> <p>Continue to offer remote participation as an opportunity as allowed by State</p> <p>Make the Town website more interactive (e.g. periodically offer opportunity to participate in surveys, etc.)</p>	<p>Participation in TRIC SEE END NOTE #2</p> <p>Virtual on-line platforms</p>		<p>LEAD: Town Administrator</p> <p>PARTNERS: Town Boards and Committees</p>	#1 
					<p>Sustainability Contribution:</p> <div>  <p>Builds social resilience to shocks and stressors</p> </div> <div>  <p>Creates a more connected community</p> </div>

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OBJECTIVE 8.1. Improve TOWN GOVERNANCE

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.1.4. Explore additional ways of providing services on a regional basis to increase cost efficiencies, sustainability and to promote connection amongst neighboring communities	<p>Support the Town's participation in the Three River's Interlocal Council (TRIC). SEE END NOTE #2</p> <p>Regional Housing Services Continue to pursue the formation of a Regional Housing Services Organization (RHSO) to leverage participating towns' individual resources to more effectively monitor their existing Affordable Housing stock and creatively manage local funding and programs.</p> <p>SEE END NOTE #3</p> <p>Broaden vision for the future of the Town by involving more committees in regional conversations.</p> <p>Explore additional opportunities to participate in Collective Purchasing Programs SEE END NOTE #4</p>			<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Town Administrator Planning Department Neighboring Towns</p>	<p>Continuous</p>
					<p>Sustainability Contribution:</p> <div>  <p>Creates platforms for sharing resources and services regionally</p> </div>

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OBJECTIVE 8.1. Improve TOWN GOVERNANCE					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.1.5. Evaluate parcels of town-owned land and consider whether they should be sold to help pay for Town facility and service improvements.	<p>Conduct feasibility studies of town-owned parcels and determine whether they should be kept to fulfill Town needs or whether they should be sold to further town goals.</p> <p>SEE 5.2.5. Determine appropriate uses for other Town-owned properties</p>	<p>State Hospital</p> <p>Hinkley property</p> <p>Lot #3</p>		<p>LEAD: Board of Selectmen</p> <p>PARTNERS: Town Administrator Planning Department Developer(s)</p>	<p>#2</p> <p>Sustainability Contribution: N/A</p>

ENDNOTES

- The Town has adopted a set of **Financial Policies** that include the following goals¹:
 - To adopt an approach to financial planning, spending and taxation that is consistent with the Town's long-term goals and plans.
 - To minimize variations in the tax, water and sewer rates and to spread the cost of providing needed services fairly across residents and businesses over time.
 - To maintain adequate reserves that can be used in times of emergency to avoid cuts to necessary services and increased tax burdens in times of economic stress.
 - Recognizing the need to invest and preserve the significant investment the Town has made in its capital facilities over the past fifteen years and will make over the next five years, the Town must adequately fund capital budgets necessary to maintain capital assets that support the provision of municipal services.

¹ Town of Medfield Financial Goals, 2018.

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- To maintain a high bond rating and an affordable level of debt over time.
- In pursuit of the above objectives, to take a long-term approach to budgeting.

2. **Volunteer Database.** Ask residents to fill out a form listing their expertise and willingness to serve on different boards or to be called upon to assist. Use this to create a database of potential volunteers. The Town of Medfield used to do this some years ago.

3. **Three Rivers Interlocal Council (TRIC)** is composed of thirteen communities south of Boston and takes its name from the three major rivers in the sub-region: the Neponset, Charles, and Canoe Rivers. TRIC promotes informed and active cooperation in planning for growth and preservation in the region. TRIC 2020 - 2021 Goals include to:

- provide members with timely notification and information on issues of importance;
- foster cooperative planning efforts among the municipalities;
- influence regional transportation policy; and
- facilitate communication between and among the municipalities, in partnership with MAPC representatives, through the participation of local officials involved with planning issues.

