

DRAFT FOR REVIEW

## Designing Dedham



Town of Dedham Master Plan

# Designing Dedham 2030

Provide draft plan feedback at:  
<https://bit.ly/DD2030-DraftPlan>

**Executive Summary**

**December 2021**

Draft for Review



# Designing Dedham 2030

## Introduction

### What is a Master Plan?

A Master Plan is defined by the Commonwealth of Massachusetts General Laws (MGL) Chapter 41 Section 81D. It provides that the Town Planning Board shall make a Master Plan of the Town, and from time to time may extend or perfect that plan. The statute establishes the topics to be included in a Master Plan and provides that it should be “designed to provide a basis for decision-making regarding the long-term physical development of the municipality.”

The Town of Dedham has further defined Master Plan processes through its Town Bylaws. Chapter 65 “Master Plan” in the Bylaw states that the Planning Board shall review, revise and update the Master Plan on an interim basis at least once every five years and undertake a comprehensive review of the Master Plan and prepare revisions and updates at least once every 10 years.

Dedham has developed Master Plans in 1996 and 2009. After adoption of the 2009 Master Plan, a Master Plan Implementation Committee (MPIC) was formed and met regularly to monitor and support implementation of the plan. In 2017, the MPIC published a “Master Plan Update” to summarize Dedham’s progress in implementing the 2009 Master Plan and focus attention on outstanding and emerging issues.

The Master Plan is comprehensive in that it applies to the entirety of the Town of Dedham. The full town is seen on the map on the following page which depicts the neighborhood geography.

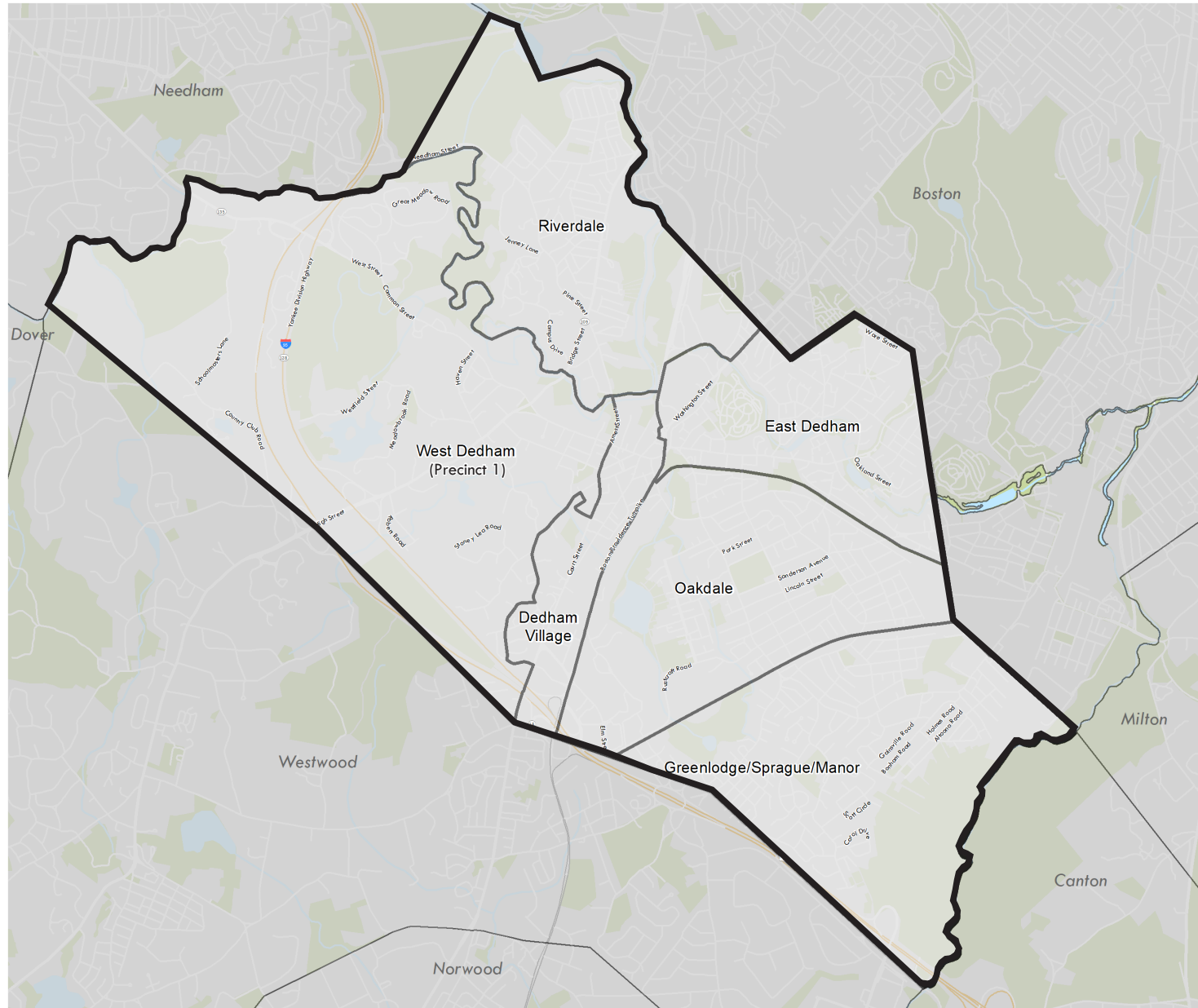
The Master Plan, including its goals and strategies, is broken into eight topics. In this document one topic is covered in each chapter. The eight topics include:

-  **Public Health and Livability**
-  **Land Use and Zoning**
-  **Economic Development**
-  **Housing**
-  **Natural, Cultural, Historic Resources**
-  **Transportation**
-  **Community Facilities and Services**
-  **Governance**

The Master Plan preparation process took about two years, and is summarized on the pages following the Town map. Overall characteristics of the Town and a summary of community feedback are also provided in this introduction.

