Medfield Townwide Master Plan
A Preliminary Vision, Goals and Objectives
(based on the community conversation as of December 2019)

Building Our Future

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PRELIMINARY VISION, GOALS, OBJECTIVES 
AND IDEAS FOR STRATEGIES

A vision statement is...

A vision describes the kind of community participants imagine as a best possible outcome of their collective actions. A vision is a broad-brush image of what a community values and sees as the future. A vision statement should inspire and challenge a community’s citizenry and leadership to reach toward common aspirations and communicate to newcomers and outsiders the direction in which the community intends to move.

A vision statement also identifies what is unique about a community so that the goals developed to help achieve the vision, seek to protect and enhance these features.

A vision affirms a community’s commitment to a set of values to be used as a lens through which to view information and make future decisions. Having a vision helps to frame subsequent discussions regarding how to achieve a desired future and helps to keep these discussions focused.

Inputs into the vision and goals. Stakeholder Input was collected and compiled from:

- 125 participants at a Town-wide public forum held on October 20, 2019
- Over 30 Leadership interviews with Town Department Heads and other relevant staff
- 456 respondents to an on-line survey open from Nov. 11, 2019 to December 20, 2019
- 283 respondents to a survey administered to Medfield’s high school students in December of 2019.
- 130 high school students involved in a mini-visioning session on Dec. 13, 2019.

Input from the Teen Advisory Board working with the Teen Librarian as well as a group of 8-10 year olds working with the Library’s Children’s Librarian on visioning for the Master Plan.

The Board of Selectmen Town Goals were also used to inform the development of the vision and goals.
Community Priorities: What were the key underlying themes?

The following represent the main themes that emerged in conversations with Medfield’s stakeholders:

Preserving the sense of small town community was the number one feature of Medfield that stakeholders identified as favorite and wish to preserve in the future (number one in the town-wide visioning session and in both surveys, adults and high school students. Residents enjoy the sense that they know their fellow townspeople and the feelings of belonging and safety that this provides.

Opportunities for community gathering. Stakeholders would like more opportunities, both formal and informal (including teen hangout, Recreation Center, Community Center, Senior Center, multi-generational interaction, and in general more “third places” to meet and gather (including more restaurants downtown). Both older adults and teens especially need “more things to do.”

Connectivity. Adults and high school students identified circulation issues as a priority. One of their number one concerns was issues related to traffic safety and congestion. They also expressed a strong desire for improved walking and biking infrastructure (e.g. sidewalks, crosswalks, trails, bike lanes, etc.) as well as options for public transportation, especially within the Town.

The schools are key to the tight-knit community. The Town has an unusual grade configuration: each school accommodates a number of grades for the entire Town. When surveyed, parents by a large majority (86%) responded that they wanted to keep it this way (district-wide (not neighborhood-based) grade configuration). A unique tradition that illustrates how this way of organizing the schools supports the sense of community is the Senior Walk. Immediately following graduation, seniors form the high school walk through all of the Town’s schools greeting the younger students who are there to welcome and congratulate them. Apparently there are neighborhoods in Brooklyn and Los Angeles where young people who graduated from Medfield live near one another, sometimes sharing an apartment, because they have grown so close.

See here for a video of the Senior Walk 2017: https://www.youtube.com/watch?v=2ZXC8_Hn0dU&feature=youtu.be

In community building the third place is the social surroundings separate from the usual two social environments of home (“first place”) and work (“second place”). Examples of third places include cafes, clubs, churches, public libraries and parks.
Identity. Stakeholders talk about how the identity of Medfield is comprised of its historic and natural features, but also of the stories that make up the Town’s history and its art and cultural community. The schools are seen as the epicenter of the Town, to the degree that older adults report feeling on the periphery of the Town’s focus. There has been a shift in the socio-economic make up of the Town shifting from primarily a working class town to one of more affluent residents. There continue to be primarily white people living in Medfield and many, including both adults and teens, expressed a desire for more socio-economic, ethnic and racial diversity.

Downtown improvements and State Hospital Reuse. Most participants reported both appreciating the downtown and hoping that it can be provide more vitality to the Town. Many have high hopes for ways in which the reuse of Medfield State Hospital can fulfill a variety of Town needs.
Imagine a Medfield that...  …re...
...addresses **traffic safety and congestion issues** by providing alternatives to travel by automobile including safe and pleasant **pedestrian and bicycle** infrastructure as well as **public transportation** options.

... **continues** to support excellence in **education** by maintaining state-of-the-art **schools** and supporting the **library** in its efforts to provide life long learning and programming for all ages.

... **attracts** residents from diverse socio-economic, ethnic and racial backgrounds, celebrates this **diversity**, enriching the lives of all its residents.

