

WAKEFIELD

MASTER PLAN 2033

FOURTH PUBLIC WORKSHOP

A TWO-PART OPEN HOUSE

- ❑ **PUBLIC SERVICES,
FACILITIES & INFRASTRUCTURE ELEMENT:**
ENHANCING & LEVERAGING
- ❑ **ECONOMIC DEVELOPMENT ELEMENT:**
PUTTING THE PIECES TOGETHER & INVESTING IN OWN COMMUNITY

WAKEFIELD MASTER PLAN 2022-2033
1 FEBRUARY 2023 — 6:30PM – 8:30PM
VIA ZOOM VIRTUAL MEETING

mapc.ma/survey4-wmp2033
SURVEY — FEBRUARY 6 to MARCH 20, 2023



THIS PUBLIC WORKSHOP IS BEING RECORDED BY WAKEFIELD COMMUNITY ACCESS TELEVISION (WCAT) — IT WILL BE SHARED ONLINE — FOR THE BENEFIT OF COMMUNITY MEMBERS WHO WERE UNABLE TO PARTICIPATE



PUBLIC FACILITIES & INFRASTRUCTURE

COMMUNITY & ECONOMIC DEVELOPMENT

TONIGHT'S AGENDA

FOURTH & FINAL OF 4 MASTER PLANNING WORKSHOPS — ONLY 2 TOPICS TONIGHT

❑ INTRODUCTIONS

❑ PURPOSE & PROCESS

❑ MEETING OBJECTIVE & FORMAT

❑ INFORMATIONAL SLIDES +

❑ SMALL GROUP DISCUSSIONS +

❑ POST-MEETING SURVEY

❑ BRIEF DEMOGRAPHICS OVERVIEW

PUBLIC FACILITIES & INFRASTRUCTURE

ENHANCING & LEVERAGING

- ❑ INFORMATIONAL SLIDES – 10-15 MINUTES
- ❑ SMALL GROUP DISCUSSIONS – 30-40 MINUTES

COMMUNITY & ECONOMIC DEVELOPMENT

PUTTING THE PIECES TOGETHER, & INVESTING IN OWN COMMUNITY

- ❑ INFORMATIONAL SLIDES – 15-20 MINUTES
- ❑ SMALL GROUP DISCUSSIONS – 30-45 MINUTES

6-WEEK ONLINE COMMUNITY POLL

- ❑ 15 MINUTES OF PERSONAL TIME
 - ❑ RECORD YOUR INPUT
 - ❑ EXTENDED OPPORTUNITY AT OWN CONVENIENCE
 - ❑ PRIMARY FORM – MEASURING FEEDBACK
- ❑ ACTIVE — FEBRUARY 6 TO MARCH 20, 2023
- ❑ SURVEY LINK — mapc.ma/survey4-wmp2033

INTRODUCTIONS — OPENING REMARKS — WAKEFIELD MASTER PLAN 2033

MUNICIPAL TEAM — WMP-2033



ERIN KOKINDA

COMMUNITY & ECONOMIC DEVELOPMENT DIRECTOR



JENNIFER MCDONALD

CONTENT & COMMUNICATIONS MANAGER



STEPHEN P. MAIO

TOWN ADMINISTRATOR

MAPC — PUBLIC REGIONAL PLANNING CONSULTANTS



CARLOS J. MONTAÑEZ

PRINCIPAL PLANNER & PROJECT MANAGER



NAJEE NUNNALLY

COMMUNITY ENGAGEMENT SPECIALIST



COURTNEY LEWIS

SENIOR REGIONAL LAND USE PLANNER



MARK RACICOT

LAND USE PLANNING DIRECTOR

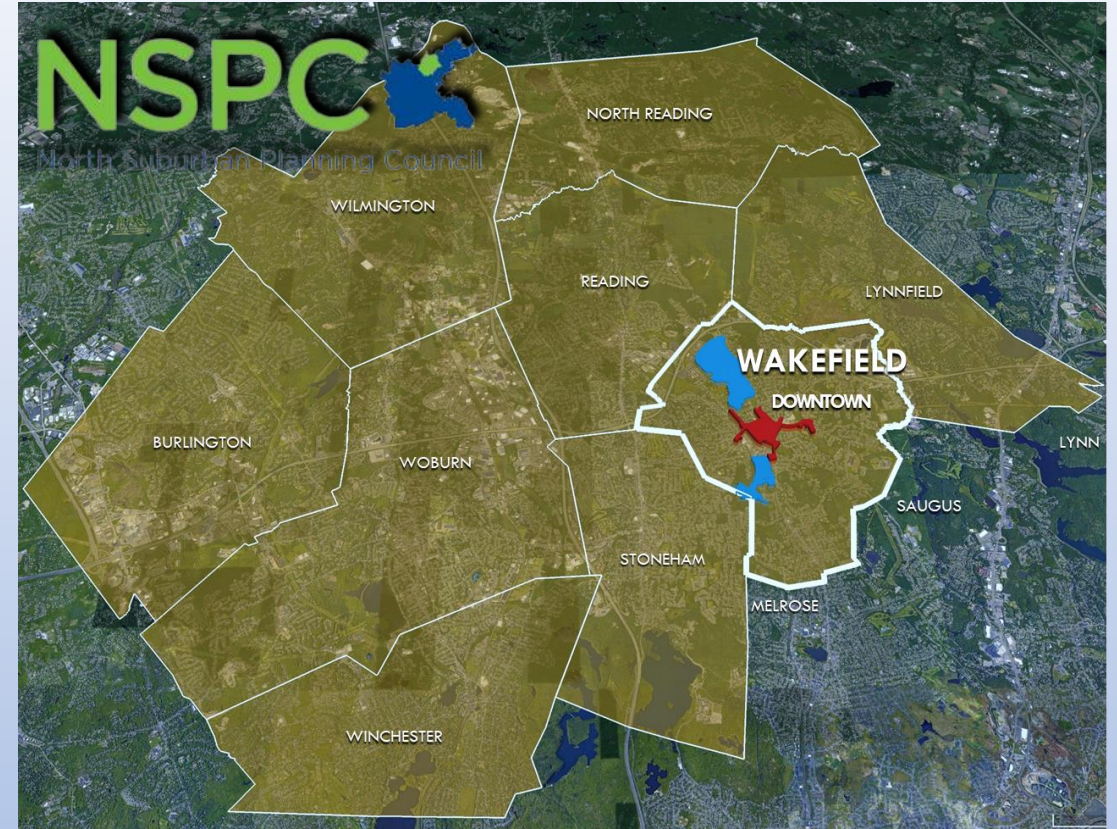
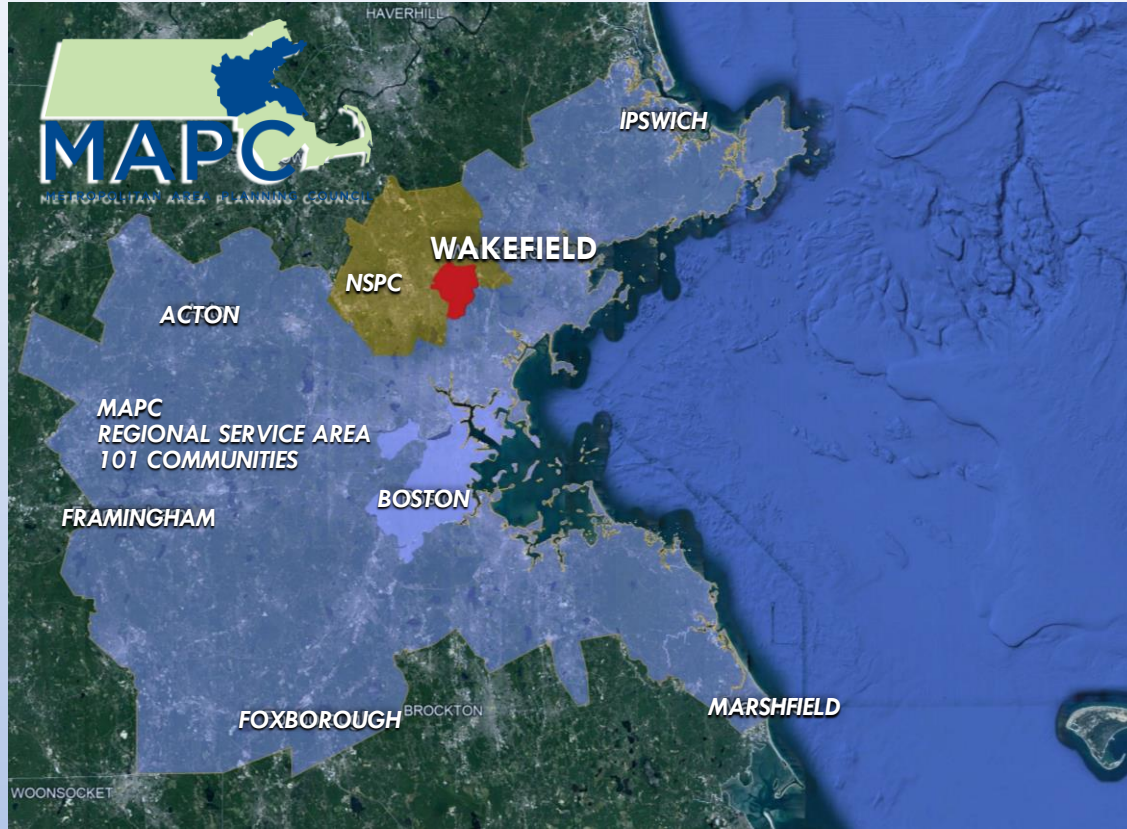
ADVISORY GROUP — WMP-2033 — 23 MEMBERS - UPDATED 10.17.22

- | | | | |
|-------------------------------------------|-------------------------------------------|--------------------------------------------|------------------------------------------------|
| <input type="checkbox"/> AMY APFELBAUM | <input type="checkbox"/> CAROL DENNISON | <input type="checkbox"/> JOSH LANNEN | <input type="checkbox"/> ASHLIE PERRY-BANERJEE |
| <input type="checkbox"/> HEHERSHE BUSUEGO | <input type="checkbox"/> MIKE FEELEY | <input type="checkbox"/> LAUREN LESSARD | <input type="checkbox"/> JULIE SCOTT |
| <input type="checkbox"/> CHRIS CHEU | <input type="checkbox"/> LIZ FERREIRA | <input type="checkbox"/> MATT MANTALOS | <input type="checkbox"/> MYRA SESSIONS |
| <input type="checkbox"/> MARIANNE COHEN | <input type="checkbox"/> KATIE HONNEYWELL | <input type="checkbox"/> ROBERT MCGUIRE | <input type="checkbox"/> SCOTT STAITI |
| <input type="checkbox"/> JOHN CRISLEY | <input type="checkbox"/> JOE HULME | <input type="checkbox"/> CHRISTINA OLIVERI | <input type="checkbox"/> MELISSA STOPA |
| <input type="checkbox"/> NANCY DELANEY | <input type="checkbox"/> DAWN KIX | <input type="checkbox"/> ROCHELLE OWENS | |

LIAISONS TO WMP-2033 ADVISORY GROUP

- | | |
|----------------------------------------------------|-----------------------------------------------------|
| <input type="checkbox"/> ANNE DANEHY, TOWN COUNCIL | <input type="checkbox"/> THEO NOELL, PLANNING BOARD |
|----------------------------------------------------|-----------------------------------------------------|

INTRODUCTION – MAPC REGIONAL PERSPECTIVE



REGIONAL PLANNING AGENCY

PUBLIC CONSULTANCY – TECHNICAL ASSISTANCE RESOURCES AND SERVICES

- ❑ SUPPLEMENT LOCAL CAPACITY,
- ❑ BRAINSTORM IDEAS,
- ❑ GATHER SURROUNDING COMMUNITIES TO
- ❑ ADDRESS COMMON ISSUES THAT TRANSCEND MUNICIPAL BOUNDARIES

BACKGROUND – MAPC MISSION & EQUITY

MISSION – EXCERPT

... PROMOTE **SMART GROWTH** AND **REGIONAL COLLABORATION**.

... ENGAGE THE PUBLIC IN **RESPONSIBLE STEWARDSHIP** OF OUR **REGION'S FUTURE**.

... COMMITTED TO WORK TOWARD ... A **DIVERSE HOUSING STOCK** ... HEALTHY COMMUNITIES, AN INFORMED PUBLIC, AND **EQUITY** AND **OPPORTUNITY** AMONG PEOPLE OF **ALL BACKGROUNDS**.

EQUITY – METROCOMMON 2050 VALUES—EXCERPT

... **FAIR** AND **JUST INCLUSION** INTO A SOCIETY...

... MOST **MARGINALIZED** HAVE **EQUAL ACCESS** TO OPPORTUNITIES, POWER, **PARTICIPATION & RESOURCES...**

... REQUIRES **RESTRUCTURING** DEEPLY **ENTRENCHED SYSTEMS...**

... HAVE LED TO THE **UNEVEN DISTRIBUTION OF BENEFITS & BURDENS** OVER MULTIPLE GENERATIONS.

