MANAGE TOWN FINANCES IN A FISCALLY PRUDENT MANNER THAT STRIKES A PROPER BALANCE BETWEEN FUNDING OF IMPORTANT TOWN SERVICES AND AFFORDABILITY FOR TAXPAYERS

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

Key Focus Areas	Long-term (5 - 10 year timeframe)	2022 - 2023 Goals
Maintain a Responsible/Fiscally Prudent Financial Position	Keep the Town's Operating Budgets within the limits imposed by Prop 2 ½ and overall town debt at or below the size of the town budget	Work with Town Planner to identify parcels of land that could be rezoned as commercial. Present recommendations to the Planning Board – **NOT DONE YET**
Reduce Reliance on the Residential Tax Base for Revenues by either diversifying the tax base and/or building revenue positive housing	Generate 10% of the Town's Tax Revenue from Non-Residential Sources and/or the net gain on revenue positive housing (i.e., tax revenue - added cost to town)	1. Identify at least 1 parcel of land, not town-owned, even if zoned residential, that could be commercially developed. Work with Town Planner/Planning Board to evaluate potential to be re-zoned. 2. Rezone the business district in the downtown to provide more business/retail spaces. Find ways to extend the downtown business district to enhance areas like Park Street as integral components of the downtown business district. – **IN PROCESS** 3. Support a process for redesigning the Gun Range in support of the Trinity project 4. Pursue reuse of the Town Landfill for solar energy generation
Promote a "Business Friendly" Atmosphere to Retain Current and Attract Potential New Businesses		Work with the downtown business community and residents to identify a committee to assume the responsibilities previously held by the Downtown Study Committee and the Economic Development Committee with a goal of promoting economic development in the extended downtown area that balances business needs and the needs of downtown residents. (Probably under the leadership of the Town Planner) – **DO WE STILL WANT TO DO THIS?**

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

Key Focus Areas	Long-Term (5 -10 year timeframe)	2022 - 2023 Goals
Proactively plan for the maintenance and upgrade of town buildings	Maintain and update (annually?) a 20-year plan for building maintenance expenditures	Develop a plan to fund those building improvements/repairs deemed necessary and appropriate for funding from the 20-year capital plan – COMPLETE? Update/ revise the Capital Maintenance Plan?
Ensure adequate funding for the ongoing maintenance and upkeep of the town's transportation, water, and sewer infrastructure	Establish and annually update a 20-year capital plan for Water & Sewer System Establish and annually update a road maintenance plan Align long-range plans with financing policies that are capable of supporting those plans	Meet with W & S board/town administration and determine solutions for issues identified by W & S Board, develop plan going forward – IN PROCESS? Develop a sidewalk development plan for the town that lays out specific plans, priorities, and sequencing to increase the extent and quality of the sidewalks in town. —IN PROCESS? Tap ARPA funding to accelerate progress on sidewalk construction? Are there other things that need to be done in this area?
Recognize and plan for the full costs associated with expansions of town staff, programs, and services	Double the current level of funding for the Town's OPEB obligation Apply funds obtained through major capital sales of town assets to the town's long-term financial obligations Restructure department budgets to reflect the full costs of staff, programs, and services, including benefits costs that are currently consolidated in separate town-wide budgets	Establish procedures to ensure that full long-term financial obligations of the town are taken into account when hiring staff. Increase public visibility into the full financial implications associated with staff hiring decisions.—IN PROCESS

PURSUE COMMUNITY HOUSING GOALS TO MAINTAIN AN ECONOMICALLY STABLE AND SOCIALLY BALANCED TOWN POPULATION THAT ALLOWS MEDFIELD TO BE A SELF-SUFFICIENT AND ACCESSIBLE COMMUNITY

GOAL #3: ***Medfield does a good job of producing responsible citizens who live with confidence in the safety and support of their community, regardless of economic or social status. Medfield residents can be confident that the town cares about them and will support them where possible. One of the most visible ways for the town to demonstrate its commitment to its residents is to work to address specific housing needs of long-standing town residents and other residents with particular needs that the town is in a position to help address. –***