... **supports older adults** who wish to **age in place** by expanding programming that provide opportunities for socializing, health and wellness, and transportation. Also provides appropriately designed and located, smaller and moderately priced housing units in which to downsize.

... **provides** a variety of **housing** types that are attractive to young adults, those who live with a disability, seniors, and others wishing to live independently or common quarters.

... **diversifies** its **tax base** so that more funding is available to pay for updating and expanding facilities and services, local jobs are created and more establishments locate in Town to expand the available goods and services and “things to do.”

... **supports** the expansion of its **cultural and arts community**, making it more accessible to all and integrating it into the Town’s creative economy.

... **provides** wholesome activities for **teens**, including places for them to “hang out,” activities and programs that help them reduce stress and prevent substance abuse and other unhealthy behaviors.

... **attains sustainability and future resiliency** goals including becoming carbon zero, increases its use of renewable energy sources, continues to recycle, is mindful of water usage, and implements other measures to protect the environment and mitigate for negative impacts of climate change.

... **improves** transparency and communication in **town government** and continues to engage citizens in decision-making and recruits a broader cross-section of volunteers. **Public facilities** are well-maintained, a deferred maintenance plan is systematically implemented, and state-of-the-art **services** are provided to all residents.
LIST OF GOALS AND OBJECTIVES

Order does not in any way imply or indicate priority

GOAL 1.0 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. Nurture the Town’s ARTS COMMUNITY
Objective 1.3. Protect, enhance, and connecting 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. Improve traffic congestion and make traveling by AUTOMOBILE safer.
Objective 2.2. Improve existing infrastructure and extend PEDESTRIAN and BICYCLE networks
Objective 2.3. Explore the possibilities for providing PUBLIC TRANSPORTATION

GOAL 3.0. Encourage ECONOMIC ACTIVITY
Objective 3.1. Diversify the TAX BASE
Objective 3.2. Integrate the CREATIVE ECONOMY
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 MODERATELY PRICED 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 5.4. 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
Objective 7.2. Expand opportunities for COMMUNITY GATHERING
Objective 7.3. Promote HEALTHY LIFESTYLE choices, especially for YOUTH
Objective 7.4. Support older adults to AGE IN PLACE
Objective 7.5. Attract a more DIVERSE POPULATION to live in Town.

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
GUIDING PRINCIPLE

The main underlying theme of the Community Conversation (and therefore, the guiding principle for the development of the master plan) was the desire to balance the much appreciated sense of being a small town with the increasing needs resulting from recent and anticipated future growth (a need for more housing types, additional services for older adults, and additional opportunities for community gathering (in both public and private places and indoor and outdoor spaces). This includes a desire to protect the historic and natural features seen as contributing to the town’s character and ensuring that additional development be in keeping with this character. Also, that the impacts of future growth be mitigated (e.g. traffic, schools, water, etc.) again in an attempt to protect the sense of the town. Commercial development is desired primarily in order to expand the tax base.

GOALS, OBJECTIVES AND IDEAS FOR STRATEGIES

The following have been developed based on the public input gathered for the purpose of developing a vision and goals for the Master Plan. As previously mentioned input was solicited at a town-wide visioning session held in October of 2019. Thirty leadership interviews were held with Town staff and an on-line survey collected yet more input during the months of November and December of 2019. High school students were invited to a visioning session at the school and given the opportunity to respond to an on-line survey. The Teen Advisory Board at the Library offered their thoughts regarding ways of improving the Town, as did a group of 8-10 year olds working with the Children’s Librarian at the library.

Participants sometimes offered specific suggestions regarding the ways to accomplish the goals and objectives. These are labeled “Ideas for Strategies” and will be revisited when developing the Implementation Plan.

The Board of Selectmen developed a set of goals in the form of “Focus Areas.” These are noted in the appropriate context (referred to as: “BoS Focus Area”).

Order does not in any way imply or indicate priority
GOAL 1.0 HONOR MEDFIELD’S TOWN CHARACTER AND IDENTITY

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

“Sense of small town community” was cited by almost three-quarters (72%) of those responding to the survey as being among their favorite features of Medfield.

Youth Voice: At the high school mini-visioning, every group agreed that one of the things they like best about Medfield is the “feeling of a small community where everybody knows each other.”

Almost three-quarters (69%) of those responding to a youth survey said that among their favorite features of Medfield is the “sense of small town community.”