# Designing Dedham 2030

## Introduction



### Neighborhoods

- Neighborhoods
- Rivers and Streams
- Water
- Open Space
- Dedham

**Note:** It is difficult to define specifically where one neighborhood begins and another ends. The distinct neighborhood boundaries shown on the map were identified formally in the 1996 Master Plan and have been used in subsequent studies such as the 2019 Housing Study. The boundaries are based on US Census Block Groups derived from population density.



Data Sources:  
 Metropolitan Area Planning Council (MAPC)  
 Massachusetts Geographic Information System (MassGIS)  
 Massachusetts Department of Transportation (MassDOT)  
 February 2020

# Designing Dedham 2030

## Introduction

### Master Plan Process

The community-centered Master Plan process occurred over about a 2-year period primarily in 2020 and 2021. The process involved several distinct phases of engagement in which the type of outreach varied in order to match with the specific needs to support the creation and refinement of Master Plan content. The engagement adapted near the beginning of the process to respond to the COVID-19 pandemic resulting in most meetings occurring virtually via Zoom.

Over 2,500 total participants

#### Master Plan Committee meetings

The Master Plan Committee met throughout the two-year process to guide the approach, discuss Master Plan topics, review feedback, and provide insights that shaped the Master Plan content. **The volunteer committee met 23 times in support of the Master Plan.**

#### Planning Board presentations

The Master Plan was discussed at Planning Board meetings throughout the process to provide progress updates on outreach and content. The Master Plan was also introduced at other board and committee meetings.

#### Visioning Workshop - April 2020

**Over 300 Dedham residents** joined a Saturday virtual visioning workshop to kick-off the Dedham Master Plan and to help define the foundation for a vision and goals.

#### Initial Community Survey

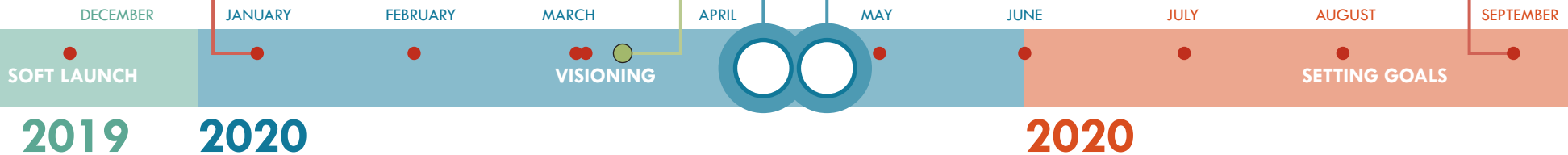
The visioning workshop was complemented with an online survey that also defined a strong foundation for a community vision. **The survey was open for over a month and received over 1,100 responses.**

#### Topic Community Survey

A second community survey provided more detailed insights on the Master Plan topics and goals. **The survey was open for over a month and received over 750 responses.**

#### Outreach Working Group meetings

In addition to the Master Plan Committee, an Outreach Working Group helped get the word out about the Master Plan process with physical posters, yard signs, and flyers, social media posts, email, and personal invitations to events and opportunities to engage.



# Designing Dedham 2030

## Introduction

### DD2030 Poster Campaign

A series of posters placed strategically throughout Dedham invited residents to think about the future of Dedham and engage in the Master Plan process.



### Email Newsletter

Email updates were sent to residents throughout the process to share information, invite feedback, and maintain communication. **The emails were sent to over 500 residents who opted-in to project emails.**

### Designing Dedham 2030 website

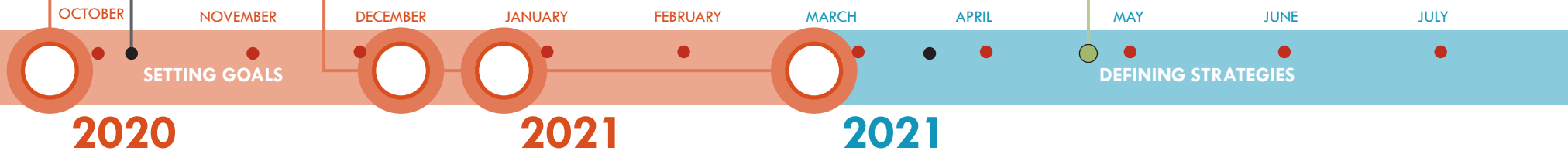
All meeting presentations, recordings, draft content, and progress has been shared and regularly updated on the project website:  
<http://DesigningDedham2030.org>

### Topic Open Houses

Three virtual open houses were hosted to share and discuss draft goals for each Master Plan topic. In December 2020, Economy and Transportation were discussed. In January 2021, Housing, Public Health, and Natural, Cultural, Historic Resources were discussed. In March 2021, Governance and Community Facilities and Services were discussed. **The three open houses were attended by over 300 residents.**

### Planning Board presentations

The Master Plan's draft goals were presented to the Planning Board to provide a progress updates on the process and content. The draft goals were also shared at other board and committee meetings.



# Designing Dedham 2030

## Introduction

### Inclusive Interviews

Based on demographic surveys of participants in Master Plan events, the racial composition of participants did not reflect the racial composition of Dedham residents. A series of individual interviews with residents of color was performed to expand the inclusiveness of feedback. The feedback from these interviews was integrated with feedback on topic goals and strategies.

### Topic Strategy Open House

In October 2021, a virtual open house was hosted to share and discuss draft topic strategies. Across three break-out sessions participants were able to choose the topics for which they gave feedback.

**Over 50 residents attended.**

### Master Plan Office Hours

In October 2021, two virtual office hours sessions were provided to the community to drop-in and ask questions or discuss Master Plan feedback with the project team.

### Focus Group Meetings

(7) Focus Group Meetings with Town and stakeholder leadership were held to review draft goals and strategies to gather additional feedback.

### Community Celebration

A hybrid event hosted at the Middle School and on Zoom celebrates the release of the draft Master Plan materials and opens a comment period on the draft plan materials.

### Online Survey and Comment Period

A final online survey is open to the community during a 45-day comment period that invites comments and questions on the draft Master Plan content.



### Dedham Day 2021

The Master Plan Committee shared draft content with attendees at Dedham Day and were pleased to engage with residents in-person.

