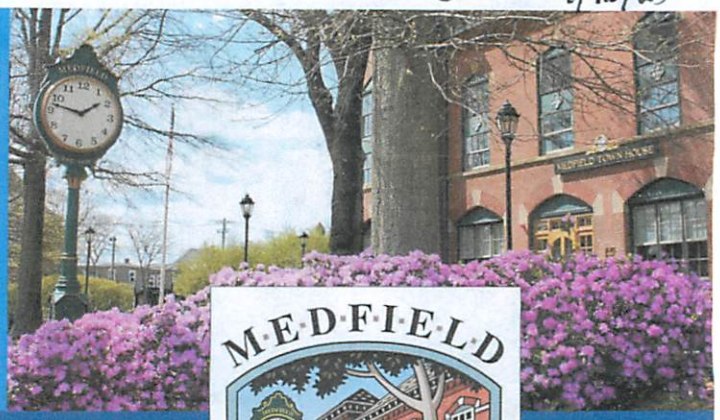
GWS 9/16/25

Town of Medfield Strategic Town Goals



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Goal #1: Financial Stewardship

Charting a course for the town calls for an unwavering commitment to prudently manage the ~~impose~~ imposed financial burdens on taxpayers, while also ensuring that essential, or, in some cases, highly desired services are provided to the town's residents and businesses. The natural tension between these two imperatives requires that a thoughtful balance between the two be maintained.

Strategy

- Maintain a Responsible/Fiscally Prudent Financial Position
- Reduce reliance on the residential tax base for revenues by either diversifying the tax base ~~and/or~~ building revenue-positive housing, or identifying additional sources of non-tax revenue for the town.
- Promote a business-friendly atmosphere to retain current and attract potential new businesses
- ~~Determine~~ Establish an affordability ~~and/or~~ tax burden threshold for taxpayers defined through a maximum tax limit on the median priced home in Medfield (or some other objective metric.)
- ~~Community Preservation Act (CPA)~~

Where? (e.g., grants, user service fees)

No Develop a tax-neutral approach for adopting the.....

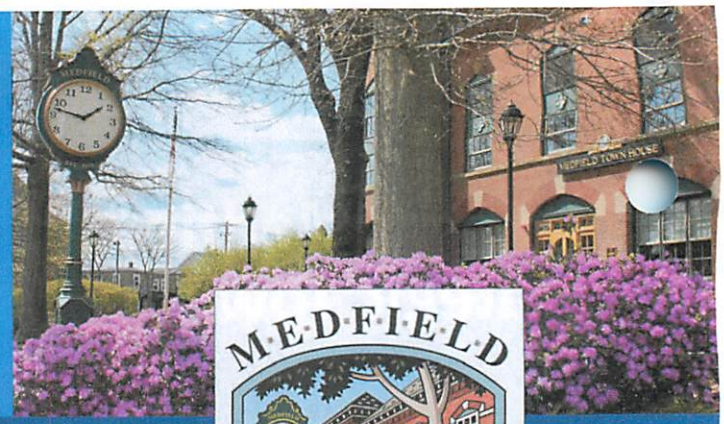
Difficult to impossible to do.

Action Items:

- ☐ Work with the Director of Land Use to identify parcels of land in the downtown that ~~could~~ be developed or rezoned for commercial use
- ☐ ~~Pursue official closure and consent order for the Medfield Landfill to~~ Continue to Add-On allow for solar development
- ☐ Develop an affordability metric tied to key economic metrics to quantify the maximum tax burden residents should be expected to pay for town services overall

No Should this action be tied to the downtown mixed use zoning change?

This action needs to combine town services and school departmen services.