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

Ideas for strategies:

- Develop a vision, unifying theme for the downtown and express it with consistent paving, street furniture, etc.
- Attract more and more diverse restaurants and retail
- Address real and perceived parking shortage
- Improve street lighting
- Reduce the carbon footprint of the downtown by replacing historically insignificant buildings with 3 stories of sensitively designed buildings with retail on the ground floor, offices on the second and apartments on the top floor.
- Identify historic buildings to create the foundation and act as the springboard for increasing vitality downtown

Existing assets:

- Downtown restaurants and retail establishments
- Library
- Zullo Gallery
- Town Hall
- Straw Hat Park
- Gazebo Park
- Historical Society building
- Baxter Park
- Historic buildings
• Reduce through traffic in Downtown (including Tresca trucks)
• Better maintain municipal facilities in the downtown including landscaping around Library
• Improve aesthetics of some buildings (e.g. Larkin strip)
• Designate a “no car” pedestrians only space
• Use cohesive seasonal décor in the downtown
• Encourage more late night eateries
• Encourage more attractive storefronts
• Add more landscaping to parking areas
• Encourage more restaurants other than pizza
• Better regulate signs
• Encourage mixed use and increase height restrictions
• Place utility wires underground on Main Street
• Add hanging flower pots along Main Street from Brothers to the railroad tracks

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 by just over one-quarter (27%) of those responding to the survey.

Almost one-quarter (23%) said that if they could “do one thing to improve Medfield” they would choose to “improve the downtown.”

YOUTH SURVEY: Over half (56%) of teens responding to the survey said that the Town Center was among their FAVORITE things in Medfield. Also over one-third (40%) said that downtown vibrancy is among the “most important issues to consider when planning for the Town’s future.” Exactly one-half (50%) said that if they could do “one thing to improve Medfield,” it would be to “improve the downtown.”

“The downtown area is key to Medfield’s character. We must be mindful of keeping the downtown alive...” (visioning participant)

What would you do to make Medfield a better place? “More stores and restaurants... and a ice cream store!” Youth Voice, visioning participant
OBJECTIVE 1.2. PRESERVE AND ENHANCE MEDFIELD’S HISTORIC RESOURCES

IDEAS FOR STRATEGIES

- Preserve the historic buildings at the MSH
- Preserve older municipal buildings
- Support the reuse of the Clark Tavern.
- Raise awareness regarding the connection to different eras of U.S. history
- Designate more historic districts and support the establishment of the East Main Street District
- Create a “Medfield Story” to promote the preservation of historic features and encourage thought about which features should be preserved
- Expand potential sources of funding for historic preservation by proposing to pass the Community Preservation Act
- Pursue designation as a Certified Local Government by Mass. Historical Commission

EXISING ASSETS:

- Historic houses
- Clark Tavern
- Dwight Derby House
- Unitarian Church
- 4 local historic districts
- Peak House
- Vine Lake Cemetery
- Meetinghouse Pond

Approximately one-quarter (24%) of those responding to the SURVEY cited the Town’s “historic character” as being amongst their FAVORITE features of Medfield.

One-quarter of those responding to a YOUTH SURVEY said that the “historic character of the Town” was among their FAVORITE features of the Town.

“The history of Medfield makes the Town unique.”
(visioning participant)

BoS KEY FOCUS AREA(S): “Preserve/protect the Town’s character, understanding of its history, and its historic and cultural resources.”
OBJECTIVE 1.3. NURTURE THE TOWN’S ARTS COMMUNITY

IDEAS FOR STRATEGIES

- Support Zullo’s plans for expansion
- Support efforts to reuse the chapel at the State Hospital and convert to art, art/work and cultural space
- Continue to support and expand arts and music programs in Medfield schools
- Support development and public access to George Innes Studio and Lowell Mason House
- Attract a small independent movie theater

It would be nice to have more cultural activities in Medfield as we are not close enough to Boston to take advantage of offerings there.” (visioning participant)

OBJECTIVE 1.4. PROTECT, ENHANCE AND CONNECT EXISTING NATURAL FEATURES AND ACQUIRE ADDITIONAL OPEN SPACE.

IDEAS FOR STRATEGIES

- Protect existing open space
  - Better maintain existing spaces
  - Provide information regarding existing spaces and how to access them
  - Enforce rules regarding cleaning up after dogs
  - Assign dogs and dog-free areas
- Acquire additional open space
  - Develop a list of priority parcels to proactively purchase when opportunity arises
  - The Town Tree Warden should plant more trees
- Connect existing open spaces
- More lighting is needed in some areas

EXISTING ASSETS:

- Zullo Gallery Center for the Arts
- Gazebo Players
- Medfield Foundation
- Cultural Alliance of Medfield
- Medfield Music Association
- Medfield Cultural Council
- Medfield Cultural Alliance
- George Inness Studio
- Lowell Mason House

- Parks and playgrounds
- Rocky Woods
- Hinkley Pond & Park
- Medfield Town Forest
- Noon Hill
- Rhododendron Reservation
- Off-leash dog walking
- Medfield State Hospital campus
- Charles and Stop River
- Existing trails
• Explore additional funding sources including passing the Community Preservation Act for the protection and acquisition of open space

“We should replace every tree that gets cut down and expand planting efforts.”
(visioning participant)

Over half (61%) of those responding to the SURVEY listed “open space and natural features” among their FAVORITE things in Medfield. It also came in second among FAVORITE features in the VISIONING SESSION.