### Master Plan Implementation

A transition will occur from the Master Plan Committee to the Planning Board where the plan will be finalized and adopted. A Master Plan Implementation Committee is recommended to carry forward recommendations of the plan.

AUGUST      SEPTEMBER      OCTOBER      NOVEMBER      DECEMBER      JANUARY      FEBRUARY      MARCH      APRIL      MAY

DEFINING STRATEGIES      PLAN DRAFTING      PLAN REVIEW      IMPLEMENTATION

2021

2021

2022

2022





# Designing Dedham 2030 A Vision for Dedham

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## A Vision for Dedham

Dedham's Master Plan addresses the current needs and priorities of the Town for the next 10 years based on a robust community engagement process with input from all of Dedham's neighborhoods and engagement with thousands of residents. This is a result of Dedham's commitment to long-range planning; in 2007, Town Meeting voted to engage in a comprehensive master planning process every ten years.

The process is an important way to have the residents of the Town speak to each other, reflect on where the Town is today, and to define new ideas and ambitions for the future. The Designing Dedham Master Plan Committee drafted this Vision Statement to reflect the overarching values and priorities that have been shared by community members through surveys, meetings, and workshops over the course of this two-year process. The Vision Statement has been written, reviewed, and edited, to ensure it is representative of the broad diversity of Dedham's community and inclusive of the ideas and ambitions that have been articulated by hundreds of residents.

As can be seen in the diagram to the right, the Vision Statement is at the center of the Master Plan content. All other themes and topics flow from and relate back to this core element of the Vision Statement.





## Dedham Yesterday and Today

Dedham is a vibrant community with diverse residential neighborhoods, thriving and convenient commercial and neighborhood centers, rich and well-managed natural and historic assets, and a strong record of fiscal responsibility and financial management. Dedham acknowledges that the history of this place and its land predate the history of the Town and recognizes the Massachusetts and Wampanoag People on whose ancestral lands the Town of Dedham resides. The positive beginning marked by Dedham's incorporation in 1636 also marks a painful era and an ending for many diverse indigenous peoples.

Since its incorporation, Dedham has embraced forward-thinking, ambitious, and innovative efforts such as creating the country's first human-made canal, the Mother Brook, attracting industry, mills, and a diverse ethnic population. The Town took early steps to advance education, opportunity, and equity for its residents by establishing the nation's first tax-supported and free public school. Dedham supported the defense of human dignity and freedom through the organization of civil war regiments, including the historic 54th Regiment at Camp Meigs. The Town has proactively and responsibly planned for Town facilities and amenities, such as the care and stewardship of the historic Endicott Estate and the grassroots support and partnership to reuse the Avery School as the Mother Brook Arts and Community Center.

Throughout its history the Town has faced challenges and the two years during which this Master Plan was prepared have been a challenging time. The global spread of COVID-19 has both ended and upended lives. It has also highlighted the importance of planning for a future with more risks, defined new ways of engaging in civic discourse, and confirmed the importance of integrating public health with the Master Plan. It has also been made painfully clear, through the disparate outcomes and impacts of COVID-19, that the racial and social inequities that have been present for generations continue to be present today.

In the same two years, the nationwide reckoning with continued racial and social injustices has grown an awareness that all communities need to reexamine practices, conventions, and regulations that serve to exclude groups of people from full participation in opportunities, institutions, and resources. In Dedham, this reexamination sheds new light on some parts of its history where past practices may not match current ideals. It is through these continued experiences that the Vision Statement for this Master Plan is written with a sense of optimism, knowing that the challenges faced by the Town are becoming more widely known and more clearly articulated, and that a dialogue is underway to meet these challenges and enrich the lives of all residents.





## **A Vision for Dedham Tomorrow**

As Dedham looks to 2030, the Town is poised to continue its great heritage of bold leadership while at the same time ensuring that such leadership is in service of and with the participation of all of its residents. Dedham has the opportunity to advance its legacies of environmental, social, and fiscal sustainability while recognizing that inclusivity and respect are fundamental for the success of the community and the individuals who live here. The Town recognizes that all residents, much like the Master Plan topics, are interconnected and that it is important to remain engaged in the process of drawing the threads of community together so that all residents may enjoy a high quality of life with livable neighborhoods that prioritize walking and biking and embrace inclusion and equity, all through aligned and effective policies. Dedham is committed to this vision by:



## Designing Dedham 2030 Vision Statement

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- Creating a community where residents of all backgrounds and ages can thrive and be healthy;
- Strengthening and connecting the compact and walkable places of each neighborhood to build vibrancy and unity across the Town;
- Striving toward inclusiveness in the Town by increasing access to quality housing, transportation choices, recreation and open space, governance, and economic opportunity;
- Managing growth strategically to invest in and support local businesses, neighborhoods, vibrant business districts, thriving employment centers, and active transit hubs;
- Creating more opportunities to safely walk or bike to destinations, services, amenities, and resources within each neighborhood and across the Town;
- Committing to strong, quality and equitable education as a public good and empowering learning opportunities for people of all ages, needs, and interests;
- Strengthening inclusive self-governance that benefits from nurturing broad civic engagement across neighborhoods and ethnic backgrounds by creating more opportunities for all residents to be heard, to participate, and to be invested in decisions for the future;
- Celebrating the diversity of ethnicity, culture, and nationalities found in Dedham and supporting groups that have been marginalized through its history;
- Supporting stewardship of historic, cultural and natural assets to provide high quality shared amenities and to enhance livability;
- Planning for future needs and challenges, including regional and climate-related, in order to plan accordingly and equip the Town's workforce to manage change while providing transparent and resident-centered public services;
- Balancing the above commitments with an understanding that they are all interconnected.



## Designing Dedham 2030

### Core Priorities and Cross-cutting Themes

Core priorities for the Master Plan were identified by the Dedham community through the Initial Community Survey and Virtual Visioning Workshop. The online and in-meeting survey asked two important questions related to the Vision Statement.