Key Focus Areas	Long-Term (5 -10 year timeframe)	2022 - 2023 Goals
Achieve 408 Affordable Housing Goals to Enable Medfield to Control Its Development Path	Achieve 10% Affordable Housing mandate imposed by Chapter 408 within the next 8 years	Complete construction of 21 units of all SHI-eligible housing required to achieve the 40B goalextend safe harbor protection for another year, and commence planning for 21 SHI per year in future years. (Implement…
Provide Housing for Medfield's Adults Who Are Capable of Living Independently With Assistance	Develop 8 units of housing for adults with intellectual disabilities	Do we need a goal for group home development here?
Increase Availability of Senior Housing to Enable Seniors to Afford to Live in Medfield	Provide a minimum of 120 additional units of senior housing across the economic spectrum over the next 6 years	What's the current number of senior housing units?
		Gun Range action could also go here instead of further forward

PROMOTE THE HEALTHY AND RESPONSIBLE DEVELOPMENT OF MEDFIELD'S YOUTH

GOAL #4: ***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.***

Key Focus Areas	Long-Term (5 -10 year timeframe)	2022 - 2023 Goals
Maintain/ Improve the School System's Solid Academic Performance	Plan for the replacement of the Dale Street School	CompleteUpdate the Feasibility Study for the replacement of the Dale Street School/ Develop a revised concept for the new school
Support the Cultural/ Physical/ Emotional/ Civic Development of Our Children	Develop and implement a thoughtful framework for addressing the full range of challenges confronting the town's young people Support and strengthen the opportunities available to the town's young people to help them realize their full potential in life	Implement the Connections program to enhance contact between the town's seniors and the town's youth (grant funded) – IN PROCESS? Medfield Outreach action here as follow up to strategic plan development??
Provide Appropriate Opportunities for the Town's Young People to Observe and Participate in Town Governance		Work with the School Department and the Town Departments to assess the potential for identifying opportunities for town youth to get involved with town operations with a goal of promoting a deeper appreciation of the importance of a citizen-led local government – CURRENT STATUS? What else? (Fire Department Cadet program, Police Dept internships, Town Hall internships?)

<u>GOAL #5:</u> 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 best parts of Medfield are preserved for future generations and that Medfield retains its unique identity and character.

Key Focus Areas	Long-Term (5 -10 year timeframe)	2022 - 2023 Goals
Preserve/ Protect the Town's Character, Understanding of its History, and its Historic/ Cultural Resources		Rationalize responsibilities between DPW, Parks & Recreation, and the School Department for maintaining natural town assets, including parks, athletic fields, building grounds, and other maintained open space. Make appropriate adjustments to department maintenance budgets to reflect adjustments in responsibilities.
Support Environmental Protection Efforts and Promote the Public's Responsible Use of Our Natural Resources		Town Administrator coordinate with the DPW Head to develop a public tree inventory and tree planting plan – SHOULD THIS BE ON KRISTINE'S GOAL LIST? Does Sarah's work in this area fit here?
Support and Protect/ Maintain Attractive Open Space Acquisitions to Enhance Recreational Opportunities and to Maintain the Open Character of the Town		The prerequisite action here is to answer the maintenance question –(CORPS Plan? – Conservation, Open-Space, Recreatiion, Public Spaces Plan)

MAINTAIN ENVIRONMENTAL QUALITY AND THE SUSTAINABILITY OF OUR COMMUNITY – NEW DRAFT GOAL AREA

GOAL #6: ***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 meeting the town's responsibilities for conscientious environmental stewardship of the town's open spaces and natural habitats to ensure the sustained health and vibrancy of the town's natural environment.***

Key Focus Areas	Long-Term (5 -10 year timeframe)	2022 - 2023 Goals
Environmental Sustainability and Resilience	Maintain and Update the Town's Environmental Resiliency Plans	
Climate Action	Support the State 2030 Climate Goals Ensure that Medfield in on a track to pursue feasible 2050 Net Zero goals	

Preservation and Protection of Water Resources	Identify and Assess Long-Term Threats to the Town's Water Purity Develop Adequate Long-Term Capital Plans to Ensure the Adequacy of the Town's Water and Sewer Systems – to Include Well Field Capacity Improve Wildlife Habitats to Support the Health and Growth of the Town's Native Wildlife	
Open Space Protection and Management	Develop a Comprehensive Plan for the Ongoing Maintenance and Improvement of Open Spaces Improve Public Access to Information About the Town's Open Spaces Continue/ expand efforts to limit the use of plastics	
Forest/ Wildlife Management	Maintain and enhance the town's forests to support carbon sequestration and the development of saleable carbon offsets	