Equality

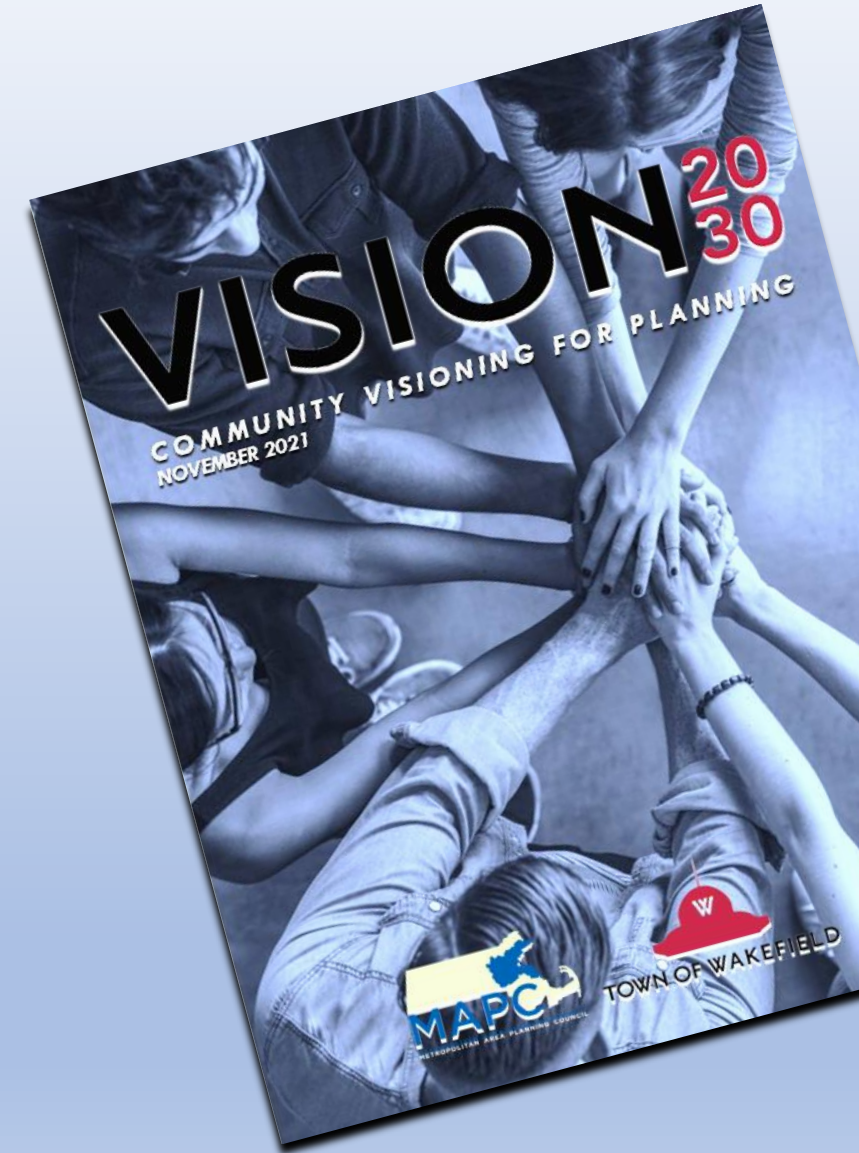


Equity



CREDIT ATTRIBUTED: 2017 ROBERT WOOD JOHNSON FOUNDATION

- ❑ **BUILD UPON** *VISION 2030 STATEMENT*
- ❑ **“JUMPSTART” DISCUSSIONS** *WITH VISION 2030 CONSENSUS GOALS*
- ❑ **MORE IN-DEPTH ANALYSES** *OF AND RECOMMENDATIONS*
 - ❑ FOR 8 CONVENTIONAL ELEMENTS/TOPICS;
 - ❑ INCLUDING **TOWN IMPLEMENTATION ACTIONS**, DECISIONS ON **INVESTMENTS AND REGULATORY CHANGES**, AND AVAILABLE RESOURCES.
 - ❑ **EMPHASIZE TRADE-OFFS** RELATED TO **PRIORITIES ON RESOURCE ALLOCATION**, SOCIAL POLICY, AND THE POTENTIAL ACCOMMODATION OF POTENTIAL DEVELOPMENT PROPOSALS IN DIFFERENT PARTS OF TOWN.
- ❑ **A REFERENCE ROADMAP**
 - ❑ EXECUTIVE SUMMARY PLUS **10-YEAR PRIORITIZED IMPLEMENTATION TABLE**
 - ❑ FOR **REGULAR CONSULTATION** DURING VARIOUS MUNICIPAL MEETINGS
 - ❑ TO FRAME MORE IMMEDIATE DECISIONS ON PROJECTS, DEVELOPMENT REVIEW AND INVESTMENT DECISIONS.
- ❑ **MAKE CONNECTIONS** *BETWEEN DIFFERENT PLANNING TOPICS*
 - ❑ FOR BIG PICTURE INSIGHTS AND **DECISION MAKING**
 - ❑ THROUGHOUT THE **NEXT 120 MONTHS**
 - ❑ TO GUIDE WAKEFIELD TOWARD AN **EVEN-BETTER, ASPIRATIONAL PLACE BY 2033.**



MASTER PLAN — PURPOSE CLARIFICATION — MACRO LEVEL ANALYSIS ONLY — NOT SITE-SPECIFIC — NOR PROJECT-SPECIFIC ANALYSIS OR REVIEW — NOT A REZONING — NOR A CAPACITY/VOLUME STUDY

MASTER PLAN PURPOSE 2 OF 2

❑ CREATE A ROAD MAP

TO INFORM FUTURE COLLECTIVE DECISION MAKING

❑ COMMUNITY INPUT

INFORM RECOMMENDATIONS

❑ PROVIDE MUTUAL CERTAINTY

RESIDENTS | BUSINESSES

❑ SHAPE SPECIFIC AREAS

GROWTH | IMPROVEMENTS | PRESERVATION

❑ INFORM DECISIONS

FUTURE ZONING | INVESTMENTS
(RE)DEVELOPMENT INCL. INFILL

❑ LEAVE A LEGACY

FOR THE NEXT GENERATION

❑ ASPIRATIONAL

❑ IMAGINING & SHAPING FUTURE

WITH COMMUNITY INPUT

❑ RALLY RESIDENTS

AROUND COMPELLING IDEAS

❑ REFERENCE CONTEXT FOR FUTURE DECISIONS

DURING NEXT 120 MONTHS
AT MONTHLY MUNICIPAL MEETINGS
TO HELP WITH REVIEW OF PROJECTS
AND POLICY IDEAS

❑ FOR MARKETING PURPOSES

CHAMBER OF COMMERCE | WELCOME GUIDES



CONSISTENCY

PROCESS

4 PUBLIC FORUMS & 5 AG WORKING SESSIONS

ADV. GROUP #1 1.6.2022

ADV. GROUP #2 3.16.2022

PUBLIC FORUM #1

PUBLIC POLL

4.6.2022 — 560 POLL RESPONSES

ADV. GROUP #3 5.25.2022

PUBLIC FORUM #2

PUBLIC POLL

6.22.2022 — 359 POLL RESPONSES

ADV. GROUP #4 9.19.2022

PUBLIC FORUM #3

PUBLIC POLL

10.19.2022 — 559 RESPONSES

ADV. GROUP #4.5

PUBLIC FORUM #4

PUBLIC POLL

2.1.2023 + 6-WEEK POLL — 15 MINUTES TO TAKE

MAPC — 2 DRAFTS

ADV. GROUP #5

CONCURRENT PUBLIC COMMENT PERIOD

JOINT PRESENTATION
PLANNING BOARD +
TOWN COUNCIL ^{TBD}



WMP-2033 ADVISORY GROUP ROLE

❑ **PARTICIPATE** IN 6 MEETINGS & 4 PUBLIC FORUMS

❑ **HELP DRAFT PURPOSEFUL SURVEY QUESTIONS**

❑ THAT COVER THE VARIOUS MASTER PLANNING TOPICS

❑ REVIEW AND PROVIDE FEEDBACK ON THE QUESTIONS FOR 4 SEPARATE SURVEYS THAT ARE EACH PAIRED TO EACH OF THE 4 PUBLIC WORKSHOPS.

❑ **FACILITATE CONVERSATIONS**

DURING PUBLIC FORUMS WITH SUPPORT FROM MAPC STAFF.

❑ **PROVIDE POST PUBLIC FORUM INSIGHTS** INTO

MEETING FORMAT & DISCUSSION FACILITATION.

POTENTIAL PURPOSEFUL DRAFT POLL QUESTION IDEAS — FOR SUBCOMMITTEE REFERENCE ONLY — DUE SEP 16 — FOR 4TH ADVISORY GROUP DISCUSSION & FINALIZATION — TWO TOPICS ONLY — FOR 3RD IN-PERSON PUBLIC FORUM — WAKEFIELD MASTER PLAN 2033-2037

GENERAL TRANSPORTATION QUESTIONS — ON CHALLENGES & OPPORTUNITIES

1 — Which of the following ways for getting around and to Wakefield do you use?

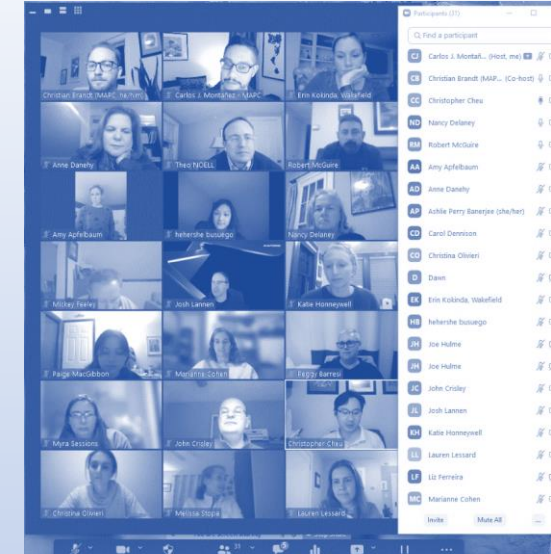
	Often For Work Commute	Often For Shopping & Errands	Mainly Weekends	Occasionally Few Times Monthly	Never
Driving — personal vehicle — gas-powered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driving — personal vehicle — electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ride Share — like Uber or Lyft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commuter Rail — MBTA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus — MBTA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — MBTA The Ride	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — Council on Aging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2 — How would you rate each of the following transportation options?

	For Commuting			For Leisure & Errands		
	Good	Fair	Poor	Good	Fair	Poor
Driving — personal vehicle — gas-powered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driving — personal vehicle — electric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpooling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ride Share — like Uber or Lyft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commuter Rail — MBTA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus — MBTA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — MBTA The Ride	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shuttle Van — Council on Aging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bicycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3 — As best as you can, please indicate which general transportation issues affect which of the following different stakeholders and members of the Wakefield community?

	Pedestrian Conditions	Bicycling Conditions	Traffic Circulation Conditions	Parking Conditions	Public Transit Conditions	Not Applicable
Elderly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People with Limited Mobility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth — Adolescents and Children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commute (Wakefield residents)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



MASTER PLAN TOPICS

8 TOPICS OVER 4 PUBLIC FORUMS – 1 HOUR EACH TOPIC

PUBLIC FORUM #1

APR 6, 2022

LAND USE & ZONING ELEMENT:

GROWTH, ENHANCEMENT &
PRESERVATION AREAS IN
TOWN

OPEN SPACE & RECREATION ELEMENT:

PARKS, SQUARES & LEISURE

PUBLIC FORUM #2

JUNE 29, 2022

HISTORIC & CULTURAL RESOURCES ELEMENT:

EXPANDING THE CULTURAL &
HISTORIC LANDSCAPE

HOUSING ELEMENT:

HOUSING OPTIONS &
RESIDENTIAL AREAS

PUBLIC FORUM #3

OCTOBER 19, 2022

TRANSPORTATION & CIRCULATION ELEMENT:

MOBILITY OPTIONS &
GETTING AROUND

SUSTAINABILITY & CLIMATE RESILIENCE ELEMENT:

ADAPTING TO
ENVIRONMENTAL CHANGES

PUBLIC FORUM #4

FEBRUARY 1, 2023

PUBLIC FACILITIES, TOWN SERVICES & INFRASTRUCTURE ELEMENT:

ENHANCING & LEVERAGING

ECONOMIC DEVELOPMENT ELEMENT:

PUTTING THE PIECES
TOGETHER



TONIGHT'S OBJECTIVE

MEETING FORMAT – INFO SLIDES + DISCUSSION — THEN POST-MEETING POLL

PUBLIC FORUM #4

FEBRUARY 1, 2023

**PUBLIC FACILITIES,
SERVICES &
INFRASTRUCTURE
ELEMENT:**

ENHANCING &
LEVERAGING

**COMMUNITY &
ECONOMIC
DEVELOPMENT ELEMENT:**

PUTTING THE PIECES
TOGETHER, &
INVESTING IN OWN
COMMUNITY

MEETING FORMAT

- ❑ **TWO HOURS – VIRTUAL ZOOM –
LIVE INTERACTIVE EVENT**
 - ❑ ONLY INTERACTIVE VIA ZOOM
- ❑ **ONLY 2 PLANNING TOPICS – ~1 HOUR EACH**
- ❑ **TWO-PART PARTICIPATION OPPORTUNITY**
 - ❑ LIVE, ZOOM 2-HOUR MEETING + 4-WEEK-LONG OPPORTUNITY
 - ❑ TAKE 15 MINUTES OF PERSONAL TIME
 - ❑ RECORD INDIVIDUAL INPUT – FOR MEASURING CONSENSUS
- ❑ **ALLOW PARTICIPANTS HEAR
EACH OTHER'S OPINIONS BEFORE**
 - ❑ EVERYONE RECORDS THEIR INDIVIDUAL INPUT
VIA 6-WEEK ONLINE SURVEY – **DEADLINE 3.20.2023**

FIRST TOPIC – 1-HOUR

- ❑ INFORMATIONAL SLIDES – 10-15 MINUTES
- ❑ SMALL GROUP DISCUSSIONS – 30-35 MINUTES

SECOND TOPIC – 1-HOUR

- ❑ INFORMATIONAL SLIDES – 10-15 MINUTES
- ❑ SMALL GROUP DISCUSSIONS – 30-35 MINUTES

EVERYONE TAKES 6-WEEK POLL

- ❑ ONLY 15 MINUTES OF PERSONAL TIME
- ❑ TO RECORD IN WRITING YOUR INPUT
- ❑ EXTENDED OPPORTUNITY – AT OWN CONVENIENCE
- ❑ PRIMARY FORM OF RECORDING & MEASURING FEEDBACK

FORUM DISCUSSIONS ^{THEN} POLL INPUT RECORDING

SURVEY DESIGN & PURPOSEFUL QUESTIONS

❑ PURPOSEFULLY & COLLECTIVELY DRAFT –

- ❑ HELP DISCOVER SOMETHING NEW, OR CONFIRM SOMETHING USEFUL FOR AN ACTIONABLE RECOMMENDATION OR A DECISION
- ❑ DRAFT POLL CONTENT — ONLY PROVIDED TO ELICIT A REACTION — JUMPSTART DRAFTING WITHIN SCOPE/CONTRACT TIMELINE
- ❑ EXTENSIVE AND EXTENDED OPPORTUNITIES — SURVEY QUESTION INPUT — TO, OR CREATE NEW ORIGINAL/PURPOSEFUL QUESTIONS