The first question was about the magnitude of change residents feel is necessary to move Dedham toward their ideal vision for the Town. This question asked “How close is Dedham to the vision you imagine for the Town?” The most frequent response was “the Town needs some minor improvements” with 47% of the responses. The second most frequent response was “the Town needs some major improvements” with 42% of the responses. The next most frequent response was “the Town is far from my ideal vision” with 6% of the responses. The least frequent response was “the Town is close to my ideal vision” with 5% of the responses. This shows a broad recognition that improvements are needed and that it is valuable to establish a vision and work toward it.

The second important question was about the core priorities that residents have for the Town. This question asked “what set of words would best describe your top goals for the Town of Dedham?” **The three most frequent responses for most important were “fiscally responsible,” “sustainable,” and “inclusive.”** These responses resonated throughout feedback and conversations throughout the Master Plan process. They are integrated into the Vision Statement and form the foundation for many of the goals and strategies.

Core Priorities are highlighted in the plan with the following icons.



### Fiscally Responsible

Dedham has strong financial health and residents see this as a core priority and value. Dedham consistently taxes below its levy capacity. It has productive commercial properties that shift over 30% of the local tax burden away from residents. It does not rely heavily on State Aid to finance infrastructure or services, accounting for only 8.7% of all revenues in the most recently audited fiscal year. The Town has a AAA rating by Standard and Poor’s which translates to reasonable borrowing rates. The Town has a history of a fully funded pension and benefits program for its municipal workforce. All of these attributes indicate strong financial health and Dedham residents highlight a continuation of this fiscal responsibility into the future as a core priority.

Fiscal responsibility does not equate to not spending money or investing in capital projects, staff, or services, but rather ensuring those investments are sensible and effective. For example, all facilities, particularly aging assets, require regular renewal and investment to avoid a backlog of deferred maintenance and related facilities issues. It is fiscally responsible to proactively maintain those facilities to avoid potentially larger and more urgent expenditures if issues remain unaddressed. The Master Plan elevates fiscal responsibility in all topics with a particular focus in the Community Facilities and Services and Governance topics.



# Designing Dedham 2030

## Core Priorities

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### Sustainable

In 2020, Dedham completed the Sustainable Dedham Climate Action and Resiliency Plan. In that plan, the decades of sustainability activity in Dedham are highlighted. Dedham's Sustainability Advisory Committee was formed in 2008 to advance the Town's commitment to addressing the impacts of pollution and climate change. In 2018, the Town joined the Global Covenant of Mayors for Climate and Energy, working with other municipalities to advance climate change resiliency and mitigation efforts. Also in 2018, the Town participated in the Commonwealth of Massachusetts Municipal Vulnerability Preparedness (MVP) Planning and Grant Program to assess the Town's vulnerability to climate change. In 2019, the Town was awarded an MVP Action Grant to develop the Climate Action and Resiliency Plan.

The environmental sustainability of the community has clearly been a priority in Dedham. Sustainability also includes economic and social responsibilities. Economic sustainability is well-aligned with the first core priority of fiscally responsible. Social sustainability appears to require more attention and prioritization to elevate the needs of the community including the needs for expanded social programming, affordable housing, and livable communities. Elevating these aspects of sustainability are integrated throughout many of the Master Plan topics and connect to the third core priority of inclusion



### Inclusive

Relative to the other two core priorities, it could be observed that inclusion is a newer core priority for the Town, but one where recent progress has been made. The Dedham Human Rights Commission was created by a vote of Town Meeting in November of 2017. It strives to ensure that all residents of the Town enjoy equal opportunity to participate in and enjoy life in the Town. Also in 2017, Dedham Public Schools introduced an Equity and Inclusion Task Force, to improve efforts to welcome all members of the Dedham community. One of the outcomes of this effort was the hiring of a new Diversity, Equity and Inclusion Officer for Dedham Public Schools in 2020.

New Town investments such as the playground at the Early Childhood Education Center are universally accessible and more inclusive. While not a Town entity, the Dedham Historical Society & Museum has reflected this core priority by highlighting Black history in Dedham and Dedham's Indigenous histories through programming and exhibits. The "I am Dedham" monthly Dedham TV series spotlights the diversity of the community by sharing stories and experiences in Dedham. Residents have also joined together to form advocacy groups to build community and take on inclusive projects, such as honoring William B. Gould in East Dedham. The Master Plan builds on this momentum by defining goals and strategies that would expand inclusion through many of the Master Plan topics.



# Designing Dedham 2030

## Cross-cutting Themes

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### Inclusion and equity

In the context of a municipal master plan, equity is setting the circumstances for all residents to have access to opportunities that enable them to attain their full potential. This includes growing up safe and healthy, receiving a quality education, getting a good job, enjoying a high quality of life, and aging comfortably. This statement is adapted from MAPC's work in supporting an equitable region.

Equity is the condition of fair and just inclusion into a society. Equity will exist when those who have been most marginalized have equal access to opportunities, power, participation and resources and all have avenues to safe, healthy, productive, and fulfilling lives. It requires restructuring deeply entrenched systems of privilege and oppression that have led to the uneven distribution of benefits and burdens over multiple generations. This definition of equity is found in the MAPC State of Equity with inspiration from Policy Link, King County Office of Equity and Social Justice.

For example the public health and livability chapter highlights residents with existing medical conditions, or without support mechanisms (i.e. a lack of access to air conditioning or health care services), including older adults, lower income populations, and young children typically face the greatest climate change related health risks and therefore may need more resources dedicated to their future health and climate mitigation than others.



### Walking and biking

The COVID-19 pandemic has given many people a renewed connection to their local neighborhood, surrounding parks, and amenities as many stayed closer to home throughout the day. This pandemic disruption has highlighted and broadened a need for improved conditions for walking and biking in Dedham's neighborhoods and across the Town. Getting around is a part of daily life. Safe and attractive options for walking and biking encourage more people to choose not to drive for certain trips. In addition to walking and biking, traffic congestion has been frequently raised as a concern and a theme in many discussions. These issues are closely connected. The more people who choose to make a trip by foot or bicycle, the less cars will be on the road causing backups. While not all traffic is generated from local trips, a reduction of local vehicular trips would help to reduce traffic congestion.