What makes Medfield unique is its commitment to open space.”
(visioning participant)

“The Charles River is my favorite place in Medfield. It is so beautiful, serene, you feel you are far away from the hustle and bustle of suburbia.”
(visioning participant)

**BoS KEY FOCUS AREA(S):** “Support and protect and maintain attractive open space acquisitions to enhance recreational opportunities and to maintain the open space character of the Town.”

**OBJECTIVE 1.5. GUIDE DEVELOPMENT AND REDEVELOPMENT SO THAT IT IS IN KEEPING WITH THE TOWN’S CHARACTER.**

**IDEAS FOR STRATEGIES**

• Guide additional development and ensure that it is balanced with thought given to impact on town facilities and services (e.g. traffic, schools, water, sewage, etc.)
• Guide additional development to already developed areas and preserve the open space
• Ensure that development is in keeping with the scale and other features that define the character of a specific neighborhood
• Limit the building of apartments in forested areas
• Curtail all large-scale development until the town can figure out the tangible and intangible cost of that development
• Consider Design Review for large commercial and multi-family developments
• Improve zoning to reflect desired development

**EXISTING ASSETS:**

• Demolition Delay Bylaw
• Local historic districts
• Guidelines for changes in the historic district
• Zoning Bylaw
“Increasing development” was cited as among the LEAST favorite features of Medfield by almost half (45%) of SURVEY respondents.

“I don’t want more giant buildings towering over the suburban homes.”
Mason, Age 10 (Children’s visioning for the Master Plan, Medfield Library)

“The Town is starting to change dramatically...current interests are more in line with more urban areas.” (visioning participant)

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. IMPROVE TRAFFIC CONGESTION AND MAKE TRAVELING BY AUTOMOBILE SAFER.

IDEAS FOR STRATEGIES

- Address traffic congestion and road safety
- Perform Road Safety Audits for high crash locations
- Medfield needs to work with Westwood on a traffic plan. Specifically, along Route 109
- Improve snow removal on streets
- Better coordination of signalized intersections
- Make sidewalks of consistent materials
- Implement traffic calming devices on local streets as needed

EXISTING ASSETS:

- Safety Committee
- Pavement Management Program
Townwide Master Plan, Medfield, MA

- Provide adequate funding to maintain roads and sidewalks
- Conduct a Traffic and Circulation Study

Objective 2.2. Improve existing infrastructure and extend pedestrian and bicycle networks.

**Ideas for Strategies**

- Prioritize routes to school, recreational and other public facilities as well as the downtown
- Develop and connect pedestrian and bikeways to create a network of safe and pleasant sidewalks, crosswalks, Rail Trail, bike lanes, etc.
- Repair existing sidewalks and extend them in desirable highly frequented locations for all ages and abilities
- Install bike facilities where possible
- Improve pedestrian crossings on Route 109
- Develop pedestrian pocket parks and plant trees in the downtown area
- Improve walking and biking facilities around schools and pursue Safe Routes to School infrastructure grants
- Improve safety at crosswalks (some need lighting)
- Connect the Medfield State Hospital to the downtown
- Post bicycle rules on signage throughout Town
- Promote walking routes to the

Traffic and road safety issues were among the LEAST favorite features of Medfield for more than half (58%) of those responding to the SURVEY. Also, over a quarter (38%) said that “traffic control” was among the “most important issues to consider when planning for the Town’s future.”

Almost one-third (30%) said that “improve traffic” was what they would do if they could do “one thing to improve Medfield.”

Almost half (45%) of teens responding to a YOUTH SURVEY said that “traffic and road safety” are among their LEAST FAVORITE features of Medfield. Almost half (41%) also said that “traffic control” was among the “most important issues to consider when planning for the Town’s future.”

**Existing Assets:**
- Rail Trail
- Sidewalks in Town Center
- Safe Routes to School

Over a third (35%) of those responding to the SURVEY said that pedestrian and bike infrastructure are missing in Medfield.

**Youth Voice:** In the high school mini-visioning session, students said that would like better sidewalks and safe biking spaces to increase their independence. 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).
Town Center

- Develop walking paths to connect neighborhoods
- Implement Complete Streets measures to improve safety and slow traffic
- Complete ADA compliance of sidewalks and crosswalks
- Offer community service credits to high school students for helping younger students to cross streets in Town Center after the crossing guards are off duty

OBJECTIVE 2.3. EXPLORE THE POSSIBILITIES FOR PROVIDING PUBLIC TRANSPORTATION

IDEAS FOR STRATEGIES

- Institute a pilot program for a town shuttle to connect various frequently visited locations within Medfield; explore regional transportation options
- Provide transit service for those without vehicles or who do not wish to drive, especially for older adults and teens
- Consider carpool options to train stations
- Work with surrounding towns and the state to achieve public transportation goals

EXISTING ASSETS:

- Safety Committee
- Council on Aging shuttle vans

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.