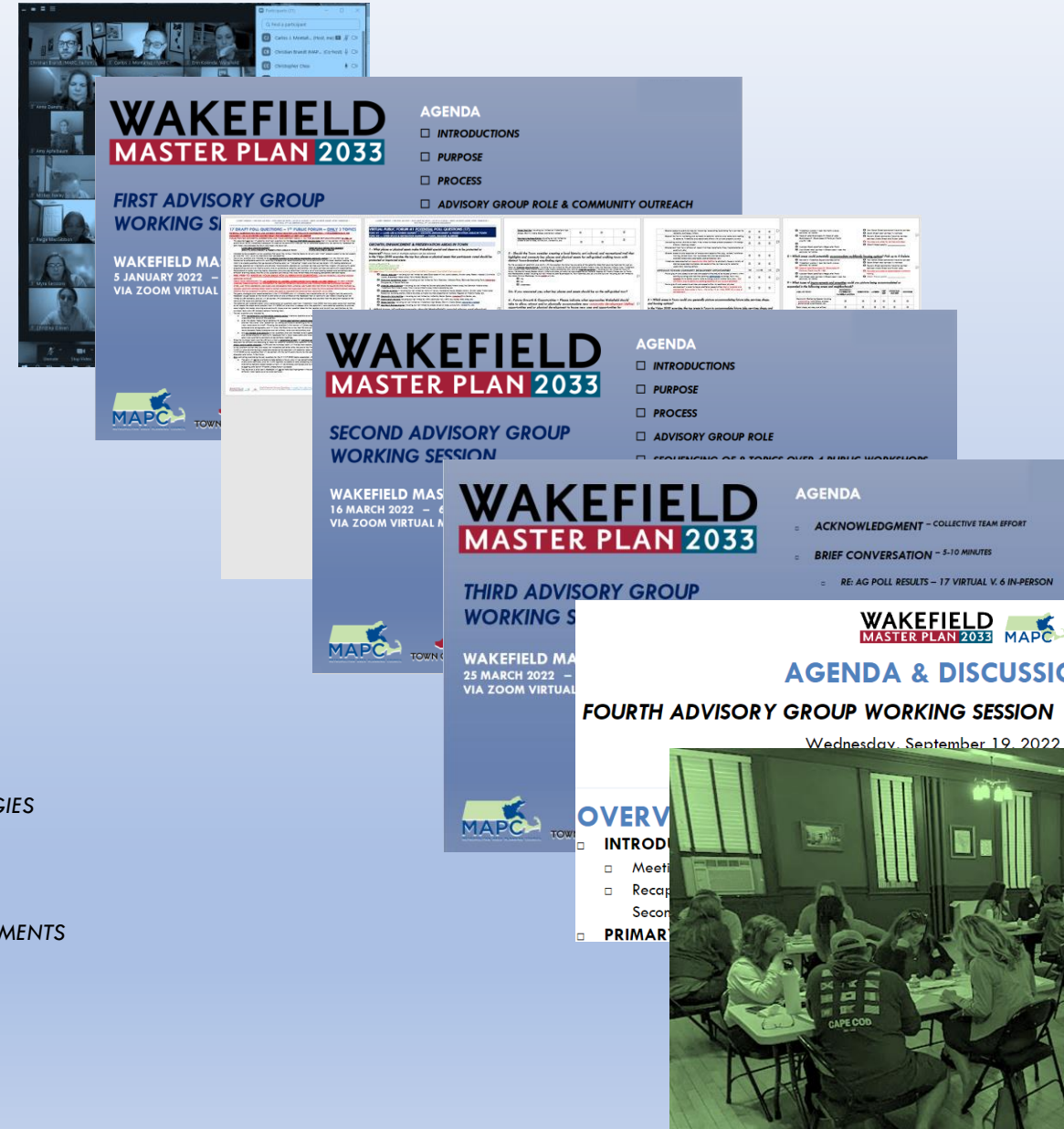
❑ PRIMARY FORM OF STANDARDIZED COMMUNITY INPUT

❑ SURVEY OBJECTIVE

- ❑ **MEASURE INPUT – DETERMINE CONSENSUS**
- ❑ CONSENSUS GOALS — TO BE DISTILLED FROM — SEVERAL ITERATIONS OF SYNTHESIS AND ANALYSIS
- ❑ SUSS OUT HIGHER LEVEL CONSENSUS GOALS
- ❑ MAPC CONSULTANT INTERPRETS RESULTS – AND RECOMMENDS CORRESPONDING BEST PLANNING STRATEGIES

❑ PROVIDE STANDARDIZATION OF FEEDBACK –

- ❑ THAT OFTENTIMES IS CHALLENGING TO IN CONVENTIONAL MEETINGS WITH STRICTLY/MAINLY ORAL COMMENTS
- ❑ **NOT INTENDED TO BE SCIENTIFIC SURVEYS**



FORUM DISCUSSIONS ^{THEN} POLL INPUT RECORDING

TONIGHT'S OBJECTIVE

INFORMATIONAL TOPIC SLIDES + SMALL GROUP DISCUSSIONS + POST-MEETING SURVEY

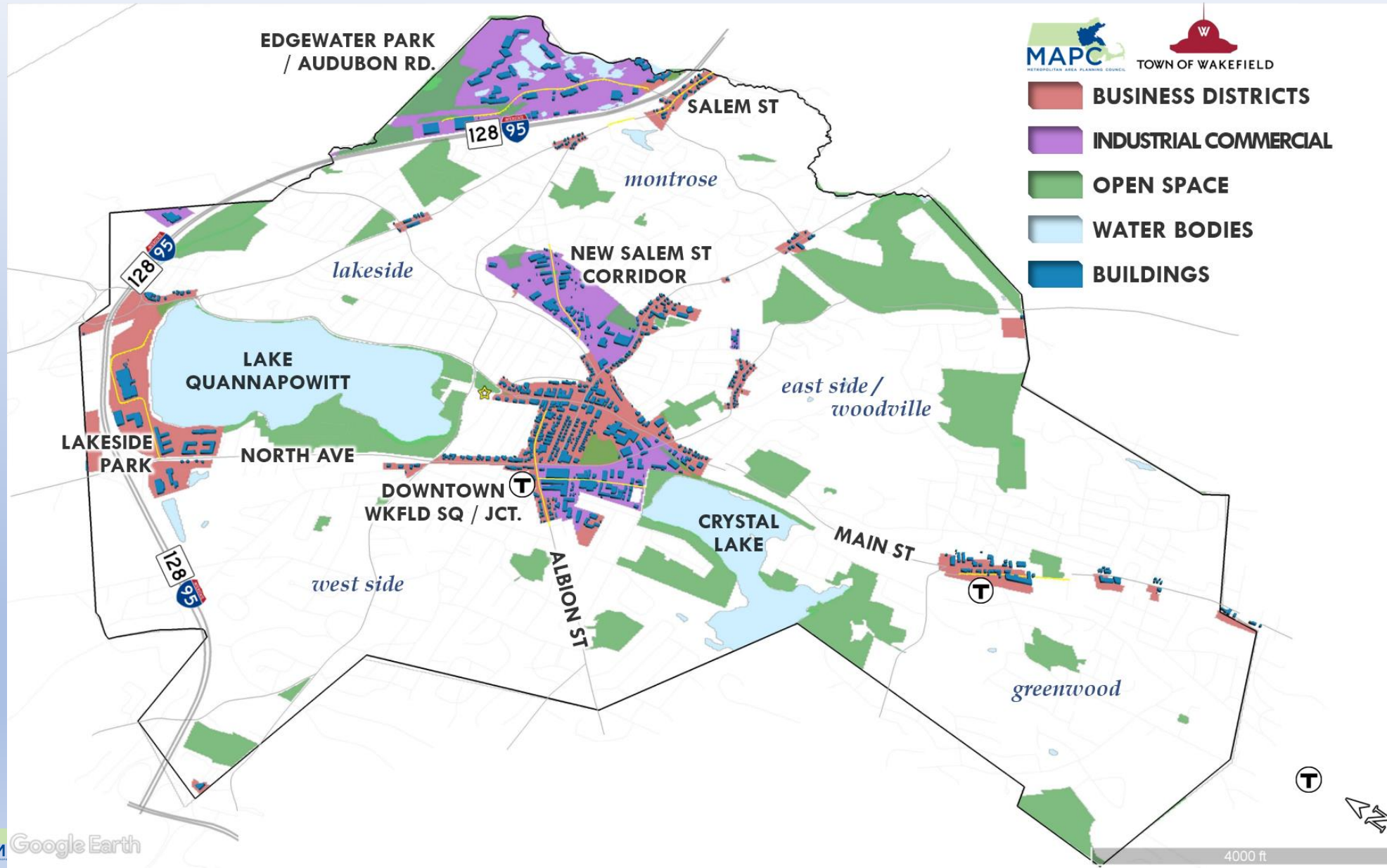


6-WEEK ONLINE COMMUNITY POLL

- ❑ 15 MINUTES OF PERSONAL TIME
 - ❑ RECORD YOUR INPUT
 - ❑ EXTENDED OPPORTUNITY AT OWN CONVENIENCE
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- ❑ **SURVEY LINK — mapc.ma/survey4-wmp2033**

TOWN OVERVIEW

BUSINESS/ACTIVITY NODES, OPEN SPACES, MAJOR ROADS



TOWN OVERVIEW

TOWN SETTING

- MATURE SUBURBAN TOWN
- 7.4 SQ. MILES LAND - ~27,000 POPULATION
- 10 MILES NORTH BOSTON

- SMALLER-LOT SINGLE FAMILY DWELLINGS
- SEVERAL BUSINESS DISTRICTS & COMMUTER RAIL SERVICE
- **NEW GROWTH VIA INFILL REDEVELOPMENT FLEXIBILITY**

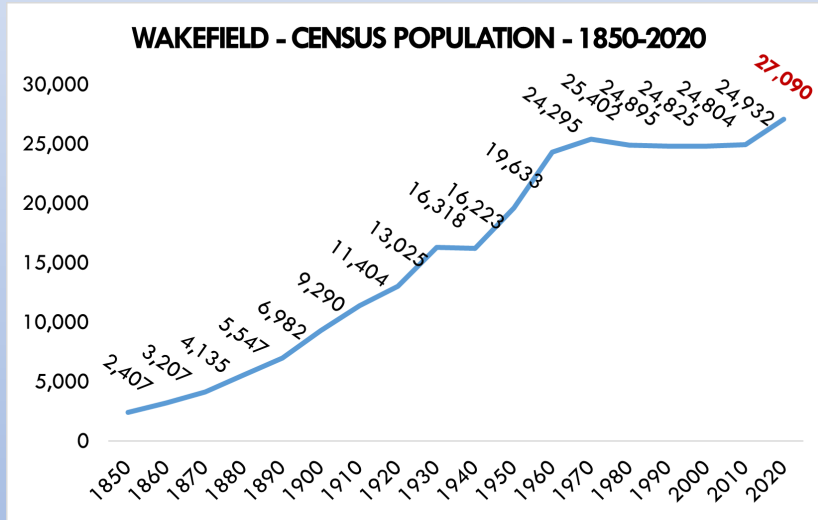
POPULATION - 2020 CENSUS – 27,090

8.3% INCREASE FROM 2010

11% INCREASE SINCE 1960

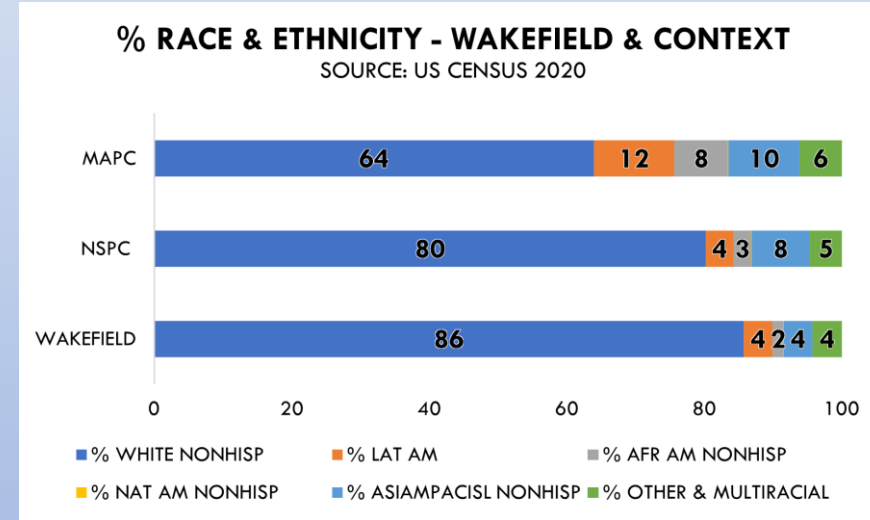
24,932 CENSUS 2010

24,295 CENSUS 1960



RACE & ETHNICITY

16-22% LESS DIVERSE THAN SUBREGION & METRO BOSTON



FOR IMMEDIATE RELEASE: WEDNESDAY, APRIL 27, 2022

Next 2020 Census Data Products to be Released in 2023

APRIL 27, 2022
RELEASE NUMBER CB22-CN.06

LIMITED DATA AVAILABLE

- FOR FULL 2020 CENSUS DATASETS (2023 FULL RELEASE)
- NOT ALL DATASETS EXIST FOR -- ALL TOPICS, YEARS, OR GEOGRAPHIES
- BEST READILY-AVAILABLE USED AT TIME OF DATA COLLECTION & ANALYSIS