Improved infrastructure for safe and attractive walking and biking encourages a mode shift, choosing one way to get around (biking and walking) over another (private vehicles). This mode shift is particularly beneficial because it also has environmental (reduced pollution), economic (reduction of lost time in traffic), and health (more physical activity) benefits. Improved walking and biking infrastructure will not shift all trips from private vehicles but will make it more likely that residents will choose to make some trips this way. Master Plan goals and strategies define approaches to addressing this theme.



# Designing Dedham 2030

## Cross-cutting Themes

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### Livability and quality of life

AARP defines a livable community as one that is safe and secure, has affordable and appropriate housing and transportation options, and offers supportive community features and services. Once in place, those resources enhance personal independence, allow residents to remain in their homes and communities as they age, and foster residents' engagement in the community's civic, economic, and social life.

Another concept of livability and quality of life is promoted by 80 Cities and that is simply that whether you're 8 years old or 80 years old, your city or town should work for everyone. If everything from parks, sidewalks, housing, and transportation works well for an 8 year old and an 80 year old, then it will be great for all people.

Planning plays a key role in engaging community members in developing a vision for the future, setting the conditions for what and where changes will occur, and ultimately enhancing livability and quality of life. All the features of the physical environment should positively contribute to the daily lives of residents. A variety of active and passive recreation opportunities should be available nearby. Getting around should be safe and convenient. Shops and services should be available and accessible. Housing should be available to support residents' needs. Many of the Master Plan goals and strategies are intended to positively impact livability and quality of life either directly or indirectly.



### Aligned and effective policies

Across all topics discussed in the Master Plan, residents would eventually say something like the "goals and ideas are great, but we need to make sure something happens." This sentiment points to both the implementation of the Master Plan and the need for effective policies that are aligned with the Master Plan. All topics of the Master Plan have at least one goal and a set of strategies that is define aligning policies with the Master Plan and thereby improving their effectiveness in advancing the Town toward the shared community vision.

These goals and strategies take a few forms. In the Land Use and Zoning Chapter the recommendations focus on modifications to the Town's Zoning Bylaw and development approval processes. In the Transportation and Connectivity chapter the recommendations focus on staff support for transportation projects and advancing from planning to implementation. In the Governance Chapter the recommendations focus on the resident experience with local services, transparency, and representation among decision-makers to move toward aligned and effective policies. Each of the Master Plan chapters provide a focus on this type of alignment because it was raised so frequently as a concern and opportunity for improvement.



## Public Health and Livability



### Summary

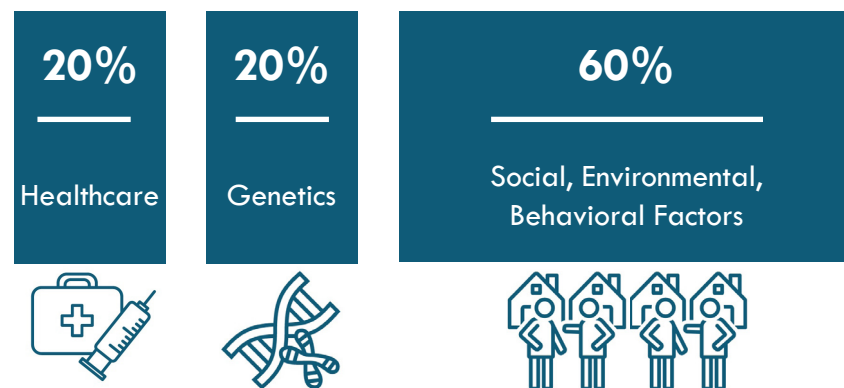
**Ensure equitable access to health resources and information so all residents can achieve their greatest health potential.**



### Themes Highlights

- The COVID-19 pandemic tested local health resources and revealed the importance of public health services and planning.
- Disparate needs and health impacts are evident among an aging population, youth mental health and substance use risks, and environmental justice populations.

#### Factors that contribute to community health



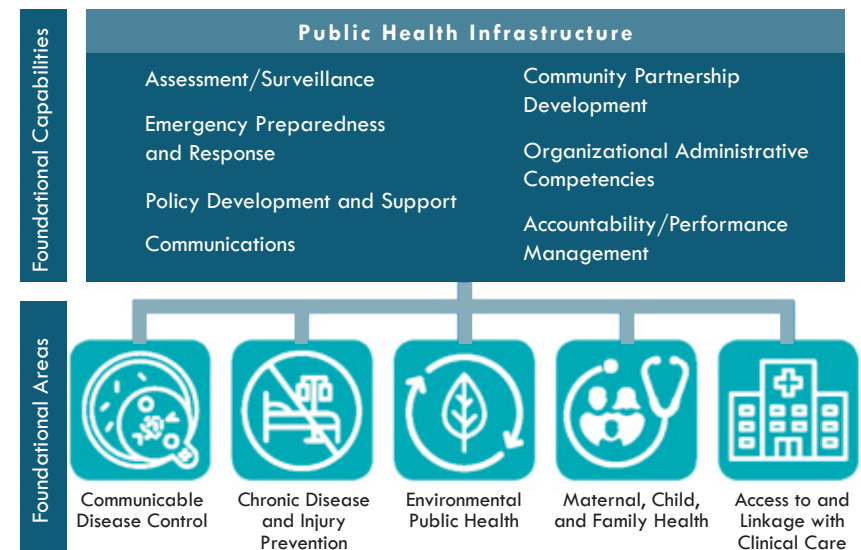
Source: Adapted from US County Health Rankings



### Goal/Strategy Highlights

- Invest in Dedham's Health Department to fund core services, build capacity, and advance toward more holistic health interventions.
- Reduce exposures to harm and mitigate harmful behaviors to support the physical, mental and emotional wellness of residents.
- Foster community connectedness and inclusive civic and social engagement to support equitable physical and mental health.
- Support daily physical activity.