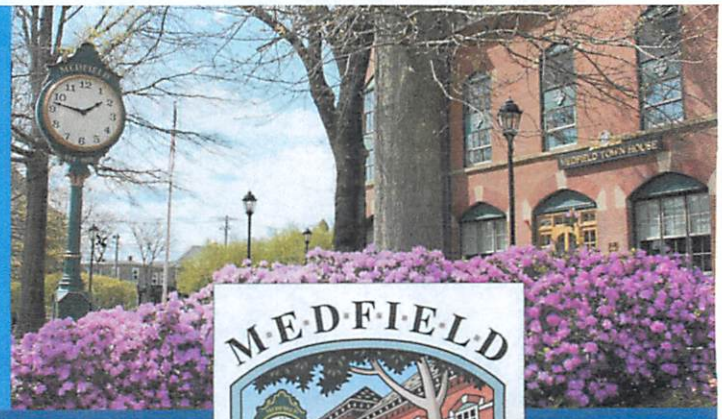
- ☐ Appoint a Community Preservation Committee ~~to review and determine~~ if the CPA is a viable tool in Medfield and determine a tax-neutral approach for adopting the CPA
- ☐ Continue to work with the Warrant ~~Committee to ensure compliance~~ with the Town's Financial Policies

Goal 2: Efficient and Effective Town Operations

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

Strategy

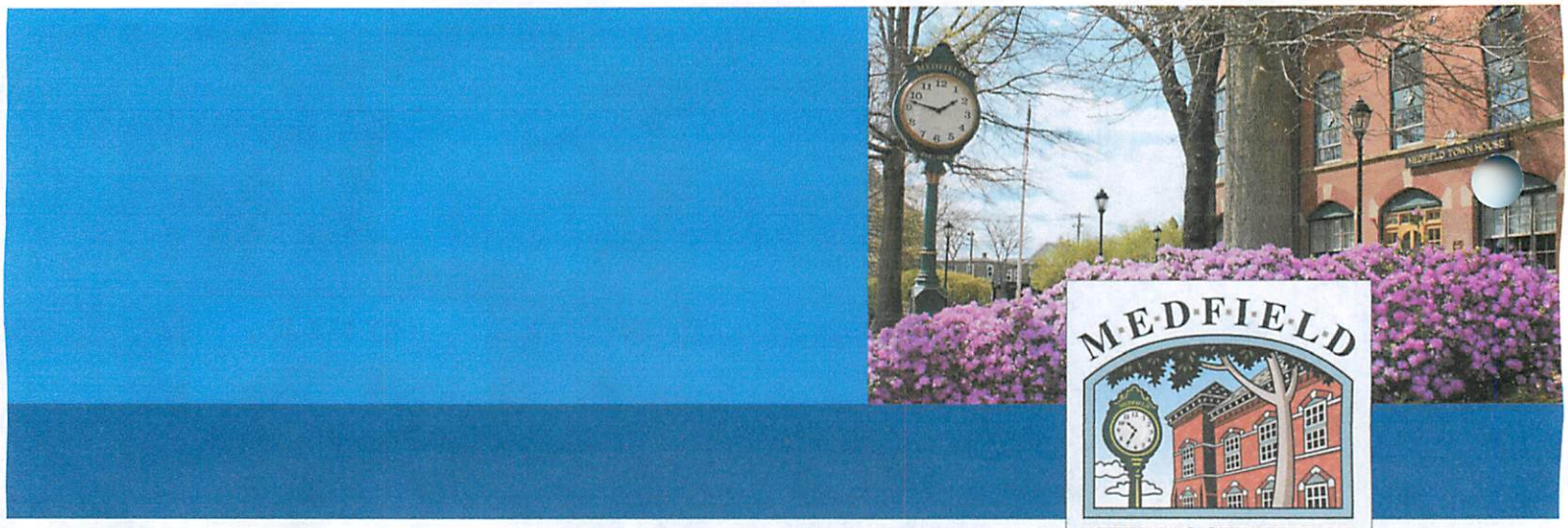
- Proactively plan for the maintenance and upgrade of town facilities in alignment with the Facilities Master Plan within the financial constraints of the town to support the maintenance and upgrades
- Ensure adequate funding of the ongoing maintenance and upkeep of the town's ~~transportation, water and sewer infrastructure~~ through the proactive long-term management fo the town's water and sewer rates.
- ~~Continue to evaluate total compensation to support employee~~ recruitment and retention efforts for both town departments and the school department.
- Continue to provide professional development opportunities to municipal staff, particularly ~~as it relates to~~ succession planning yo support the professional development of town employees staff rtention, and.....