TOWN OVERVIEW

MEDIAN OVERALL HOUSING SALES PRICES – 2022

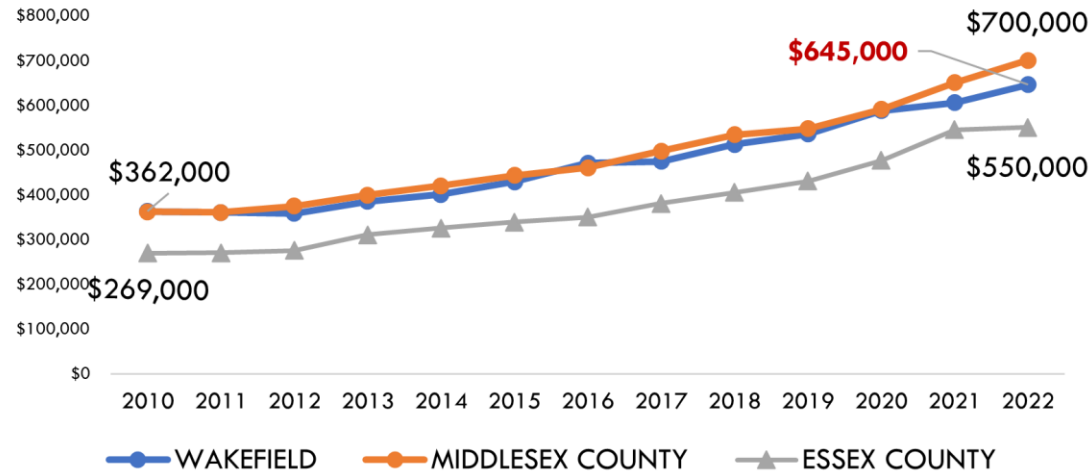
WAKEFIELD'S \$645,000 IS

8% MORE AFFORDABLE THAN MIDDLESEX COUNTY'S MEDIAN

WAKEFIELD'S \$645,000 IS

15% MORE EXPENSIVE THAN ESSEX COUNTY'S MEDIAN

**MEDIAN HOUSING SALES PRICES
WAKEFIELD & CONTEXT 2010-2022**
SOURCE: WARREN GROUP 2022



TAX BASE 2022

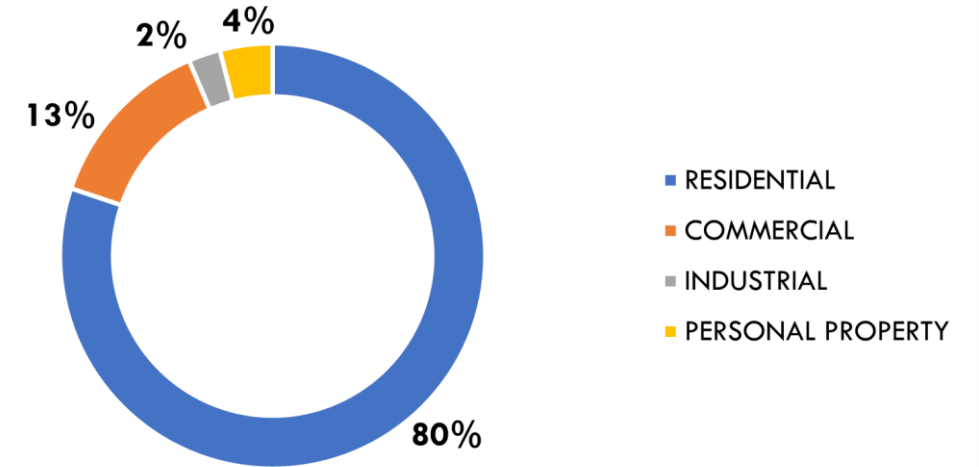
REVENUE BY SOURCE - DIVERSIFICATION DESIRABLE

80% RES. – 13% COMM. – 2% INDUST.

\$12.32 RES. WAKEFIELD RATE PER \$1,000 ASSESSED VALUE

\$23.77 COMM. WAKEFIELD RATE PER \$1,000 ASSESSED VALUE

SHARE OF TAX REVENUE BY SOURCE - WAKEFIELD
SOURCE: MA. DEPT. REVENUE FY2022



SOURCES: ACS 5-Year Estimates 2019 & 2018; US Census; MAPC DataCommon; MA Dept. of Revenue – DLS

TOWN OVERVIEW

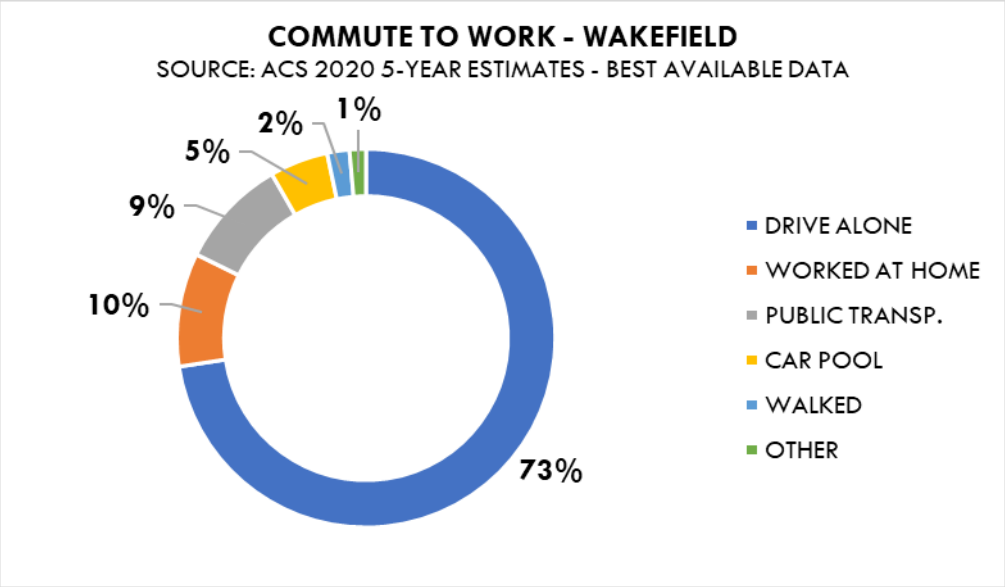
COMMUTE TO WORK ACS 2020

COMMUTE TIMES

33 MINUTES	WAKEFIELD AVG.
28 MINUTES	MIDDLESEX COUNTY AVG.
30 MINUTES	STATE AVG
27 MINUTES	US AVG.

MODES

73%	DRIVE ALONE
5%	CARPOOL
9%	PUBLIC TRANSPORTATION
2%	WALK

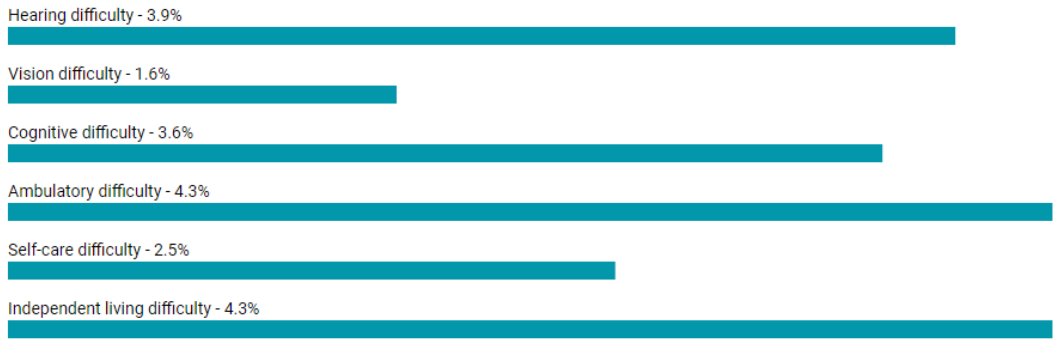


ACCESSIBILITY ACS 2020

8.6% OF RESIDENTS CHALLENGED

4.3%	AMBULATORY DIFFICULTY
4.3%	INDEPENDENT LIVING DIFFICULTY

Types of Disabilities in Wakefield CDP, Massachusetts



TONIGHT'S WORKSHOP TOPICS

INFORMATIONAL SLIDES + DISCUSSIONS + POST-MEETING ONLINE SURVEY

PUBLIC FACILITIES, TOWN SERVICES & INFRASTRUCTURE ELEMENT ENHANCING & LEVERAGING



INFORMATIONAL SLIDES – 10-15 MINUTES
SMALL BREAKOUT GROUP DISCUSSIONS – 30-35 MINUTES

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COMMUNITY & ECONOMIC DEVELOPMENT ELEMENT PUTTING THE PIECES TOGETHER — INVESTING IN OWN COMMUNITY



INFORMATIONAL SLIDES – 15-20 MINUTES ~
SMALL BREAKOUT GROUP DISCUSSIONS – 30-35 MINUTES

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WAKEFIELD MASTER PLAN 2033

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 - ❑ EXTENDED OPPORTUNITY AT OWN CONVENIENCE
 - ❑ PRIMARY FORM – MEASURING FEEDBACK

❑ **ACTIVE — FEBRUARY 6 TO MARCH 20, 2023**

❑ **SURVEY LINK — mapc.ma/survey4-wmp2033**

wakefield.ma.us/master-plan 73

PUBLIC FACILITIES, TOWN SERVICES & INFRASTRUCTURE ELEMENT ENHANCING & LEVERAGING



INFORMATIONAL SLIDES – 10-15 MINUTES

SMALL BREAKOUT GROUP DISCUSSIONS – 30-35 MINUTES

WHY THIS ELEMENT OF THE COMPREHENSIVE PLAN MATTERS

THE PUBLIC FACILITIES AND SERVICES ELEMENT OF THE COMPREHENSIVE PLAN DESCRIBES AND ANTICIPATES THE BUILDINGS, FACILITIES, INFRASTRUCTURE, AND HUMAN RESOURCES THE TOWN WILL NEED IN ORDER TO MEET CURRENT AND THE FUTURE DEMAND.

THESE RESOURCES OFFERED BY THE TOWN OF WAKEFIELD PROVIDE A CRITICAL FOUNDATION FOR THE WELL-BEING AND FUNCTION OF THE COMMUNITY

THIS CHAPTER WILL:

- ❑ PROVIDE AN INVENTORY OF WAKEFIELD'S EXISTING PUBLIC FACILITIES
- ❑ IDENTIFY DEFICIENCIES IN PUBLIC FACILITIES AND THE ACTIONS NECESSARY TO MEET SUCH DEFICIENCIES
- ❑ ENSURE THAT PUBLIC FACILITIES AND SERVICES SUPPORT THE TOWN'S LOCAL AND REGIONAL PLANNING GOALS

WHAT ARE PUBLIC FACILITIES & SERVICES

ENHANCING & LEVERAGING

PUBLIC FACILITIES & SERVICES

- ❑ SUPPORT THE EVERYDAY OPERATIONS THAT KEEP THE TOWN RUNNING EFFICIENTLY
- ❑ PROVIDE RESIDENTS WITH NECESSARY SERVICES TO SUSTAIN A HIGH QUALITY OF LIFE.



BUILD UPON WAKEFIELD VISION 2030

PUBLIC SERVICES & INFRASTRUCTURE HIGHLIGHTS IN GREEN

Mission – Vision 2030 Project

- **POOL TOGETHER WAKEFIELD'S BEST IDEAS** AND LEVERAGE ITS BEST COMMUNITY AND CIVIC ASSETS FOR IMPROVING THE TOWN.
- **RALLY COMMUNITY MEMBERS AROUND COMMON GROUND**, SHARED VALUES, AND HIGH-CONSENSUS GOALS.
- **ADVANCE THE MOST COMPELLING IDEAS** THROUGH FUTURE GROUP DECISIONS, ACTIONS, AND INVESTMENTS.

Vision Statement

WE ENVISION A WAKEFIELD THAT:

- **PROTECTS AND ENHANCES ITS BEAUTIFUL NATURAL LANDSCAPE, NEIGHBORHOOD CHARACTER, AND SIGNATURE OPEN SPACE ASSETS** INCLUDING LAKE QUANNAPOWITT, CRYSTAL LAKE, AND BREAKHEART RESERVATION.
- **WELCOMES AND SUPPORTS** RESIDENTS IN **DIFFERENT LIFE STAGES** AND IS INVITING TO PEOPLE OF **ALL BACKGROUNDS**.
- **ENHANCES ITS NEIGHBORHOODS** WITH HOUSING OPTIONS FOR ALL, AND **SAFE WALKING AND BIKING AMENITIES**.
- **IMPROVES ITS BUSINESS DISTRICTS** WITH MORE SERVICES, LEISURE RETAIL, JOB OPPORTUNITIES, AND **PEDESTRIAN AMENITIES**.
- EXPANDS ITS SOCIAL, CIVIC, AND CULTURAL LANDSCAPE WITH **MORE CREATIVE PLACEMAKING AMENITIES**, AND MORE **FESTIVE EVENTS**.
- **INVESTS IN LEGACY CIVIC PROJECTS** FOR PRESENT-DAY RESIDENTS AND FUTURE GENERATIONS THAT ENHANCE OUR BEAUTIFUL LANDSCAPE AND FOSTER COMMUNITY GATHERINGS.
- **REDUCES CAR DEPENDENCY** BY **LEVERAGING ITS COMMUTER RAIL ACCESS** AND OTHER **CREATIVE TRANSPORTATION INNOVATIONS** TO SUPPORT SHOPS AND RESIDENTS.

VISION 2030



TOWN OF WAKEFIELD

- 1 **EXPAND MIXED-USE / RESIDENTIAL IN DOWNTOWN AREA – WITH IN-FILL REDEVELOPMENT**
- 2 **PERMISSIVE AND FLEXIBLE ZONING**
- 3 **COMMERCIAL PROPERTY REINVESTMENT**
- 4 **NEW OR RENOVATED HIGH SCHOOL**
- 5 **OPTIONS FOR GETTING AROUND – EXAMPLES INCL.: TOWN TROLLEY OR SHUTTLE VAN**

TOWN-WIDE

- **HOUSING OPTIONS** AND AFFORDABILITY
- **PROTECT PARKS AND NATURAL RESOURCES**
- **REDUCED CAR DEPENDENCY** AND TRAFFIC CALMING
- **CIVIC LEGACY PROJECT – EXAMPLES INCL.:** NEW CULTURAL AMPHITHEATER, OUTDOOR PERFORMANCE SPACE, LAKESIDE PROMENADE, INTERGENERATIONAL COMMUNITY CENTER, ETC.
- **IMPROVED PUBLIC REALM AND TOWN SERVICES**
- **EXPANDED CULTURAL LANDSCAPE – WITH CREATIVE PLACEMAKING EVENTS AND AMENITIES**
- **PROMOTE INCLUSIVENESS**, LIFELONG LEARNING, AND VOLUNTEERISM

NOTE – THE PLACEMENT AND LOCATION OF NUMBERED ICONS ON THE MAP ARE NOT SITE, PARCEL OR BLOCK SPECIFIC, AND ARE INTENDED TO GENERALLY SUGGEST A SUB-AREA OR DISTRICT OF TOWN. THEY ARE INTENDED FOR VISIONING AND PLANNING PURPOSES BASED ON A COMBINATION OF BRAINSTORMING IDEAS FROM THE COMMUNITY AND PROFESSIONAL PLANNING CONSULTANT RECOMMENDATIONS FOR FURTHER TOWN AND COMMUNITY DISCUSSIONS, AND POTENTIAL FUTURE DECISION-MAKING AND ACTIONS.

