



## Introduction

This Resilience Framework is designed to reflect Wakefield's values as it relates to a more resilient future for all. The Framework can be used to assess or screen a program, project, or initiative (collectively identified as project in this tool), to ensure that it is meeting Wakefield's priorities.

Alternatively, you could simply use the criteria to guide the design of your project. The Framework is presented as a series of criterion that are provided as a positive, neutral, or negative contribution. Ideally, you want to achieve as many positive contributions from each project as possible. However, that is not always feasible. At a minimum, the Town should avoid any projects that have negative criterion. A few things to note: Where a project falls short of meeting a particular criterion, consider revising the approach. If it is simply not possible to adjust the scope of the project, consider not moving forward with that project. The term "project" in the framework is meant to generally refer to any program, project, action, or initiative that may be considered by the Town for inclusion in a plan, budget, capital improvement, or in general for implementation.

This Framework is meant to be a "living" tool that evolves as the Town does. The more it is utilized, the more value it will bring. There should be periodic reviews and updates to the Framework based on the Town's experience utilizing it. Perhaps some of the criterion are not relevant in a few years or new ones need to be added. The Town should create a process to both review and update the Framework at least annually. The Definitions should also be updated so that the tool stays relevant. This will aid in the ease of use.

This workbook is split into 2 tabs. The first is the complete Framework with the detailed criterion associated with each score level. The second is the Definitions Tab which provides more detailed definitions for words that may be new to the users of the Framework or that could have multiple meanings. These words are in bold in the Framework to call attention to them.

**This Framework is split into 4 priority areas: Equity, Greenhouse Gas (GHG) Emissions Reductions, Regional Collaboration, and Resilience.**

**Each of those priority areas are further broken down into 4 subcategories: Community Engagement, Infrastructure, Social-Economic, Environmental.**

## Town of Wakefield Resilience Framework

Values	Organizing Structure	Criteria		
		Positive Contribution	Neutral Contribution	Negative Contribution
Equity	Community Engagement	<a href="#">Communications about the project are clear and accessible to all</a>	There are available communications about the project, but all accommodations have not been made to make them accessible to all.	There are significant barriers to accessing communications about the project
	Infrastructure	<a href="#">The project provides a fair process to engage nontraditional stakeholders in decision making and/or engages the beneficiaries of the project in the measurement of its success</a>	The project considers nontraditional stakeholders in its decision making, but does not consider the beneficiaries of the project in the measurement of its success	The project does not engage nontraditional stakeholders in decision making and does not engage the beneficiaries of the project in the measurement of its success
	Social-Economic	The project enhances economic opportunities or improves the living conditions of vulnerable populations (e.g. low-income, elderly, or children)	The project neither enhances nor diminishes economic opportunities and has and/or does not provide improvements to the living conditions of vulnerable populations	The project diminishes economic opportunities or lowers the living conditions of vulnerable populations
	Environmental	The project reduces physical and financial barriers to accessing community assets (lake, parks, open space and other natural resources) and services (i.e. improving ADA compliance)	The project neither reduces nor creates physical and financial barriers to accessing community assets and services	The project may create additional physical and financial barriers to accessing community assets and services
Greenhouse Gas (GHG) Emissions Reduction	Community Engagement	The project directly educates and/or informs the public and/or Town stakeholders on how to reduce GHGs	The project may lead to education of the public and/or Town stakeholders on how to reduce GHGs	The project does not educate or inform the public or Town stakeholders on how to reduce GHGs
	Infrastructure	The project reduces GHG emissions (or energy demand) for buildings, transportation, or other sectors and/or reduces consumption of resources, materials or products (e.g., through waste reduction, material use efficiency, using a shared economy)	The project will not affect GHG emissions (or energy demand) for buildings, transportation, or other sectors or reduce consumption of resources	The project may create additional GHG emissions (or energy demand) for buildings, transportation, or other sectors or cause an increase in consumption of resources
	Social-Economic	Emission reductions created by the project equally benefit all Wakefield residents and/or the cost of the reductions do not fall on an already disadvantaged population (e.g. low income, minority)	Emission reductions created by the project benefit a majority of Wakefield residents and/or the cost of reductions is not absorbed disproportionately by an already disadvantaged population (e.g. low income, minority)	Emission reductions created by the project only benefit a small subsection of the Wakefield population and/or the cost of reductions is disproportionately absorbed by an already disadvantaged population (e.g. low income minority)
	Environmental	The project directly improves air or water quality in Wakefield and/or minimizes the urban heat island effect through incorporating restorative or nature-based solutions (e.g. planting street trees, reducing impervious surfaces)	The project will not effect air quality or water quality in Wakefield or address urban heat island	The project may degrade air or water quality in Wakefield and/or worsen the urban heat island effect (e.g. removing street trees, adding impervious surfaces)