#### Foundational Public Health Service (FPHS) model



Source: Adapted from Public Health National Center for Innovations

## Land Use and Zoning



### Summary

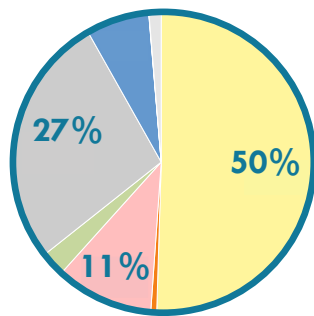
**Strengthen and connect the compact and walkable places in Dedham and leverage each investment to improve livability.**



### Themes Highlights

- The town's transit, walkable neighborhoods, water and wastewater infrastructure, and natural assets provide a strong foundation for livability in Dedham.
- The town is predominantly comprised of residential uses and opportunities for future growth and redevelopment remain.
- Residents have expressed the need to update the current Zoning Bylaw to better align regulations with the community's vision for the town.

#### Proportion of land use in Dedham



Legend:

- Residential (50%)
- Mixed use (1%)
- Commercial/industrial (11%)
- Private land/open space (3%)
- Public land/open space (27%)
- Institutional (7%)
- Unknown/not classified (1%)

Source: MassGIS



### Goal/Strategy Highlights

- Proactively plan for future growth and leverage transformative investment opportunities to improve quality of life and livability for all residents.
- Strengthen the neighborhoods and places where walking, biking, and connecting to transit is safe and attractive.
- Align regulations and approval processes with the town's vision to optimize shared benefits and reduce impacts of new development and redevelopment.

#### Proportion of zoning districts in Dedham

Zoning District	Gross area (estimated acres)	% of town area
Single Residence A (SRA)	2,413	35%
Single Residence B (SRB)	2,271	34%
General Residence (GR)	915	13%
Senior Campus (SC)	152	2%
Limited Manufacturing (LMA)	382	6%
Limited Manufacturing Type B (LMB)	36	0.5%
Research, Development & Office (RDO)	401	5%
General Business (GB)	29	0.4%
Highway Business (HB)	155	3%
Central Business (CB)	37	1%
Local Business (LB)	32	0.5%

Source: MassGIS, Town of Dedham Zoning

## Economic Development



### Summary

**Invest in and support local businesses to provide opportunities for residents as entrepreneurs and employees, and to provide convenient access to services.**

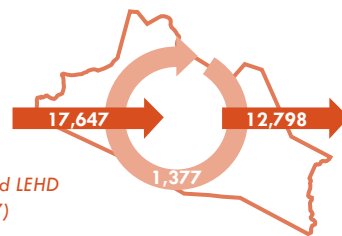


### Themes Highlights

- Dedham has a diverse mix of retail, commercial, and light industrial areas that support a range of enterprises from small local, to larger regional, and national businesses.
- Economic activity is focused on the auto-oriented Providence Highway corridor, historic squares, light industrial areas, and local business districts.
- The range of enterprises supports a variety of employment. More employees commute into Dedham to work than employees who commute out of Dedham to work. Many employees do not earn enough to also live in Dedham.

**The number of employees commuting into Dedham (left), working from home (center), and commuting out of Dedham (right)**

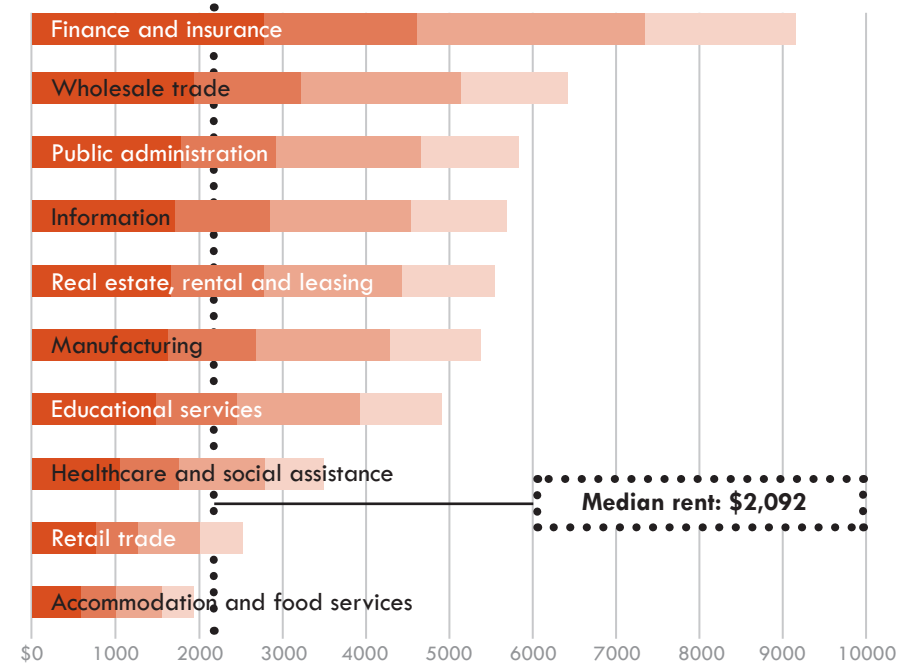
Source: US Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (2002-2017)



### Goal/Strategy Highlights

- Encourage transformative investment in the Providence Highway Corridor to create stronger economic opportunities.
- Invest in local small businesses to support smaller scale economic activity and availability of shops, restaurants, and services in walkable local business districts.