“Even though Walpole is close, there is no train station or other public transportation in Medfield.” (youth, visioning forum)

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.
GOAL 3.0 ENCOURAGE ECONOMIC ACTIVITY

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

OBJECTIVE 3.1. DIVERSIFY THE TAX BASE

IDEAS FOR STRATEGIES

- Develop an Economic Development Plan
- Attract clean industries
- Recruit businesses with regional appeal (childcare, eldercare, etc.)
- Encourage the development of co-op work space, spaces for home-based businesses to share resources, etc.

EXISTING ASSETS:
- Downtown businesses
- Economic Development Committee

OBJECTIVE 3.2. INTEGRATE THE CREATIVE ECONOMY

IDEAS FOR STRATEGIES

- Support Zullo’s plan for expansion
- Continue to celebrate historical figures and the music and art world
- Support the Medfield Foundation’s efforts to bring art to the public sphere
- Market Medfield as a destination

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

OBJECTIVE 3.2. BECOME MORE BUSINESS FRIENDLY

IDEAS FOR STRATEGIES

- Make a concerted effort to retain existing and recruit new desired establishments
- Review regulations and procedures and streamline if relevant
**BoS 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.”

**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”

**OBJECTIVE 3.3. MARKET MEDFIELD**

**IDEAS FOR STRATEGIES**

- Market Medfield
  - As a place to live
  - As a place to open a business
  - As a destination, place to visit

**Visioning session**

Community Circle with Martha Lyon Landscape Arch., LLC, Barrett Planning Group LLC, BETA, and KLA
GOAL 4.0 PROVIDE A RANGE OF HOUSING OPTIONS

To provide a range of housing choices to support the needs of people in different stages of the cycle of life and with a range of socio-economic backgrounds.

OBJECTIVE 4.1. PROVIDE SMALLER UNITS FOR SENIORS WANTING TO DOWNSIZE, YOUNG PEOPLE LOOKING FOR STARTER HOMES, AND OTHERS SUCH AS TOWN EMPLOYEES WISHING TO FIND MORE MODERATELY-PRICED HOUSING OPTIONS.

IDEAS FOR STRATEGIES

- Encourage the development of appropriate designed apartments for older adults preferably located in walkable neighborhoods (affordable to low- and middle-income older adults)
- Work towards achieving the 10% affordable units goal
- Limit knock downs

EXISTING ASSETS:

- Recent 40 B units
- Housing Production Plan
- State Hospital Master Plan
- Some senior housing

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.

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)
OBJECTIVE 4.2. ENCOURAGE THE DEVELOPMENT OF ALTERNATIVE HOUSING TYPES

IDEAS FOR STRATEGIES

- Encourage the development of housing for those living with a disability, including group homes
- Encourage the development of a senior retirement community and assisted living
- Promote the development of net zero housing

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

“Provide housing for Medfield’s adults who are capable of living independently with assistance.” (survey respondent)

“Increase the availability of senior housing to enable seniors to live in Medfield.” (survey respondent).

BoS KEY FOCUS AREA(S): “Achieve 40B affordable housing goals to enable Medfield to control its development path.”

Participants at visioning session
GOAL 5.0 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.

BoS 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.

EXISING ASSETS:

• Schools
• Library
• Town Hall
• Senior Center
• Parks and Recreation
• Public Safety Building
• DPW and Transfer Station

OBJECTIVE 5.1. SUPPORT EXCELLENCE IN EDUCATION

IDEAS FOR STRATEGIES

• Support the School District’s’ facility needs including deferred maintenance and efforts to update the buildings to meet current pedagogical goals and philosophies.
• Consider providing free full day Kindergarten
• Provide Pre-K and after

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.”

“Invest in the school property infrastructure - it's what brings families to our community” (survey respondent)
school care for this age group
• Communicate school budget needs to residents without children in the schools
• Build a new elementary school to accommodate the expected increase in enrollments
• Preserve the town-wide grade configuration because it adds to community cohesion
• Closely monitor student enrollment projections and make accommodate increases; limit the need for modular classrooms
• Invest in the schools

OBJECTIVE 5.2. CONTINUE TO PLAN, MANAGE, AND MAINTAIN MUNICIPAL FACILITIES

IDEAS FOR STRATEGIES
• Commit to a robust capital budget planning process to maintain facilities
• Complete a Feasibility Study for a new Recreation facility
• Provide more parking and complete deferred maintenance on Library building
• Develop a Reuse Plan for Dale Street School
• Reconfigure the SWAP area at the Transfer Station to decrease congestion and streamline its operation.
• Consider ways of increasing the size of the Senior Center to accommodate increasing senior population
• Continue to implement deferred maintenance program to repair and replace aging systems in public buildings

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.