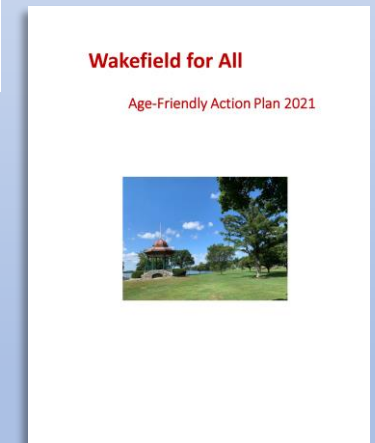
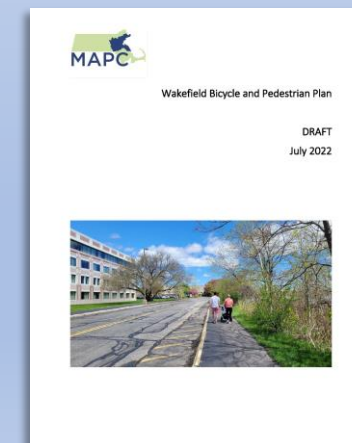
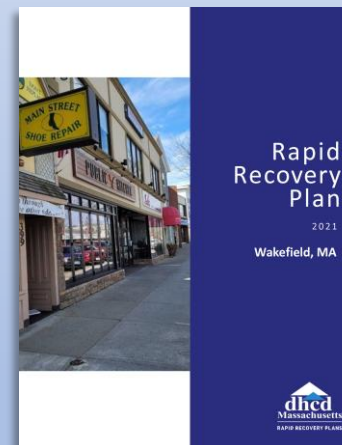
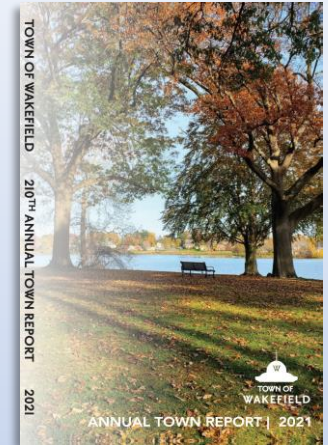
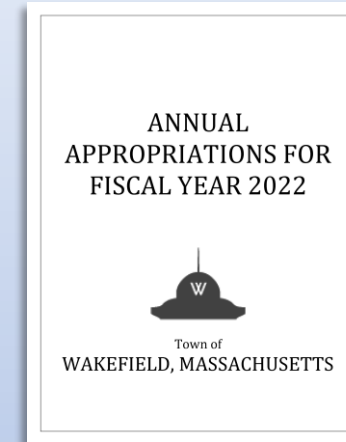
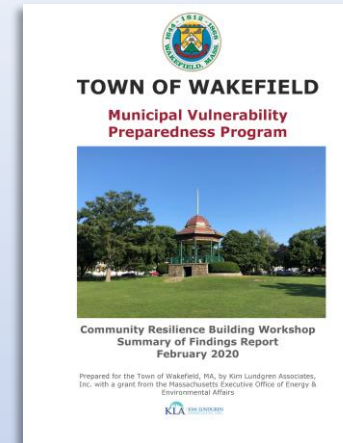


EXISTING RESOURCES & PLANNING EFFORTS

PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

REPORTS & DOCUMENTS REVIEWED

- **FY 2022** ANNUAL APPROPRIATIONS REPORT
- **2022** DRAFT WAKEFIELD BICYCLE AND PEDESTRIAN PLAN
- **2021** ANNUAL TOWN REPORT
- **2021** LOCAL RAPID RECOVERY PLAN
- **2021** AGE-FRIENDLY ACTION PLAN
- **2020** MUNICIPAL VULNERABILITY PREPAREDNESS REPORT
- **2020** STRATEGIC ROAD REPAIR & MAINTENANCE PLAN
- **2015** NATURAL HAZARD MITIGATION PLAN
- **2005 - 2010** OPEN SPACE AND RECREATION PLAN



EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

INVENTORY OF PUBLIC FACILITIES

PUBLIC FACILITIES AND SERVICES



38

TOWN FACILITIES



115 mi.

ROADWAY



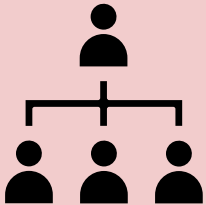
8

SCHOOLS
(Wakefield Public Schools)



95 mi.

SEWER MAIN



37

TOWN
DEPARTMENTS



615 ac.

PARKS & OPEN
SPACE



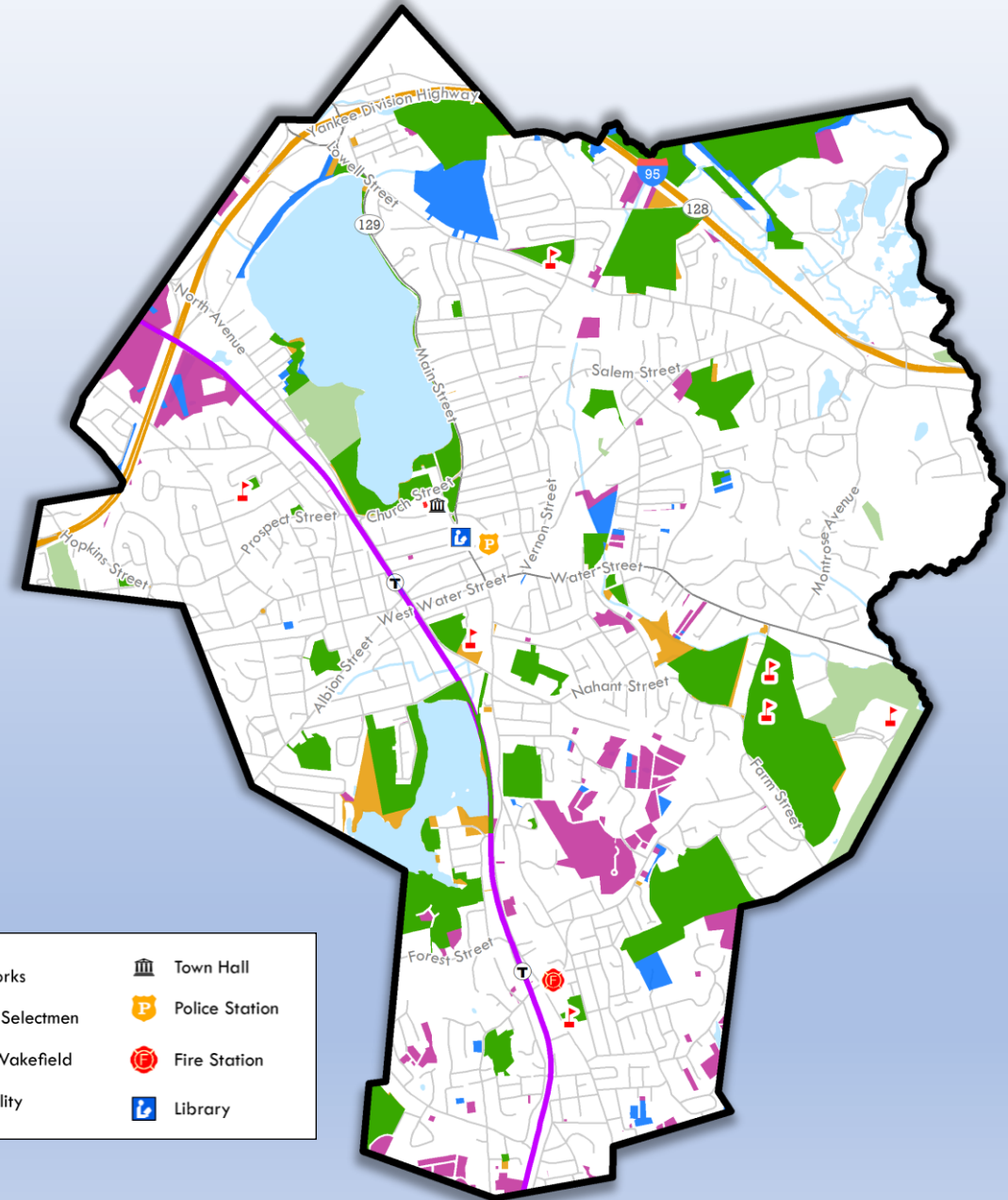
1,200+

TOWN
EMPLOYEES



67 mi.

SIDEWALK



EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

INVENTORY OF PUBLIC FACILITIES

CONNECTIVITY



49/100

WALK SCORE
Car-Dependent



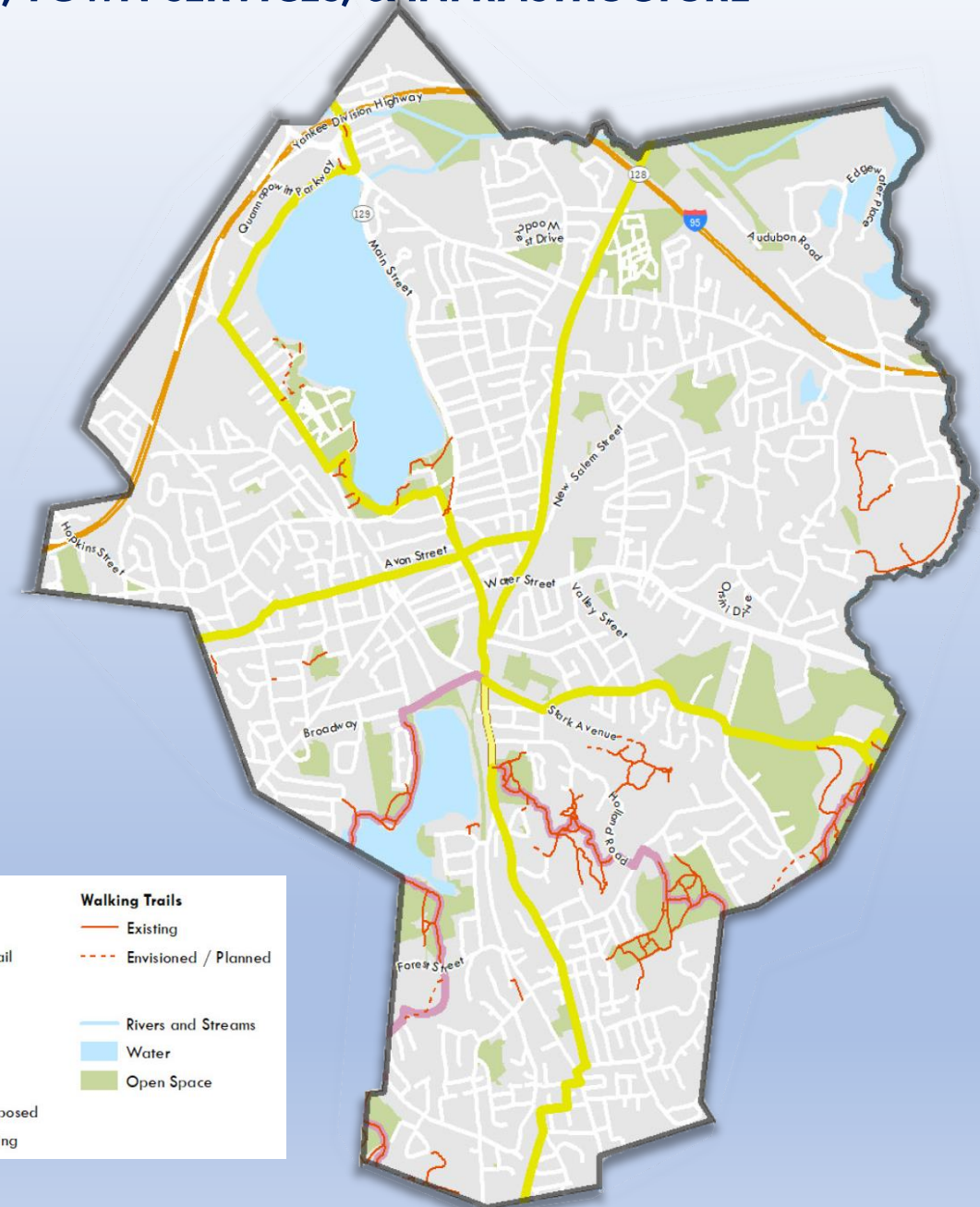
39/100

BIKE SCORE
Somewhat Bikeable



27/100

TRANSIT SCORE
Some Transit



Landline Regional Greenways

- Greenway Route
- Greenway and Walking Trail
- Regional Walking Trail

Bicycle Facilities

- Bike Lane - Proposed
- Bike Lane, Existing
- Marked Shared-Lane - Proposed
- Marked Shared-Lane, Existing

Walking Trails

- Existing
- Envisioned / Planned

- Rivers and Streams
- Water
- Open Space

EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

INVENTORY OF PUBLIC FACILITIES

CONNECTIVITY



49/100

WALK SCORE
Car-Dependent



39/100

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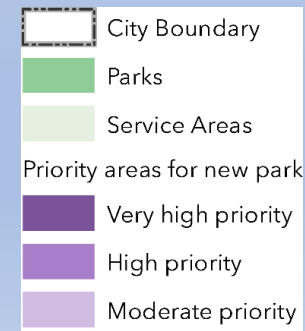
27/100

TRANSIT SCORE
Some Transit

Information Sources:

Walk Score <https://www.walkscore.com/MA/Wakefield>

Trust for Public Land Park Serve: <https://parkserve.tpl.org/mapping/index.html?CityID=2572250>



INVENTORY OF MUNICIPAL BUILDINGS & FACILITIES

Name of Building/ Facility	Location	Name of Building/ Facility	Location
▪ Town Hall	1 Lafayette St.	▪ Maple Way Storage & Bathroom Building	Maple Way.
▪ 5 Common Office Building	5 Common St	▪ Moulton Storage & Bathroom Building	14 Harington Court.
▪ IT Office Building	11 Lafayette St.	▪ Nahant St Yard Waste /Salt Sheds	Nahant St. / 1 Sexton Ave.
▪ Buildings Department Storage Shed	11 Lafayette St.	▪ Yeuell School SEEM Collaborative	0 Crystal St.
▪ Public Safety Building Police & Fire	1 Union St.	▪ Stand Pipe Communications Building	Sydney St.
▪ Greenwood Fire Station POST Academy	5 Oak St.	▪ Water Department Treatment Plant	108 Broadway
▪ McCarthy Senior Center	30 Converse St.	▪ Water Department Pump Station	108 Broadway
▪ DPW Garage Fleet and Offices	35 North Ave.	▪ Water Department Offices	108 Broadway
▪ DPW Garage Vehicle Storage	35 North Ave.	▪ Water Department Garage	108 Broadway.
▪ Buildings Department Carpentry Shop	35 North Ave.	▪ Farm St. Pump Station	1 Farm St.
▪ Buildings Department Electrical Shop	Vinton St. / Del Carmine St.	▪ Linden St. Pump Station	9 Linden St.
▪ Hurd Building	26 Cordis St.	▪ Doyle Early Childhood Center	11 Paul Ave.
▪ ACE Building	9-11 Albion St.	▪ Greenwood Elementary School	1030 Main St.
▪ Americal Civic Center	467 Main St.	▪ Walton Elementary School	18 Davidson Rd.
▪ Lucius Beebe Library	345 Main St.	▪ Woodville Elementary School	30 Farm St.
▪ Forrest Glade Cemetery Buildings	470 Lowell St.	▪ Dolbeare Elementary School	340 Lowell St.
▪ Nursery Storage Building	Sylvan Ave.	▪ Galvin Middle School	525 Main St.
▪ Landrigan Field Buildings	Hemlock Rd.	▪ Wakefield Memorial High School	60 Farm St.