### Monthly Median Industry Wages and Rent



Source: MAPC Rental Database, Executive Office of Labor and Workforce Development (EOLWD) ES-202

## Housing



### Summary

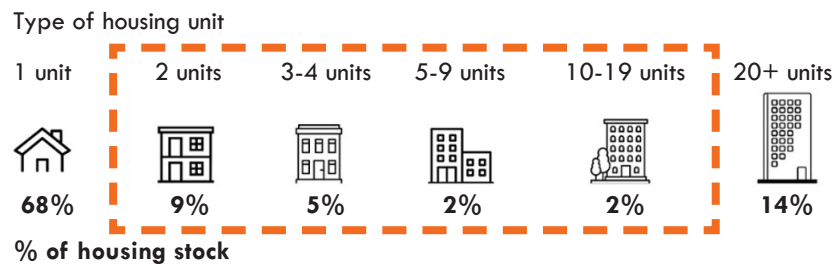
**Make Dedham a place where more people can afford to live, with more housing options to meet the needs of long-time, new, and aspiring residents.**



### Themes Highlights

- Housing is ranked as one of the greatest challenges facing residents today in a survey of over 1,200 resident responses.
- The current Zoning Bylaw is perpetuating some of the existing housing issues and could be modified to better address diversifying housing stock, addressing affordability and equity.
- A mismatch exists between the characteristics of the current population and the characteristics of the current housing stock.

#### Lack of housing types in the middle (2-19 units)



Source: Dedham Housing Study, 2019



### Goal/Strategy Highlights

- Support the creation and preservation of affordable housing for a range of incomes including deed-restricted, subsidized, and market-based units throughout Dedham.
- Promote equitable development that includes all incomes, races, ethnicities, family sizes, and life stages to support fair housing and racial equity.
- Improve zoning to better align with the improvement, preservation, and diversification of the Town's housing stock while requiring linked community benefits and mitigation of community impacts.

**10,246**

Total housing units

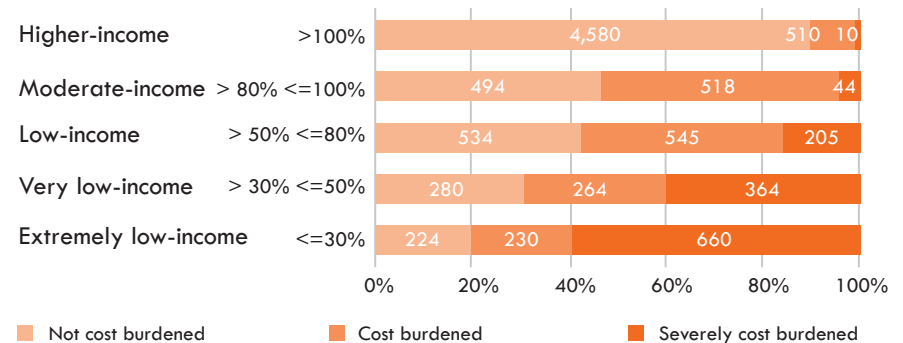
**69%**

Owner-occupied

**31%**

Renter-occupied

#### Dedham income ranges and population burdened by rent



Source: US Census, American Community Survey, 2011-2015

## Natural, Cultural, Historic Resources



### Summary

**To protect and enhance these features and resources and make them an integral part of the town's strengthened livability.**



### Themes Highlights

- Dedham has a strong foundation for arts and culture with active institutions and organizations supporting a variety of programming and the Town has been leveraging arts and culture activity to support economic development.
- The historic resource designations, districts, and protections preserved are currently concentrated in and around Dedham Village/Dedham Square.
- Extensive natural resources are distributed throughout the Town and many resources have been successfully conserved and managed throughout Dedham's history.

**76%** of Dedham residents are within a **10-minute walk to a park.**

Source: Trust for Public Land, ParkScore



### Goal/Strategy Highlights

- Expand documentation and protection of resources and tools to support this stewardship
- Identify additional funding and capacity to support natural, cultural, and historic resources and activity
- Connect residents to resources through daily routines that help to enhance livability and quality of life in Dedham
- Integrate preservation arts and culture as a local engine to improve economic development and quality of life

#### Features and resources in Dedham

Type	Quantity	Amount
<b>Natural Resources</b>		
Town-owned Parks and Recreation properties	15	96 acres
Conservation Commission properties	9	271 acres
School properties recreation facilities	9	94 acres
County, State, and Federal properties	11	880 acres
<b>Cultural Resources</b>		
Cultural institutions and organizations	14+	not applicable
Arts Overlay District	1	unconfirmed
<b>Historic Resources</b>		
Local Historic Districts	3	140 lots
National Register of Historic Places	1	342 lots
National Historic Landmarks/Individual Listing	6	not applicable

Source: Dedham Open Space and Recreation Plan, 2019

## Transportation and Connectivity



### Summary

**Make Dedham safe and reliable for any form of travel with a priority to improve walking or biking where you want to go.**



### Themes Highlights

- Traffic volume and congestion have been increasing in Dedham between 2014 and 2019 according to MassDOT data.
- Additional investments in sidewalks and bicycle infrastructure are needed.

**42%** of Dedham's streets do not have a sidewalk on at least one side.

Source: MassDOT GIS Municipal Dashboard



- Ridesharing has grown more quickly in Dedham than the statewide averages according to the MA Department of Public Utilities.

**8.25** Rideshare trips per resident in 2018 (total of 204,000 trips)



Source: Mass.gov TNC, MA Department of Public Utilities



### Goal/Strategy Highlights

- Make travel in Dedham safe and reliable in any form, with a focus on improving the ability to walk or bike to desired destinations.
- Reduce safety risks for all roadway users and address locations where crashes are clustered.
- Improve support, communication, and coordination around implementation of transportation improvements.

### Comparison of Select Traffic Counts

Boston Providence Turnpike

2014

2019

High Street (S. of Lowder St)

2014

2019

High Street (E. of Mt. Vernon St)

2014

2019

VFW Parkway

2014

2019

Number of Vehicles

Source: Massachusetts Department of Transportation (MassDOT) traffic volume data



## Community Facilities and Services



### Summary

**To improve the transparency of decision-making and policies and to more proactively prepare facilities and services to meet future needs and challenges.**



### Themes Highlights

- Dedham has entered a new era of substantial investment in community facilities, highlighted by the construction of the Early Childhood Education Center, renovation of the Ames Building for Town Hall and the Senior Center, construction of a new Public Safety Building, and hiring of a facilities manager.
- Dedham Public Schools are a primary feature of the Town's community facilities and a source of community pride. The Town operates 7 school buildings with an enrollment over 2,500 total students.