BoS KEY FOCUS AREA(S): “Maintain/improve the school system’s solid academic performance.”
OBJECTIVE 5.3 IMPROVE MUNICIPAL UTILITIES (WATER AND SEWER AND ELECTRICITY SERVICES)

IDEAS FOR STRATEGIES

- Address the need to conserve water
- Increase awareness regarding need to limit irrigation
- Consider Water Treatment Plant to increase efficiency and capacity
- Increase sewer system capacity by repairing and updating pipes
- Consider municipal electrical company
- Explore ways of improving cell phone service
- Improve internet reliability, provide as a town service
- Use proceeds from the State Hospital reuse for town infrastructure
- Explore providing services on a regional basis to increase cost efficiencies and sustainability

Townwide Master Plan Committee Charter: 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.

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.”
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.

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.”

OBJECTIVE 6.1. IMPLEMENT THE MEDFIELD STATE HOSPITAL MASTER PLAN

IDEAS FOR STRATEGIES

• Reuse the Chapel as an Arts and Cultural Center
• Make the campus into an amazing town destination
• Prevent overdevelopment of MSH
• Next steps for the Development Committee include conducting a reality check:
  o Vet requests for qualifications from developers
  o Draft a request for proposals
  o Solicit requests from developers
• Relocate “dog park” as many dog-owners currently walk their pets on the campus

EXISTING ASSETS:

• 39 Buildings
• 128 acres
• Medfield State Hospital Master Plan
• Rezoning of the campus to support redevelopment (passed Town Meeting)

“I love walking my dog around the Medfield State Hospital and going on the trails in the back. I love the old buildings and that no cars pose a threat to the dogs.” (Visioning participant)
OBJECTIVE 6.2. REUSE THE BUILDINGS AND CAMPUS TO MEET TOWN NEEDS

IDEAS FOR STRATEGIES

- Trade land at the MSH with Montrose School
- Construct a Medfield Sports Complex (could be rented out to surrounding towns); include hockey rink, swimming pool, indoor field house, indoor/outdoor track, tennis courts, etc. Could host a variety of future games/tournaments
- Encourage clean businesses at MSH (rehab facility or other medical uses)
- Create a vibrant art and cultural community at MSH
- Create a golf course on the campus
- Mixed use development with a community center, not just housing
- Outdoor retail and athletics

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

GOAL 7.0 SUPPORT HEALTH AND WELLNESS OF RESIDENTS AND FUTURE RESILIENCE OF THE COMMUNITY AS A WHOLE

To 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.

IDEAS FOR STRATEGIES

- Update the Parks and Recreation building (renovate, add on, or relocate existing Pfaff facility.
- Provide additional facilities, indoor and outdoor as well

EXISTING ASSETS:

- Rail Trail
- Pfaff Parks and Recreation
- Trails
- Charles River Park
as more and more varied programming

- Construct a Town Pool
- Construct an indoor Recreation Center
- Construct a Sports Complex (ice rink, Olympic size pool, indoor soccer, indoor fields, hockey rink basketball courts, etc.)
- Create an indoor facility similar to Forekicks for soccer and lacrosse. Also potentially a hockey rink. Similar to the recently built one in Wellesley.
- Partner with a private entity to create a sports complex with indoor turf and basketball space and hockey rink.
- Develop a skate park
- Reinstitute public ice skating at Rocky Woods
- Provide more winter activities
- Provide indoor basketball
- Increase access to the Charles River
- Encourage a private establishment to provide rock climbing

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

### OBJECTIVE 7.2: EXPAND OPPORTUNITIES FOR COMMUNITY GATHERING

### IDEAS FOR STRATEGIES

- Consider constructing a Community Center for all ages
- Create outdoor places and events like Medfield Day
- Promote the establishment of “Third Places”
- Designate areas for dogs and others for no dogs; consider creating a dog park
- Organize visioning among cultural organizations so that efforts are coordinated
- Support art and cultural organizations to offer more activities (including theater)

### EXISTING ASSETS:

- Library
- Pfaff Center
- Schools
- The Center
- Gazebo
- Medfield Day
- Medfield State Hospital
- Downtown restaurants
- Zullo Gallery

Community Circle with Martha Lyon Landscape Arch., LLC, Barrett Planning Group LLC, BETA, and KLA
• Support the Library in its efforts to increase programming for all ages
• Develop a function hall for large events for 100-150 people (especially now that the Legion has closed)
• Consider a Performing Arts Center (at the MSH?)
• Install benches and other supports for gathering of different sized groups
• Ask developers to provide community space

One-quarter (25%) of those responding to the SURVEY cited the “lack of Community Center” as being among their LEAST favorite features of Medfield. Additionally, one quarter (26%) of those responding to the SURVEY said that there is a lack of entertainment, art and cultural activities in Medfield.