In addition, TRIC has set three priority goals for the upcoming year:

- Expand stakeholder engagement in TRIC activities
- Generate regional projects through grants and other funding sources
- Execute a Citizens Training Academy to increase diverse participation in boards, committees, and elected positions within the TRIC region

4. The Three Rivers Interlocal Council (TRIC) and Southwest Advisory Planning Committee (SWAP) subregions, in partnership with the Metropolitan Area Planning Council (MAPC), are pursuing the formation of a **Regional Housing Services Organization (RHSO)** to leverage participating towns' individual resources to more effectively monitor their existing Affordable Housing stock and creatively manage local funding and programs. Regional Housing Services Offices are multi- jurisdictional, collaborative entities that provide expertise and staffing capacity for a variety of housing tasks. They were conceived to address a gap in staffing capacity often experienced by small towns seeking to remain current on housing-related administrative and tracking responsibilities.



5. The Metropolitan Area Planning Council (MAPC) has a **Collective Purchasing program** to help municipalities to help them “procure and save on a full range of apparatus, equipment, and services.”²

² MAPC Collective Purchasing Program: <https://www.mapc.org/our-work/services-for-cities-towns/public-works-collective-purchasing-program/>

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GOAL 8.0: Improve **GOVERNANCE** and plan for **FUTURE RESILIENCE**.



OBJECTIVE 8.2. Promote measures that respect and protect the ENVIRONMENT					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.2.1. Prepare for a changing climate and assess greenhouse gas emissions	Conduct a comprehensive climate vulnerability assessment for natural and man-made community assets. SEE END NOTE #1	Municipal Vulnerability Preparedness Plan	Municipal Vulnerability Preparedness Program	LEAD: Medfield Energy Committee	#1
	Ensure all capital infrastructure projects take climate disruptions and projections into account. Educate the community on the impacts and causes of climate change. Complete a greenhouse gas inventory. SEE END NOTE #2 Plan the Town's path to reach Net Zero emissions. SEE END NOTE #3 Adopt a Climate Emergency Resolution and corresponding climate goals	Hazard Mitigation Plan Comprehensive Emergency Management Plan Local schools US Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions LEED ¹ for Cities and Communities	Department of Energy Resources MassSave	Dept. of Public Works PARTNERS: Medfield Environment Action Planning Department Fire/Police Departments Medfield Emergency Management School Department Facilities Businesses	Sustainability Contribution:  Reduces greenhouse gas emissions and protects natural resources  Considers and plans for the effects of climate change

¹ LEED: Leadership in Energy and Environmental Design

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OBJECTIVE 8.2. Promote measures that respect and protect the ENVIRONMENT

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.2.2. Improve energy efficiency and increase the percentage of Medfield's energy coming from renewable sources	Establish a community choice aggregation program. SEE END NOTE #4	Neighboring Towns	Green Communities	LEAD: Planning Department	On-going
	Continue to install solar arrays on municipal buildings, properties, and schools. SEE END NOTE #5 Retrofit existing buildings and require new buildings to meet green building and Net Zero energy standards and be well-ventilated Utilize the State Hospital Reuse as a pilot for Net Zero development Evaluate, with an eye towards eliminating, the use of fossil fuel in new buildings Continue the work initiated by the Energy Committee to demonstrate the potential of pursuing low energy use and carbon emissions at the Medfield State Hospital Development, Dale Street School, 50 Peter Kristof Way, 30 Pound Street, and Dale Street 40B	MAPC LEED building rating system ENERGY STAR rating system Net Zero Energy standards Passive House standards	Department of Energy Resources MassSave Eversource	Medfield Energy Committee PARTNERS: Buildings Department School Department Developers Permanent Planning and Building Committee Building Managers	Sustainability Contribution:  Considers climate change and builds energy resilience  Creates models to be used at a regional scale

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OBJECTIVE 8.2. Promote measures that respect and protect the ENVIRONMENT					
Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.2.3. Increase low-carbon transportation options	Expand and improve bicycle and pedestrian facilities, connectivity, convenience, and safety in a way that significantly increases the percentage of trips taken by walking or biking.	LEED for Cities and Communities ²	Complete Streets Program	LEAD: Planning Department	#1
	Encourage electric vehicle adoption through local codes, infrastructure planning, and promotion. Continue the town-wide anti-idling initiative. (Also see Goal 2.0)			PARTNERS: Department of Public Works Police Department Parks & Recreation Department School Department	Sustainability Contribution:  Increases mobility options and improves air quality