MUNICIPAL SERVICES

Administration and Finance

- Town Administrator
- Town Council
- Town Moderator
- Town Clerk
- Town Assessor
- Town Accountant
- Town Treasurer
- Tax Collector
- Town Counsel
- Communications
- Information Technology
- Parking Enforcement

Public Safety

- Animal Inspector
- Fire
- Police
- Emergency Management

Public Works & Utilities

- Building Facilities Division
- Cemetery Division
- Engineering Division
- Fleet Division
- Forestry Division
- Highway Division
- Park Division
- Sewer Division
- Water Division
- Refuse, Recycling, Yard Waste
- Gas & Light

Community Development and Planning

- Community and Economic Development
- Conservation
- Inspectional Services / Zoning
- Zoning Board of Appeals

Health & Human Services

- Wakefield Health Department
- Wakefield Senior Center/ Council on Aging
- Veterans' Services
- Substance Use Prevention

Culture and Recreation

- Lucius Beebe Memorial Library
- Wakefield Recreation
- Americal Civic Center

Education

- Wakefield Public Schools

EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

HIGHLIGHTS — CURRENT INITIATIVES & ONGOING CAPITAL IMPROVEMENTS

WAKEFIELD PUBLIC SAFETY BUILDING EXPANSION PROJECT

- ❑ PROJECT APPROVED AT TOWN MEETING IN 2020
- ❑ CONSTRUCTION COSTS: \$2.5 MILLION
- ❑ CONSTRUCTION BEGAN IN SPRING 2022
- ❑ PROJECT WILL ADDRESS CURRENT SPACE DEFICIENCIES
- ❑ INCLUDES A NEW THREE-STORY ADDITION AND RECONFIGURATION AND RENOVATION OF THE MAIN ENTRY LOBBY AND OTHER SELECTED SPACES



WAKEFIELD MEMORIAL HIGH SCHOOL BUILDING PROJECT

- ❑ PURSUING MSBA GRANT TO SUPPORT THE DESIGN AND CONSTRUCTION OF A NEW PUBLIC HIGH SCHOOL FACILITY
- ❑ CONSTRUCTION COSTS: \$273.5 MILLION
- ❑ PROJECT WILL ADDRESS CURRENT BUILDING DEFICIENCIES



NORTHEAST METRO TECH SCHOOL BUILDING PROJECT

- ❑ PROJECT APPROVED IN 2022 BY THE 12 SENDING COMMUNITIES OF THE NORTHEAST METROPOLITAN REGIONAL VOCATIONAL SCHOOL DISTRICT
- ❑ PURSUING MSBA GRANT TO SUPPORT THE DESIGN AND CONSTRUCTION
- ❑ CONSTRUCTION COSTS: \$317.4 MILLION
- ❑ CURRENTLY IN THE DETAILED DESIGN PHASE (MODULE 6 OF THE MSBA'S DESIGN AND CONSTRUCTION PROCESS)



EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

HIGHLIGHTS — CURRENT INITIATIVES & ONGOING CAPITAL IMPROVEMENTS

ENVISION WAKEFIELD: DOWNTOWN REVITALIZATION

- ❑ INITIATIVE SEEKS TO CREATE SAFE AND PEDESTRIAN FRIENDLY SPACES IN THE DOWNTOWN
- ❑ INCORPORATE COMPLETE STREETS ELEMENTS AND STREETScape IMPROVEMENTS
- ❑ IMPROVE ACCESSIBILITY FOR ALL USERS AND STRENGTHEN CONNECTIONS TO TRANSIT

STRATEGIC ROAD REPAIR & MAINTENANCE PLAN

- ❑ \$10 MILLION FOR ROADWAY IMPROVEMENTS
- ❑ IMPROVE 88-MILE ROAD NETWORK TO AN ACCEPTABLE STANDARD
- ❑ SUBSTANTIALLY IMPROVE THE CONDITION OF THE TOWN'S ROADWAY AND SIDEWALK NETWORKS AND PROJECT BACKLOG

WAKEFIELD/LYNNFIELD RAIL TRAIL

- ❑ PROPOSED 4.4 MILE SHARED-USE PATH
- ❑ APPROXIMATELY 1.9 MILES OF THE TRAIL IS LOCATED WITHIN WAKEFIELD
- ❑ SLATED FOR CONSTRUCTION IN 2026



EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

HIGHLIGHTS — EXPECTED CAPITAL IMPROVEMENTS

ARPA EARMARKS FOR WAKEFIELD:

ALBION CULTURAL EXCHANGE ACCESSIBILITY UPGRADES

- ❑ \$70,000 FOR ACCESSIBILITY UPGRADES

LAKESIDE CEMETERY

- ❑ \$125,000 FOR CHAPEL RESTORATION

TOWN-WIDE TREE PLANTING

- ❑ \$75,000 FOR TREE PLANTING

2022 ECONOMIC DEVELOPMENT BILL EARMARKS FOR WAKEFIELD:

CIVIC CENTER ROOF

- ❑ \$100,000 FOR REPAIRS TO THE CIVIC CENTER ROOF

DOYLE SCHOOL PLAYGROUND

- ❑ \$150,000 FOR ADA ACCESSIBILITY IMPROVEMENTS AT THE DOYLE SCHOOL PLAYGROUNDS

BIKE AND PED IMPROVEMENTS TO THE DOWNTOWN

- 150,000 FOR ADA ACCESSIBILITY IMPROVEMENTS AT THE DOYLE SCHOOL PLAYGROUNDS



EXISTING CONDITIONS — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE

OVERVIEW — CHALLENGES & OPPORTUNITIES



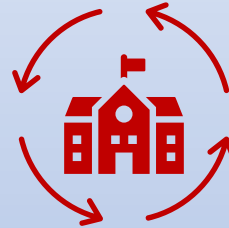
Aging Infrastructure & Facilities Constraints



Better promotion of Wakefield's Health & Support Services



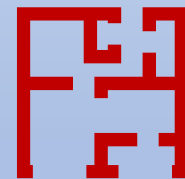
Limited funding sources for capital improvements



Maximize use (and adaptive reuse) of Town-owned facilities



Remove barriers and increase access to community spaces and amenities (e.g., parks, open spaces and public buildings)



Joint or shared use public facilities (e.g., Public Safety Building, Intergenerational Community Center)

EXISTING RESOURCES — PUBLIC FACILITIES, TOWN SERVICES, & INFRASTRUCTURE FOR POTENTIAL IMPLEMENTATION &/OR FUNDING RESOURCES

BUILD UPON WAKEFIELD VISION 2030 GOALS, BY:

- ❑ **TAKING MASTER PLAN SURVEY #4 — BY 3.20.2023**
 - ❑ TO PROVIDE ADDITIONAL MEASURABLE COMMUNITY FEEDBACK ON IDEAS
- ❑ **PURSUE EXTERNAL FUNDING SOURCES FOR IMPROVEMENTS**
 - ❑ **MUNICIPAL AMERICANS WITH DISABILITIES ACT (ADA) IMPROVEMENT**
GRANT PROGRAM WILL SUPPORT CAPITAL IMPROVEMENTS SPECIFICALLY DEDICATED TO IMPROVING PROGRAMMATIC ACCESS AND/OR REMOVING BARRIERS ENCOUNTERED BY PERSONS WITH DISABILITIES IN APPLICANT FACILITIES THROUGHOUT THE COMMONWEALTH.
 - ❑ **BUILDING RESILIENT INFRASTRUCTURE AND COMMUNITIES (BRIC)** WILL SUPPORT STATES, LOCAL COMMUNITIES, TRIBES AND TERRITORIES AS THEY UNDERTAKE HAZARD MITIGATION PROJECTS, REDUCING THE RISKS THEY FACE FROM DISASTERS AND NATURAL HAZARDS.
 - ❑ **THE NATIONAL ENDOWMENT FOR THE ARTS OUR TOWN: PROGRAM** SUPPORTS ACTIVITIES THAT INTEGRATE ARTS, CULTURE, AND DESIGN INTO LOCAL EFFORTS THAT STRENGTHEN COMMUNITIES. OUR TOWN PROJECTS ADVANCE LOCAL ECONOMIC, PHYSICAL, OR SOCIAL OUTCOMES IN COMMUNITIES, ULTIMATELY LAYING THE GROUNDWORK FOR SYSTEMS CHANGE AND CENTERING EQUITY.
 - ❑ **MAPC'S ACCELERATING CLIMATE RESILIENCY GRANT PROGRAM** IS INTENDED TO FUND ACTIONABLE RESILIENCE INTERVENTIONS THAT FACILITATE LONG-TERM, INNOVATIVE CHANGES LEADING TO GREATER READINESS FOR CLIMATE CHANGE.



NEXT 30-35 MINUTES – ACCEPT ZOOM REQUEST ON SCREEN

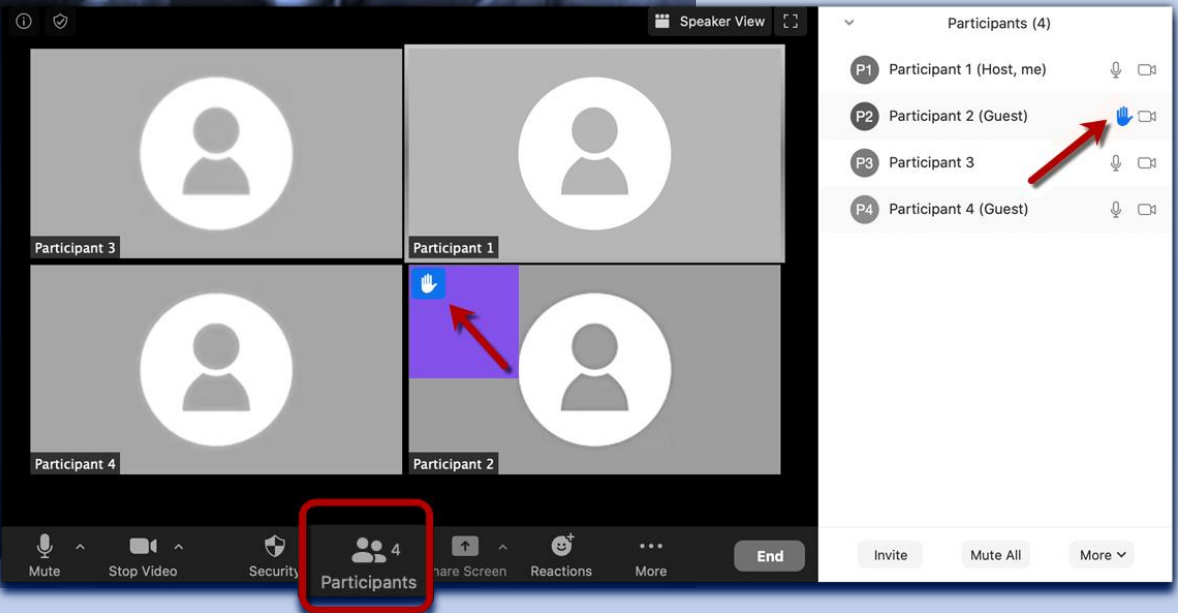
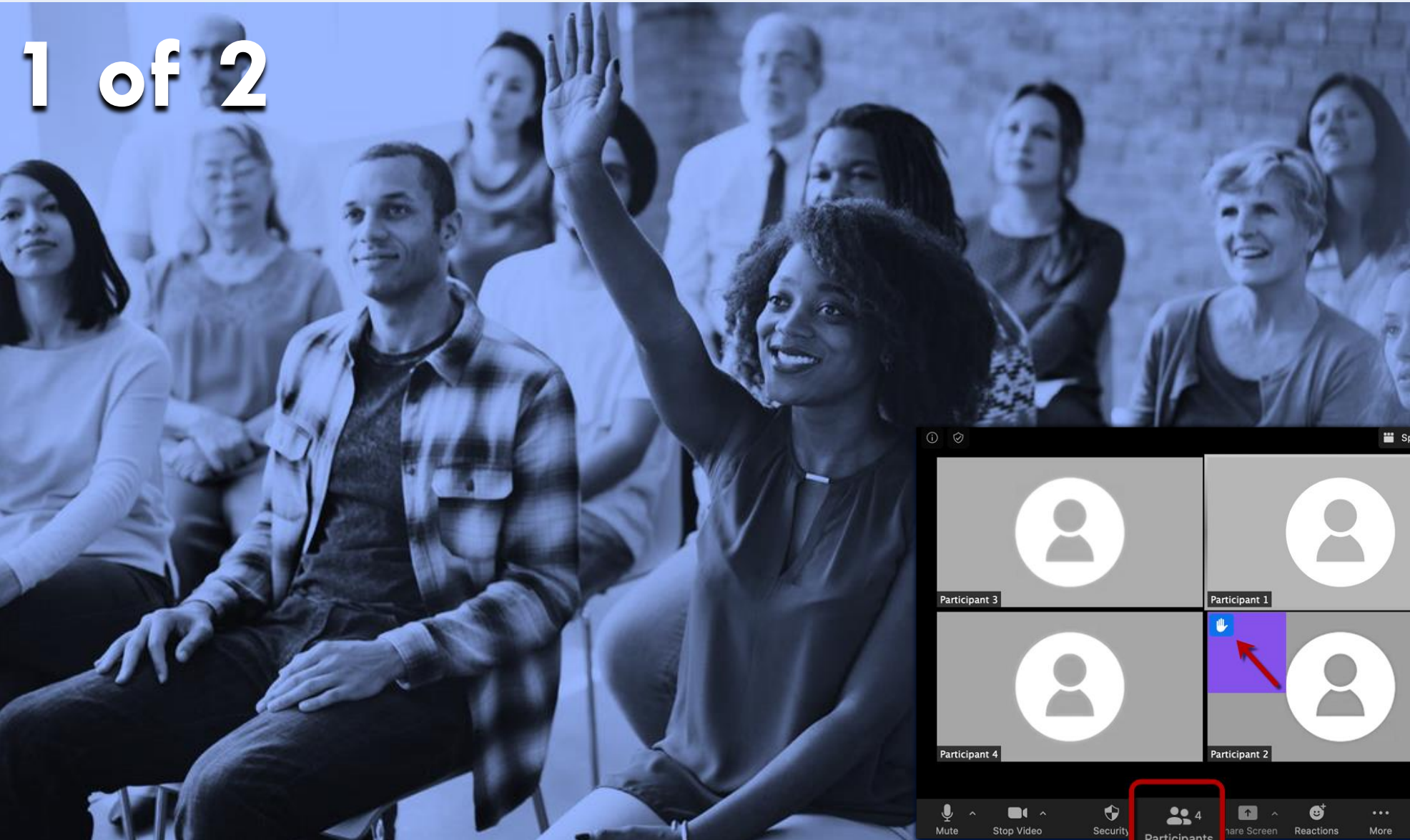
SMALL BREAKOUT GROUP DISCUSSIONS