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**Public buildings that the Town currently manages and owns (excluding schools)**



### Goal/Strategy Highlights

- Improve the capital planning processes to project and better anticipate future needs including funding and financing needs.
- Improve transparency and communication with residents regarding capital projects and asset management.
- Strengthen sustainability, resiliency, and equity in public facilities, services, and infrastructure.
- Expand Town services to advance equity and support residents and their families.

#### Dedham Public Schools Facilities

Name	Year Built	Grades	Enrollment (students)
Early Childhood Education Center	2019	Pre-Kindergarten, Kindergarten	274
Avery Elementary School	2012	1-5	280
Riverdale Elementary School	1920	1-5	170
Oakdale Elementary School	1902	1-5	247
Greenlodge Elementary School	1955	1-5	236
Dedham Middle School	2006	6-8	659
Dedham High School	1959	9-12	690

Source: School Facilities Master Plan

## Governance



### Summary

**To improve Dedham's municipal connection with its residents and to improve the resident experience with municipal services.**



### Themes Highlights

- The Town of Dedham is managed well with strong financial health and an engaged citizenry.
- Dedham's residents are seeking improved communication, transparent processes, and more resident-focused services from the Town government.
- The strong record of engagement has many benefits, such as proactive review of the Town's Charter, and proactive planning through the local bylaw requiring an update to the Town's Master Plan every 10 years, but it also has created a hierarchy of boards, committees, and commissions that can be difficult to navigate and coordinate.

**34**

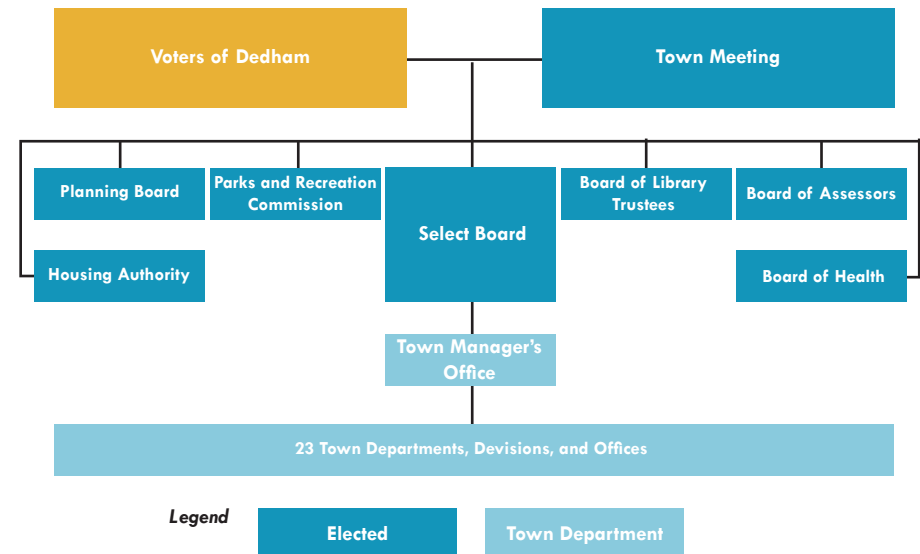
**Active Boards, Committees, and Commissions**



### Goal/Strategy Highlights

- Center residents in the delivery of Town services and provide the support and technology to keep services up-to-date.
- Proactively support and pursue more equitable representation for all decision-making and leadership roles in local government including Town and school staff, as well as boards, committees, and commissions.
- Advance Town workforce planning to cultivate and attract talented staff that can provide services that are responsive to shifting needs.

#### *Simplified hierarchy of Dedham's Boards and Departments*





# Designing Dedham 2030 Master Plan Implementation

DRAFT FOR REVIEW

## Master Plan Transition to Implementation

Currently, the draft Master Plan content is available for review and comment. To download Master Plan content please visit the plan website at <http://designingdedham2030.org>

If you would like to make a comment, have a question, or want to help prioritize goals and strategies you can visit a Draft Plan feedback survey at: <https://bit.ly/DD2030-DraftPlan>

All comments received during a 45-day comment period will be reviewed and considered for integration into the plan. Once the plan is finalized with these comments, the Master Plan Committee will then hold a formal vote to endorse the Master Plan. The endorsed and nearly final draft Master Plan will then be submitted to the Planning Board for review and potential adoption. Upon adoption, the Master Plan would be circulated to the Select Board and other Town Boards and Committees to share the results of this process. Upon adoption, the Master Plan would also be presented at Town Meeting with a request to form and fund a Master Plan Implementation Committee.

## Master Plan Implementation Committee

The most effective model for implementation of a Master Plan is through the formation of a Master Plan Implementation Committee. While many others will be involved in the implementation, no existing staff, board, or committee could fully take responsibility for advancing all Master Plan actions.

The Town of Dedham formed a Master Plan Implementation Committee at the conclusion of the 2009 Master Plan and this Committee helped to steward and track progress of implementation efforts. This stewardship culminated in the 2017 Master Plan Update that provided a full assessment of progress against the previous Master Plan's goals and strategies.

Other towns have used this model for a Master Plan Implementation Committee that was formed by vote at Town Meeting authorizing the Board of Selectmen and Planning Board to appoint the Committee. Some Committees report to the Planning Board and Board of Selectmen at least twice annually and to Town Meeting at least annually. The reporting includes implementation steps accomplished within the past year, anticipated steps to be accomplished within the next two years, and resources, including Town Meeting appropriations or other actions, necessary to complete those steps. Other Master Plan Implementation Committees have a set term and exist for ten years and such term may be extended by vote of Town Meeting.

## Master Plan Implementation Tables

Implementation tables will be provided for each topic of the Master Plan and will summarize the goals and strategies defined in each chapter. The tables add specific actions, responsibilities (either lead or support roles), timeframe, and potential resources. These tables should be a useful guide in defining the next steps and priorities flowing from this Master Plan process.

# Designing Dedham



**Executive Summary**  
**December 2021**  
Draft for Review



**Town of Dedham**  
**Master Plan**

Download draft plan chapters at:  
<http://designingdedham2030.org>