² “LEED for Cities and Communities helps local leaders create responsible, sustainable and specific plans for natural systems, energy, water, waste, transportation and many other factors that contribute to quality of life. The certification programs revolutionize the way cities and communities are planned, developed and operated in order to improve their overall sustainability and quality of life.” <https://www.usgbc.org/leed/rating-systems/leed-for-cities>

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OBJECTIVE 8.2. Promote measures that respect and protect the ENVIRONMENT

Strategies	Potential Actions	Existing Resources	Funding	Lead & Partner(s)	Priority
8.2.4. Improve and promote waste diversion programs	Require recycling of construction and demolition waste.	Medfield Green Months	Mass Department of Environmental Protection	LEAD: Department of Public Works	#2
	Expand recycling and composting services for homes, schools, and businesses.	Medfield swap area	Green Communities		Sustainability Contribution:
	Promote the proper disposal of specialty items (i.e. electronics, textiles, pet waste, polystyrene, etc.). SEE END NOTE #6	Food waste and composting drop off at the transfer station	Sustainable Materials Recovery Grant		<div><div>Reduces greenhouse gas emissions and protects natural resources</div></div>
	Initiate an educational campaign on the benefits of reuse and opportunities for reuse in Medfield (i.e. the volunteer-run swap area and Saturday Swap sponsored curb alerts)	Massachusetts Water Conservation Toolkit (www.mass.gov/conservemawater)			<div><div>Protects water quality</div></div>
	Initiate and support programs consumption reduction (i.e. expansion of the tool library, re-use programs for food and drink containers)				
	Reduce toxins in town through sustainable landscaping practices				<div><div>Considers and plans for the effects of climate change</div></div>

ADDITIONAL STRATEGIES/ACTIONS TO CONSIDER

- Review what other municipalities are doing to achieve this goal
- Make major public transportation investments to reduce the percent of trips taken by car
- Enact programs to drive the electrification of building energy systems (e.g. electric heat pumps) **SEE END NOTE #6**
- Adopt policies or programs to promote new buildings in the community to achieve near-zero net energy performance
- Adopt a Dark Sky Ordinance
- Implement an educational campaign on water efficiency strategies

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ENDNOTES

1. A comprehensive vulnerability assessment would build off the work done in 2019 during the Municipal Vulnerability Preparedness (MVP) and Hazard Mitigation Plan (HMP) processes to create a full inventory of community assets and services and their vulnerability to climate hazards.
2. A greenhouse gas emissions inventory can help identify major sources of greenhouse gas emissions within a community. It is an important step in prioritizing policies and programs for reducing emissions. The Energy Committee is currently undertaking this effort. They are using the MAPC inventory tool that is based on the Global Protocol for Community-scale Greenhouse Gas Inventories. This standard was developed by the World Resources Institute, C40 Cities, and ICLEI Local Governments for Sustainability.
3. The Energy Committee and Medfield Energy Action held a forum on August 17, 2020 about developing a town-wide climate goal. The proposed goal of achieving net zero carbon emissions by 2040 was met with approval by the attendees. The interim target is to achieve a 50% greenhouse gas emissions reduction by 2030, using 1990 as a baseline. The committee, along with Medfield Environment Action, is holding additional educational forums on the topic and plans to present a Warrant article with this proposal at Town Meeting 2021. The Warrant Article also calls for the creation of a Climate Action Plan to reach those targets.
4. Community Choice Aggregation (CCA) are programs that allow local governments to procure power on behalf of their residents from an alternative supplier while still receiving distribution service from their existing utility provider. By aggregating demand, municipalities gain leverage to negotiate better rates and choose greener power sources. Massachusetts is one of seven states with CCA-enabling legislation. The Medfield Energy Committee has drafted a warrant article so that the town can enter into a CCA.
5. Medfield currently has PV solar arrays at the wastewater treatment plant and the Public Safety building. The Town is working with entities to establish an array on the Department of Public Works, the landfill, and a private solar canopy at the Kingsbury Club.
6. Medfield currently has Medfield Green Months in May and October for collection and proper discarding of specialty items.