- Broaden the participation of the Municipal Boards, Commissions, and Committees, and develop an onboarding process

Action Items:

- ☐ Support the PPBC and Facilities Department to maintain and update a twenty (20) year capital plan for building maintenance
  - ☐ Determine next steps for the new 20 Year Capital Building Plan Maintenance and Construction Plan??
- ☐ Annually review the Pavement Management Plan with the Director of Public Works
- ☐ Annual meeting with the Board of Water and Sewerage to review capital plans and implications for residential water and sewer rates
- ☐ Reestablish the Economic Development Committee to promote additional business development in the downtown
- ☐ Create a capital projects website with status updates for residents ?? separate from the town website?
- ☐ Increase public visibility into the full financial implications associated with hiring staff positions
  - ☐ Establish a formula to ensure that the full long-term financial obligations of the town are taken into account when hiring staff
- ☐ Initiate Town Charter Review



Goal 3: Vibrant and Inclusive Community



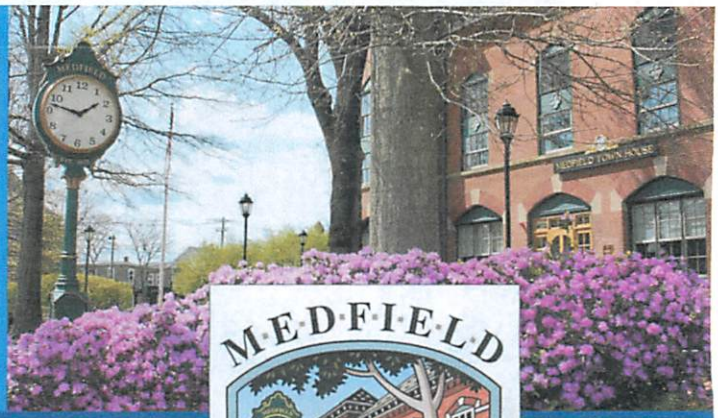
Medfield has a long-standing tradition of consciously working to instill in Medfield's youth an appreciation for what it takes to form a vibrant, respectful, and supportive community to provide the best life possible for all who live in it. This appreciation doesn't arise on its own. It is the result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

Strategy

- Support the School Committee and the Superintendent to maintain/improve the School System's Solid Academic Performance
- Support the Cultural/Physical/Emotional/Civic Development of our Children and young adults
- Provide appropriate opportunities for the town's young people to observe and participate in Town Governance
- Provide opportunities for Youth to take leadership in promoting healthy behaviors and civic responsibility

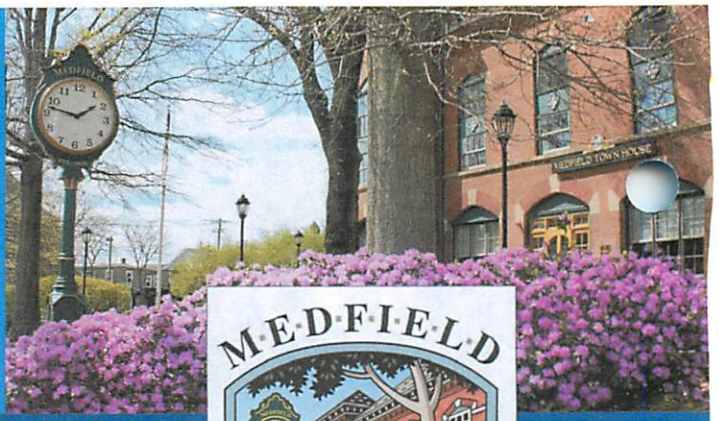
Action Items:

- ☐ Expand Internship Program
  - ☐ Introduce a stipend for college-level interns
- ☐ Create a youth advisory council to include youth input on town



policies/programs

- ☐ Expand the availability of recreational spaces for youth for unstructured activities what does this actually mean??
- ☐ Increase Youth involvement in peer leadership prevention programming
  - ☐ Hire high-school youth in alignment with action plans for prevention grants.
  - ☐ Expand the club offerings at the high school, focused on promoting healthy behaviors
  - ☐ Expand the services offered for supporting student mental health via collaborating with the town's social service department. what does this actually mean??
- ☐ Provide housing for Medfield's adults who can live independently with assistance
  - ☐ Work to support AHT to identify best way to do this
  - ☐ Explore alternative financing approaches for supporting a group home development
  - ☐ Identify one or more sites within town to support a group home
    - ☐ Develop 6-8 units of housing adults with intellectual disabilities
- ☐ Continue to work with the SBC to support plans for new Dale Street School
- ☐ Explore/support opportunities to leverage the new school construction project to support the development of a facility to support Parks & Rec Department programs



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Goal 4: Retention of Unique Character and Identity

Medfield is a unique town because of its character, history, and heritage. Built upon the principles, ideals, and values of our country, Medfield has taken that foundation and refined it to build a town that recognizes the importance of preserving the heritage, values, and culture that have made Medfield the community that it has become. This goal focuses on ensuring that the historic, recreational, and open space areas of Medfield are preserved for future generations and that Medfield retains its unique identity and character.

Doesn't the next goal address open space issues??

Strategy

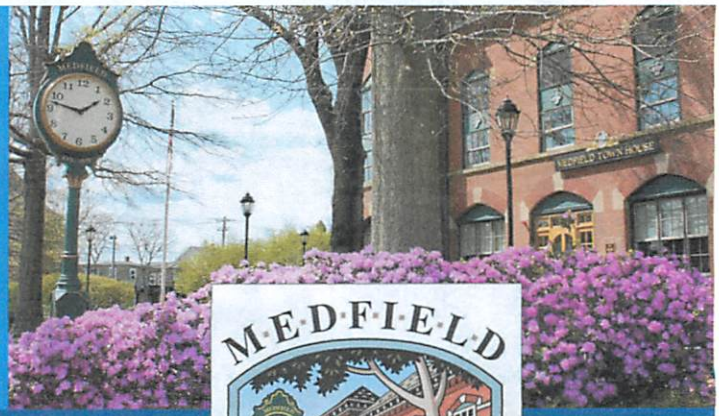
- Preserve/Protect the Town's character, understanding of its history, and its Historic/Cultural Resources
- Support/Protect/Maintain attractive open space ~~acquisitions~~ to enhance recreational opportunities and maintain the open character of the Town

Action Items:

- ☐ Review building lease agreements with historic groups (for what purpose?)
- ☐ Review and determine the care, custody and control of Baxter Park
- ☐ Support the Conservation Commission and the Conservation Agent in developing a maintenance plan for Conservation Properties

Should this second action directly reference transferring responsibility for Baxter Park to a Facilities Dept?

Are we creating one?





Goal 5: Environmental Stewardship

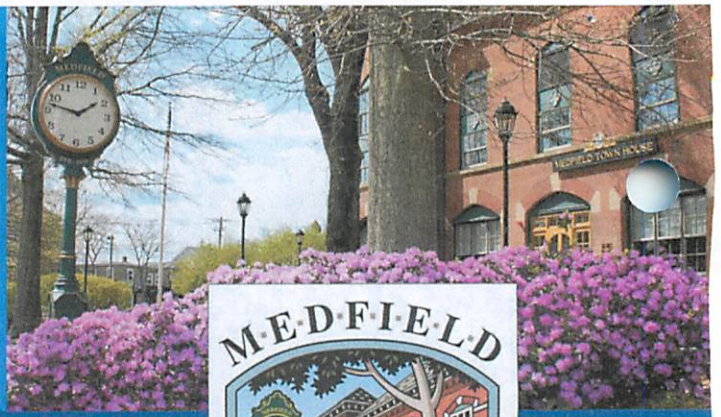
Medfield has historically been closely tied to the natural environment. From the earliest point in its history, Medfield has taken advantage of its natural habitat to support agriculture, the arts, and recreation. More recently, as the importance of maintaining a healthy, resilient, and sustainable has become more apparent to all, Medfield's commitment to preserving and protecting its natural environment has only grown stronger. Medfield's open space, as a percentage of its total land area, is among the highest of any town in Massachusetts. The town's residents are strongly committed to conscientious environmental stewardship of the town's open spaces and natural habitats to ensure the sustained health and vibrancy of the town's residents and natural environment