## Town of Wakefield Resilience Framework

Values		Criteria		
	Organizing Structure	Positive Contribution	Neutral Contribution	Negative Contribution
Regional Collaboration	Community Engagement	The project creates new or enhances existing networks or systems that foster regional collaboration	The project does not effect regional collaboration networks or systems	The project may create a barrier to channels that foster regional collaboration
	Infrastructure	The project enhances the resilience of regional infrastructural networks (e.g., public transportation, charging stations, trail systems, emergency shelters, etc.).	The project does not effect the resilience of regional infrastructure networks.	The project may weaken the resilience of regional infrastructural networks
	Social-Economic	The project contributes to the resilience of the regional economy through diversification of industries or workforce development	The project does not effect the resilience of the regional economy	The project may weaken the resilience of the regional economy
	Environmental	The project considers a regional (watershed or ecosystem) scale and collaborates with neighboring towns and regional entities on the protection of natural resources	The project considers a regional (watershed or ecosystem) scale but does not involve collaboration with neighboring towns and regional entities on the protection of natural resources	The project does not consider a relevant regional (watershed or ecosystem) scale when considering the protection of natural resources
Resilience	Community Engagement	The project directly improves public awareness and education around climate risks and adaptive responses	The project may indirectly lead to public awareness and education around climate risk and adaptive responses	The project does not increase public awareness and education around climate risk and adaptive responses
	Infrastructure	The project ensures new and existing infrastructure or development is built to standards that can withstand anticipated climatic changes	The project does not effect the ability of new or existing infrastructure or development to withstand anticipated climatic changes	The project may limit the ability of new or existing infrastructure or development to withstand anticipated climatic changes
	Social-Economic	The project helps protect the current and future health, safety, and general welfare of all Wakefield residents (e.g. decreases vulnerability to flooding or the impacts of extreme heat)	The project does not effect the current and future health, safety, and general welfare of all Wakefield residents	The project may endanger the current and future health, safety, and general welfare of all Wakefield residents
	Environmental	The project increases the strength, capacity, or robustness of the Town's natural systems to better withstand or accommodate disruption from flooding, increased temperatures, drought, extreme weather, or other physical, economic, or social threats.	The project has no effect on the strength, capacity, or robustness of the Town's natural systems to withstand or accommodate disruption from flooding, increased temperatures, drought, extreme weather, or other physical, economic, or social threats.	The project may decrease the strength, capacity, or robustness of the Town's natural systems to better withstand or accommodate disruption from flooding, increased temperatures, drought, extreme weather, or other physical, economic, or social threats.

## Definitions

**Accessible:** Accessibility, when referring to communication materials, requires the information presented is explained at a sixth grade level, is available in multiple languages, can be accessed by the visually and hearing impaired, and is available through multiple channels (print, digital, TV, radio, etc.).

**Community Engagement:** This refers to intentional processes incorporated into each project that facilitate communication, interaction, involvement, and exchange between the municipality and their stakeholders to support the environmental, socio-economic and infrastructural goals of the community.

**Environmental:** This category considers all of the community's natural systems (air, lakes, forests, rivers, wetlands, etc.) and the beneficial functions they provide including: flood storage, recreation, tourism, elevated property values, cooling during heat waves, and water filtration.

**Equity:** Wakefield aims to be an inclusive community in which all can participate, prosper, and reach their full potential.

**GHG Reductions:** When we burn fossil fuels to power our homes, businesses, and automobiles, and place material in our landfill to decompose, we increase the level of greenhouse gases. Activities to reduce GHG emissions focus on energy efficiency, using alternative modes of transportation, and reducing, reusing and recycling our waste.

**Heat Island Effect:** When densely built areas are hotter than surrounding rural areas or green spaces. Materials such as asphalt and concrete retain more heat than vegetation, and waste heat from human activities tends to build up in urban areas. By contrast, trees provide shade and evapotranspiration, which creates a cooling effect.

**Infrastructure:** This category includes residential housing, schools, commercial building, churches, office parks/campuses, laboratories, roads, bridges, and utilities among others facilities that serve the community.

**Nature-based solutions:** These strategies use natural systems to address societal challenges and to provide environmental, social, and economic benefits. Examples include: green infrastructure, green roofs, wetland restoration, etc.

**Non-traditional stakeholders:** Individuals that are not traditionally involved or engaged in a given activity, often because of a historical legacy of barriers such as culture, language, history, past experience, lack of political power, and discrimination. Common non-traditional stakeholder groups include: people of color, low-income constituencies, native Americans, the disabled community, the working poor, the unemployed, and those for whom English is a second language.

**Organizing Structure:** The Municipal Vulnerability Preparedness (MVP) Program, guided the community through a process to consider assets that are or could be impacted by climate change under three categories: Environmental, Infrastructural and Socio-Economic. These are important organizing structures for the Town so they can consider all aspects of how a project will potential affect the community. The fourth category (Community Engagement) helps the Town prioritize the type, quantity and quality of outreach and communication as they consider and implement projects.

**Regional Collaboration:** Wakefield strives to work with neighboring communities and organizations to identify, communicate, and respond to regional needs, catalyze collaboration, and connect people and capabilities to increase efficiencies and address challenges and opportunities together. This includes the sharing of resources and information and taking advantage of economies of scale.

**Resilience:** Resilience is the ability of our residents, businesses, and municipal operations to prepare, mitigate, adapt, and endure shocks and chronic stressors. The resilience of our community depends on both our mitigation and adaptation actions.

**Socio-Economic:** This category is the human element and includes homeowners, renters, businesses, elderly, low/moderate income, special needs, non-English speakers, and others may need emergency and health care services and access to lifelines (food/water, emergency response personnel, etc.).

**Values:** Principles that are important to the Town. Each value has a set of definitions that will help staff, boards, and committees flesh out whether a project is consistent with what is important to the Town.

**Vulnerability:** Vulnerability is the degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change.