A majority (62%) of teens responding to a YOUTH SURVEY said that the “lack of middle and high school gathering places” is among their LEAST favorite features. One-fifth (21%) of teens responding also said that a lack of a Community Center is among their LEAST favorite features.

OBJECTIVE 7.3. PROMOTE HEALTHY LIFE STYLE CHOICES, ESPECIALLY FOR YOUTH.

IDEAS FOR STRATEGIES

• Support the Youth and Family Social Worker in her efforts to support teens in helping them to cope with stress, reduce substance abuse and promote good mental health and healthy life style options, behaviors and activities
• Consider developing a shared Community Center with dedicated space and separately as well as opportunities for inter-generational interaction programming to older adults and to teens
• Provide non-sports activities
• Increase recreational opportunities
• Provide evening activities, e.g. movie night for teens
• Address reputation of Medfield being “Deadfield” (with “not enough to do”)  
• Consider developing an “After School Teen Center”
• Support departments to collaborate on events and programming (including the Parks and Recreation, The Center, the library, schools, etc.)

EXISTING ASSETS:
• Parks and Recreation
• Schools
• Outreach at the Center

Almost one-third (27%) of SURVEY respondents said that more places for “teens to hang out” are needed.

YOUTH VOICE: At the high school mini- visioning, every group expressed a desire for more opportunities to socialize in informal, non-school community space.

“There’s nothing to do here.” (Teen Advisory Board, Medfield Library)
- Connect existing groups: Girl Scouts, Boy Scouts, Parks and Recreation, The Center, etc.

Recognize, acknowledge and subsequently work to decrease social and cultural norms around substance abuse.

“People come here to educate and then evacuate. It is difficult to stay as an older adult. The Town is geared to families with young children. There is really nowhere to downsize that is affordable.” (visioning forum participant)

“‘We need an arcade and a waterpark, a bigger toy store and lots of fun stuff for kids. There should also be a science museum...’ Pricilla, Age 8 (Children’s visioning for the Master Plan, Medfield Library)

“‘There needs to be attention paid to the cultural 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

**OBJECTIVE 7.4. SUPPORT OLDER ADULTS TO AGE IN PLACE**

**IDEAS FOR STRATEGIES**

- Encourage the development of appropriately designed and located, smaller and moderately-priced housing units for older adults to downsize
- Consider improvements to The (CoA) Center
- Increase programming and provide opportunities for socializing, health and wellness
- Increase transportation
- Create opportunities for inter-generational interactions through co-programming with Parks and Recreation, The Center, the Library and the Schools
- Continue to provide opportunities for life long learning
- Expand tax relief program for older adult volunteers
- Reduce the sense of “two towns” (school age community versus older adults who no longer have connections to the schools) and sense of tug of war for resources
- Pair the Senior Center with the Animal Shelter so that seniors are able to visit animals
- Explore possibility of charging older adults lower property taxes (see Sudbury as an example); may require special legislation
• Continue to develop and provide programs that prevent Social Isolation among older adults
• "Recognize and remember the contributions that have been made by older adults in making Medfield special
• "Increase awareness of what The Council on Aging provides to older adults in the Medfield community

OBJECTIVE 7.4. ATTRACT PEOPLE FROM MORE DIVERSE SOCIO-ECONOMIC, ETHNIC, AND RACIAL BACKGROUNDS AND OF ALL AGES.

IDEAS FOR STRATEGIES

• Create a vibrant art community at MSH
• Increase cultural awareness
• Provide broader range of housing types
• Celebrate existing diversity
• Think about ways of attracting and keeping young adults
• Consider changing the high school athletics team mascot (currently called “The Warriors” with American Indian headdress logo; may be considered to be offensive by some.
• Provide more support to those with financial need

“Medfield is very white and what diversity there is, is not celebrated.”
(visioning forum participant)

BoS KEY FOCUS AREA(S): “Support the cultural, physical, emotional, and civic development of our children.”

Teen visioning drawing
GOAL 8: IMPROVE GOVERNANCE AND PLAN FOR FUTURE RESILIENCE

OBJECTIVE 8.1. IMPROVE TOWN GOVERNANCE

IDEAS FOR STRATEGIES

- Continue to engage citizens in decision-making
- Recruit additional volunteers that are more diverse in terms of age, background, etc.
- Explore variety of funding options to help pay for new, expanded and well maintained facilities and services
- Increase transparency and good communication regarding potential development(s) and other town-wide issues
- Centralize information and communication
- Broaden vision for the future of the Town (is at times parochial, especially in some committees)
- Develop a long-term plan
- Develop a long term financial plan that can help off-set the continuously increasing taxes
- Establish a town media outlet dedicated to Medfield issues/news, on-line and hard copy
- Send the message that Town cares for all ages equally
- Promote respectful debate among committees, residents, including on social media
- Use technology to connect
- Increase civic involvement
- Explore ways of providing services on a regional basis to increase cost efficiencies, sustainability as well as connections amongst neighboring communities.