Strategy

- Environmental Sustainability and Resilience
- Support Environmental Protection efforts and promote the public's use of our natural resources
- ~~Address Climate Action~~
- ~~Preservation~~ and Protection ~~of~~ Water Resources
- Open Space Management and Protection
- Forest/Wildlife Management

Action Items:

- ☐ TSARC and DWP develop a plan to reduce waste in town
  - ☐ Pursue zero waste
- ☐ Secure grant funding to conduct a financial analysis of climate adaptation and resiliency measures as outlined in the Municipal



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Make a separate bullet

Vunerability Plan and ~~estime future climate risk costs~~ develop specific plans to address the town's most significant vulnerabilities

- ☐ Purse grant funding for update of MVP (Why do we want to do this? What are we doing with the plan we already have?
- ☐ Work to make progress toward the town's Climate Action Plan (TOMCAP) goals
  - ☐ Support the Commonwealth's 2030 Goals What does this mean??
  - ☐ Ensure Medfield is on track to pursue the 2050 Net Zero goals using feasible strategies
  - ☐ Hire PT Energy Manager We're planning to do this, right?
  - ☐ ~~Make Climate considerations part of all relevant decision-making~~ Way too vague and fuzzy to be of any use

OK = my edit

- ☐ Pursue Carbon Sequestration
  - O Develop a town plan to generate carbon sequestration credits
  - ☐ Maintain and enhance the town's forests to support CS and the development of saleable carbon offsets
- ☐ Pursue grant funding for public tree inventory and tree planting plan
- ☐ Develop a plan to combat invasive species on public land
  - ☐ Public education for residents on invasive species
  - ☐ Raise awareness of non-native pests and diseases that harm our natural environment, such as Crazy Worms, Spotted Lanternfly, ~~and others~~ get added (Norway Maples)

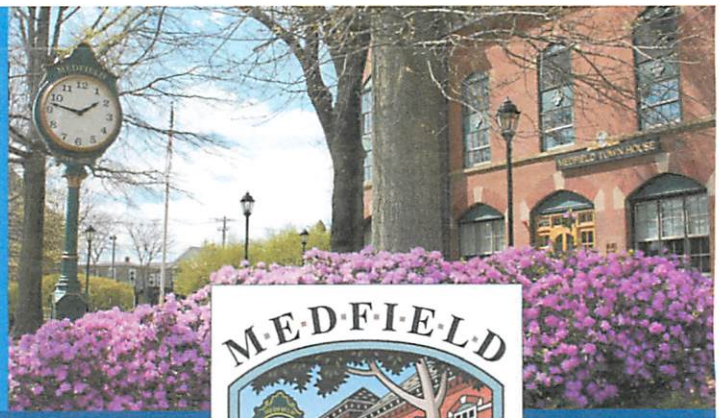
Limiting if we list as new ones

call out the list of plants -- Japanese knot weed, Black Swallowwort, Garlic mustard, Mile-A-Minut vine, Virginia Creeper, Oriental Bitter-sweet, etc.

?? ☐ Private well compliance with drought restrictions

?? ☐ Work with DPW to designate and plant/seed pollinator perennial and annual wildflower areas as appropriate I don't think this should be DPW

- ☐ Encourage sustainable landscaping and gardening, including reduced usage of pesticides, fertilizers, and native plant species (working through Sustainable Medfield? What's the mechanism here?)



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safe-guarding??

Shouldn't this action go into Goal 5?

- ☐ Support ConCom in highlighting Medfield's natural resources, increasing accessibility, and maintenance of existing natural spaces
  - ☐ Improve public access to information on the town's open spaces
- ☐ Improve the Can Recycling Location and Information