1 of 2

PLEASE RAISE
HANDS
FOR MODERATOR
TO UNMUTE
MICROPHONE

OR

PLEASE TYPE
QUESTIONS
INTO THE CHAT BOX



NEXT 30-35 MINUTES – ACCEPT ZOOM REQUEST ON SCREEN

SMALL BREAKOUT GROUP DISCUSSIONS

DISCUSSION AGREEMENTS

oops – ouch – whoa



NAJEE NUNNALLY
COMMUNITY ENGAGEMENT SPECIALIST

- ❑ USE "I" STATEMENTS
- ❑ TAKE SPACE & MAKE SPACE
- ❑ USE ACCESSIBLE LANGUAGE
- ❑ ACCEPT & EXPECT LACK OF CLOSURE
- ❑ LISTEN FOR UNDERSTANDING
- ❑ BE AN ACTIVE PARTICIPANT
- ❑ EXPAND YOUR COMFORT ZONE

SMALL BREAKOUT GROUP DISCUSSIONS

POSSIBLE QUESTIONS TO START THE DISCUSSION

PUBLIC FACILITIES, TOWN SERVICES & INFRASTRUCTURE ELEMENT ENHANCING & LEVERAGING



INFORMATIONAL SLIDES — 10-15 MINUTES
SMALL BREAKOUT GROUP DISCUSSIONS — 30-35 MINUTES

WAKEFIELD
MASTER PLAN 2033

- ☐ WHAT CAN WAKEFIELD DO TO IMPROVE ITS PUBLIC SERVICES?
- ☐ WHAT TYPES OF PHYSICAL FACILITIES ARE NEEDED?
- ☐ HOW COULD WAKEFIELD PRIORITIZE INVESTING MONEY INTO IMPROVING ITS PHYSICAL INFRASTRUCTURE?

HEAR & DISCUSS

FELLOW COMMUNITY
MEMBERS

IDEAS, CONCERNS,
OPPORTUNITIES

BEFORE

TAKING 6-WEEK SURVEY

TO MEASURE
STANDARDIZED INPUT

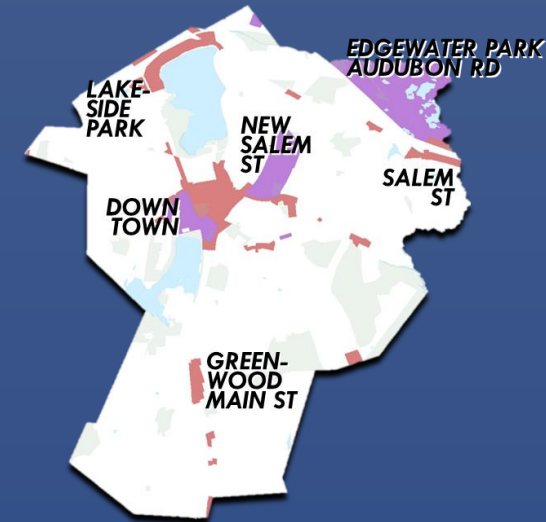
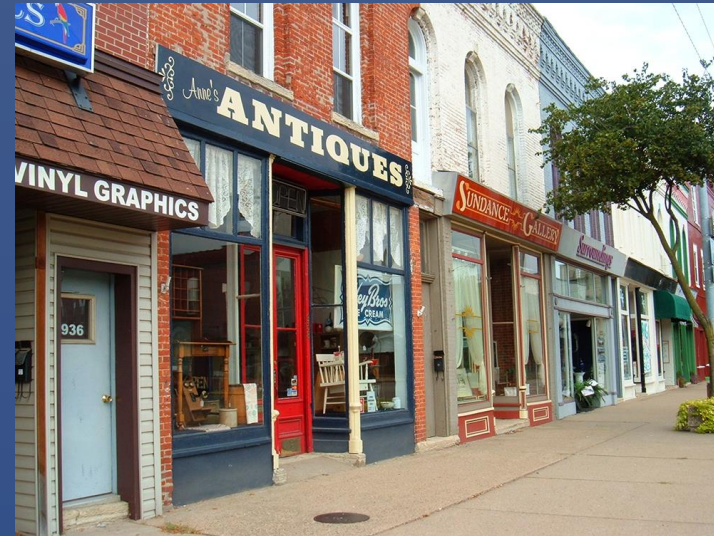
DISCERN CONSENSUS



NEXT 30-35 MINUTES

COMMUNITY & ECONOMIC DEVELOPMENT ELEMENT

PUTTING THE PIECES TOGETHER — INVESTING IN OWN COMMUNITY

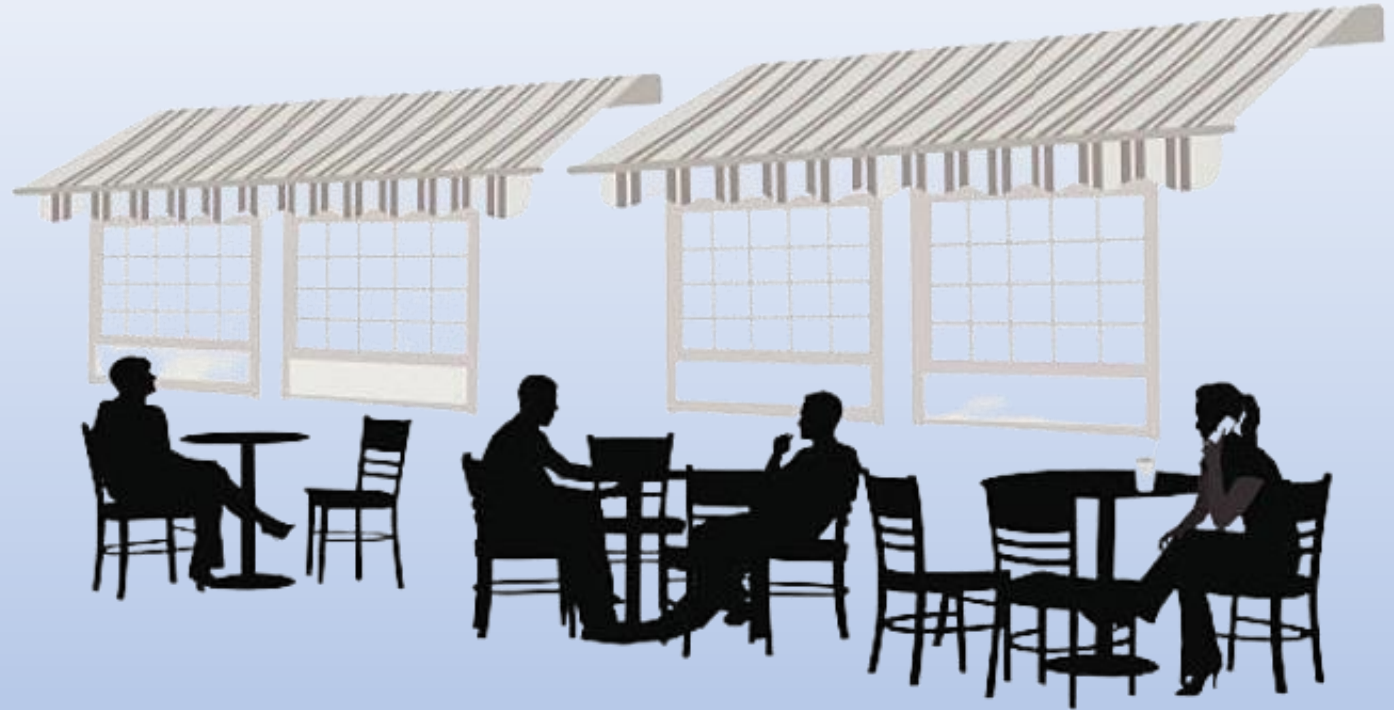


INFORMATIONAL SLIDES — 15-20 MINUTES ~

SMALL BREAKOUT GROUP DISCUSSIONS — 30-35 MINUTES

WHY THIS MASTER PLAN ELEMENT?

CONNECT	OTHER TOPICS
INFLUENCE	DESIRED CHANGE
TAKE	KEY DECISIONS & ACTIONS
CREATE	CONDITIONS
ATTRACT	INVESTMENTS
SHAPE	DESIRED PHYSICAL & SOCIOECONOMIC OUTCOMES



ECONOMIC DEVELOPMENT ELEMENT — PURPOSE CLARIFICATION — MACRO LEVEL ANALYSIS ONLY — NOT SITE-SPECIFIC — NOR PROJECT-SPECIFIC ANALYSIS OR REVIEW — NOT A REZONING — NOR A CAPACITY/VOLUME STUDY

WHAT IS ECONOMIC DEVELOPMENT?

CONCEPT — POLICIES & ACTIONS

EXPAND	LOCAL ECONOMY — TAX BASE — REVENUES
ALLOW	MORE CHOICES — JOBS — HOUSING — MOBILITY
ACT ON	THINGS TOWN CAN CHANGE — ZONING — INFRASTRUCTURE — INVESTMENTS

PRACTICE — INTERDISCIPLINARY & INCLUSIVE

PROMOTE	POLICIES & INTERVENTIONS
IMPROVE	WELL-BEING OF PEOPLE
EASE ACCESS	RESOURCES FOR PEOPLE — MAKE LIVELIHOOD — FULFILL NEEDS — HOUSING — WORK — SOCIAL — HEALTH

Why Communities Invest in Economic Development



Fostering a range of business types that diversify the local tax base, keep our local economy strong, and celebrate our unique community fabric.

CREDIT: CA. ASSOC. LOCAL ECON. DEV.

THREE MAIN ECON. DEV. COMPONENTS

J O B S

CREATION & RETENTION

FACILITATE — SMALL BUSINESS DEVELOPMENT

EXAMINE INDUSTRY SECTORS — JOB TRENDS — TRAINING SKILLS

PHYSICAL GROWTH & DEVELOPMENT OF PLACES FOR PEOPLE TO LIVE & WORK

CLEAR BUSINESS & ZONING REGULATIONS

CREATE INFRASTRUCTURE & SERVICES — USE FED/STATE FUNDS

ATTRACT PRIVATE DEVELOPMENT — STRATEGIC DECISIONS

ALLOW HOUSING OPTIONS — NEAR JOB CENTERS

RESOURCES — COMMUNITY WELL-BEING

ALLOW & PROMOTE

COMMUNITY DEVELOPMENT

CHOICES — PEOPLE TO SATISFY OWN NEEDS —

HEALTH — EDUCATION — MOBILITY — RECREATION — SAFETY — SHOPPING



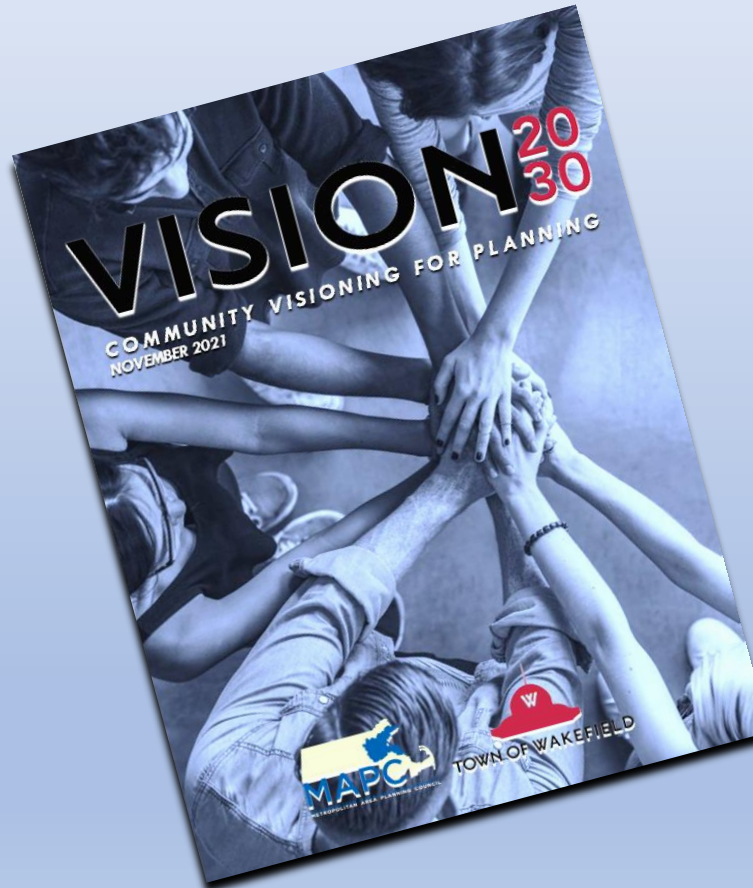
BUILD UPON WAKEFIELD VISION 2030

ECONOMIC DEVELOPMENT HIGHLIGHTS IN BLUE

EXCERPTS — VISION 2030 REPORT — COMPLETED NOV. 2021 — TOWN COUNCIL ACCEPTED JAN. 2022

- ❑ **EXPAND MIXED-USE – DOWNTOWN AREA**
- ❑ **PERMISSIVE & FLEXIBLE ZONING**
- ❑ **COMMERCIAL PROPERTY REINVESTMENT**
- ❑ **NEW OR RENOVATED HIGH SCHOOL**
- ❑ **MOBILITY OPTIONS**

wakefield.ma.us/vision-2030/pages/vision-final-report



VISION²⁰³⁰

- 1 **EXPAND MIXED-USE / RESIDENTIAL IN DOWNTOWN AREA – WITH IN-FILL REDEVELOPMENT**
- 2 **PERMISSIVE AND FLEXIBLE ZONING**
- 3 **COMMERCIAL PROPERTY REINVESTMENT**
- 4 **NEW OR RENOVATED HIGH SCHOOL**
- 5 **OPTIONS FOR GETTING AROUND – EXAMPLES INCL.: TOWN TROLLEY OR SHUTTLE VAN**