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

“There is a sense of two towns (school age community and longer term older adults who no longer have a connection to the schools). This results in a tug of war for resources.” (visioning participant)

BoS KEY FOCUS AREA(S): “Provide opportunities for the Town’s young people to observe and participate in town governance.”
OBJECTIVE 8.2. PROMOTE MEASURES THAT RESPECT AND PROTECT THE ENVIRONMENT FOR THE ENJOYMENT OF FUTURE GENERATIONS

IDEAS FOR STRATEGIES

- Promote reuse and recycling and increase the Town’s rate
- Continue to retrofit public facilities with solar and other renewable energy sources
- Community Choice Electricity Aggregation, International Dark Sky Association lighting ordinance measures,
- Increase awareness regarding negative impacts of lawn chemicals and provide education regarding alternatives
- Encourage residents and business owners to use renewable energy sources (including solar) and to be mindful of water usage
- Lead by example:
  - Recycle at all Town buildings
  - Retrofit all municipal facilities to be green and energy efficient
  - Provide public recycling receptacles
  - Provide infrastructure so that walking and biking is safe so as to reduce driving; develop public transportation option
  - Increase awareness and provide education regarding respecting bikers and promoting carpooling, etc.
  - Provide recycling receptacles at all municipal meetings
  - Provide ground source heat pump at the neighborhood district scale to tap into geothermal energy and reduce energy costs to consumers

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.”

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

BoS KEY FOCUS AREA(S): “Support environmental protection efforts and promote the public’s responsible use of our natural resources.”
APPENDIX:

SUMMARY OF STAKEHOLDER INPUT

Written responses to cue card questions at Visioning Session

Small group discussion, Visioning Session
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Community Conversation:

What makes Medfield UNIQUE?

As previously mentioned, it is in part the role of a master plan to identify what is unique about a municipality and to then propose ways of protecting, preserving and even enhancing these. The following are responses from Medfield residents when asked this question at a public forum.

Strong sense of community
Interesting combination of history and modernity
Suburbia and rural feel
People are nice and say hello and good morning when passing by
Ability to let your children walk to town and school without fear
Town volunteerism
Many antique houses
New England history and legacy stories (KP war, artists, colonial history)
A safe place to raise kids
Location – 35 minutes to Boston or Providence
Remaining horse farms
The open space

What is your favorite PLACE in Medfield?

Vine Lake Cemetery
Library
Swim pond
Noon Hill/Rocky Woods
Charles River
Downtown
Hospital Hill views
The Griddle
State Hospital
Grist Mill
Brother’s Market
Senior Center
Zullo Gallery on Thursday nights
The gazebo
Unitarian Church
Peak Church
SWAP at the Transfer Station
Shaws
Echo Pond at Rocky Woods
The Mill
Wheelock Playing Fields and Conservation Land
Town Hall building

King Phillip’s Rock
Park and Recreation
Basil’s
Barbershop
Smoothie juice bar
Downtown restaurants
Dwight Derby House
Hinkley Pond
Pfaff Center
McCarthy Park
Rhododendron Reservation
Blue Moon Bagels
Straw Hat Park
Historic Meeting House
Park Street Books
Deck at Zullo gallery
State Hospital main lawn
Meetinghouse Pond
Town Center
Views of the Charles River
Walking trails
Views from the State Hospital
How would you define Medfield’s TOWN CHARACTER?

- Strong sense of community and commitment to Town
- Residential focus
- Friendly and welcoming community;
- Safe, small town
- Volunteer driven; community of doers
- Wholesome and family-oriented
- Close-knit, grounded in good will
- Charming; warm; authentic
- Culturally homogeneous
- Comfy-cozy feel
- Suburban and rural charm

- Strong desire to honor history
- Lovely New England village
- Distinct sense of place
- Retained traditional town center
- Town Hall, Peak House,
- Lowell Mason House
- Medfield State Hospital
- Quaint
- Safe
- Clean
- Conservative
- “Not Wellesley-fied”

“People know each other, care about each other and can relate to one another.”

- Natural features
- Open spaces
- Respecting nature
- Lovely trees
- Expansive views
- Trails

- Great schools, sports and young families
- A real town center
- Mix of new and old

- Community activities
  - Merchant Christmas stroll
  - Medfield Day
- Music
- Arts

“A suburban community with rural roots and small town feel offering excellent schools and many fun things to do.”

“A green (woody) community. A green (ecological) community.”

“Educated town that still recognizes blue collar values.”