TOWN-WIDE

- ❑ **HOUSING OPTIONS AND AFFORDABILITY**
- ❑ **PROTECT PARKS AND NATURAL RESOURCES**
- ❑ **REDUCED CAR DEPENDENCY** AND TRAFFIC CALMING
- ❑ **CIVIC LEGACY PROJECT** – EXAMPLES INCL.: NEW CULTURAL AMPHITHEATER, OUTDOOR PERFORMANCE SPACE, LAKESIDE PROMENADE, INTERGENERATIONAL COMMUNITY CENTER, ETC.
- ❑ **IMPROVED PUBLIC REALM** AND TOWN SERVICES
- ❑ **EXPANDED CULTURAL LANDSCAPE** – WITH CREATIVE PLACEMAKING EVENTS AND AMENITIES
- ❑ **PROMOTE INCLUSIVENESS**, LIFELONG LEARNING, AND VOLUNTEERISM

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BUILD UPON WAKEFIELD VISION 2030

ECONOMIC DEVELOPMENT HIGHLIGHTS IN BLUE

EXCERPTS — VISION 2030 REPORT — COMPLETED NOV. 2021 — TOWN COUNCIL ACCEPTED JAN. 2022

❑ **PRIORITIZE DOWNTOWN WAKEFIELD**

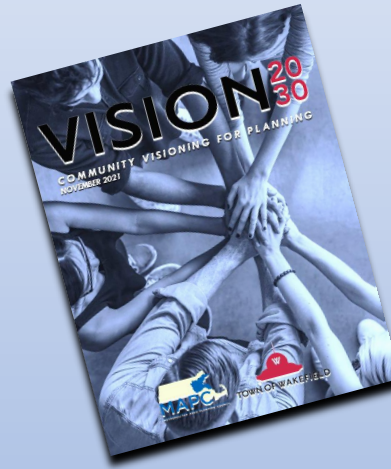
- ❑ ACCOMMODATE – FUTURE JOBS – SERVICES, SHOPS – HOUSING OPTIONS
- ❑ UNDERUTILIZED OPPORTUNITY SITES

❑ **INCENTIVIZE COMMERCIAL PROPERTY MAINTENANCE**

- ❑ COMBINATION – PERMITTING & LICENSING RENEWAL CONDITIONS

❑ **PRIORITIZE EXPANDED LEARNING OPPORTUNITIES**

- ❑ AS INVESTMENT IN COMMUNITY'S WELL-BEING



wakefield.ma.us/vision-2030/pages/vision-final-report

3. **PRIORITIZE EXPANDED LEARNING AND RECREATIONAL OPPORTUNITIES FOR ALL RESIDENTS AS AN INVESTMENT IN THE COMMUNITY'S WELL-BEING**

- ❑ Continue to work with some of the Town's educational assets (like the Beebe Library and Northeast Metro Tech Vocational School) as well as civically active social organizations (like the Boys and Girls Club) in order to advertise existing programs and opportunities to residents and to create possible new collaborations for those organizations and institutions to mutually support each other in community outreach efforts and potential joint programming events.

2. **PRIORITIZE DOWNTOWN WAKEFIELD AS THE PRIMARY (BUT NOT EXCLUSIVE) AREA TO EFFICIENTLY ACCOMMODATE FUTURE JOBS, SERVICES, SHOPS, AND HOUSING OPTIONS ON UNDERUTILIZED OPPORTUNITY SITES**

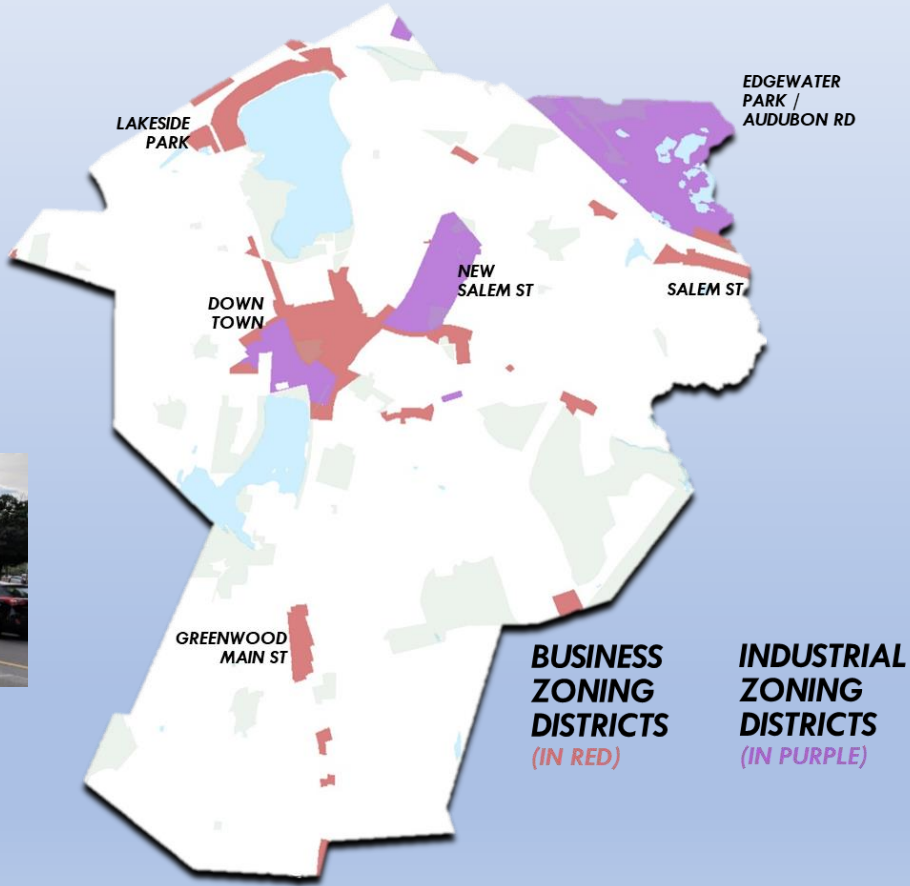
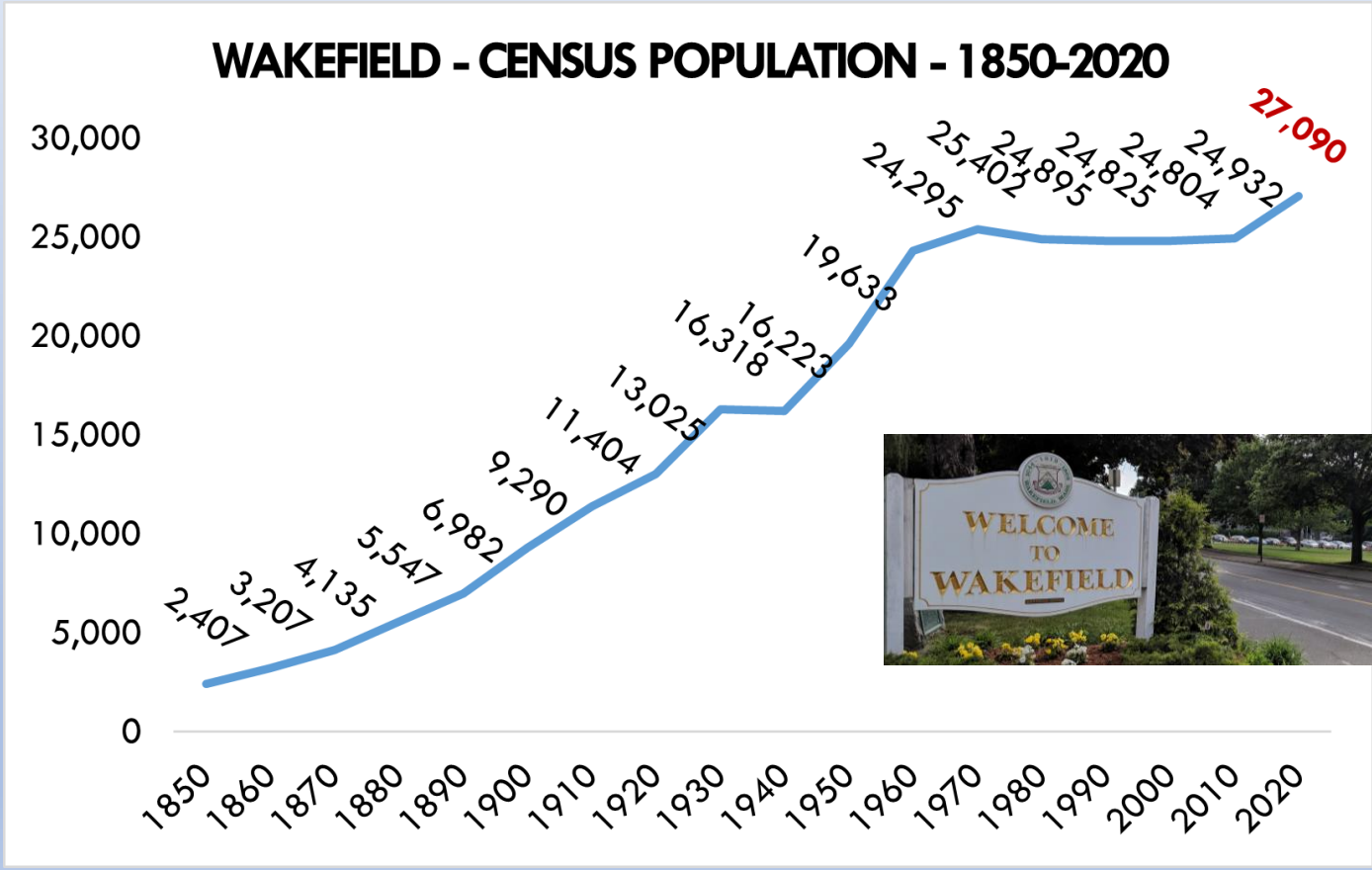
- ❑ Pursue an intentional, deliberate, and **PURPOSEFUL PLANNING STUDY** to: (a) re-assess existing land use, dimensional and parking **ZONING REGULATIONS**, and district boundaries and purposes to determine if they are allowing, forbidding, or hindering stated WV-2030 goals regarding desired downtown jobs, services, shops, and upper-story housing options; and (b) conduct a deliberate and specific downtown district examination of **POTENTIAL OPPORTUNITY SITES** (especially underutilized ones) for potential redevelopment of public property, potential incentives to encourage voluntary redevelopment of private sites, and site identification for streetscape amenities and placemaking opportunities to **INCREASE FOOT TRAFFIC**.
- ❑ The Town of Wakefield could further support downtown business activity and leverage the Albion Street Cultural Exchange by weaving together parts of downtown Wakefield including the Junction, the Square, Albion Street, and the various historic districts near the Town Common into an officially designated Massachusetts Cultural Council "**CULTURAL DISTRICT**." The combination of arts and culture activity, restaurants, creative retail, and events that are located within walkable downtowns are great candidates for such cultural districts.
- ❑ The cultural district designation can grant eligibility for **SMALL MATCHING GRANTS** to support coordination of activities and basic district branding and signage. Such an endeavor would complement other Town initiatives such as Complete Streets pedestrian safety amenities and recommended purposeful downtown rezonings to allow and encourage stated community economic development goals in the WV-2030 Vision as well as more recent planning studies desiring more

16. **ENCOURAGE AND INCENTIVIZE COMMERCIAL PROPERTY MAINTENANCE AND REINVESTMENT: through a combination of permitting and licensing renewal conditions (certificates of occupancy, building re-inspections, tax payments, etc.) and public Town investment in bike/pedestrian amenities to increase customer foot traffic.**

- ❑ The Town's Planning Board, Zoning Board of Appeals, and the Inspectional Services Department should purposefully work in coordination to identify "properties of the interest" to the general public and that impact the public realm with particular attention to any abandoned, underutilized, dilapidated, poorly maintained, and/or have been vacant for unusually long periods of time.
- ❑ Once such properties have been identified, an analysis can be conducted to determine: (a) which properties could benefit from potential zoning by-law amendments to encourage voluntary redevelopment and reinvestment; and (b) which properties have property-owner maintenance and upkeep, or tenant vacancy issues that perhaps could be explored to increase occupancy and benefit the public with more local services.

ACCOMMODATE COMMUNITY & ECONOMIC GROWTH?

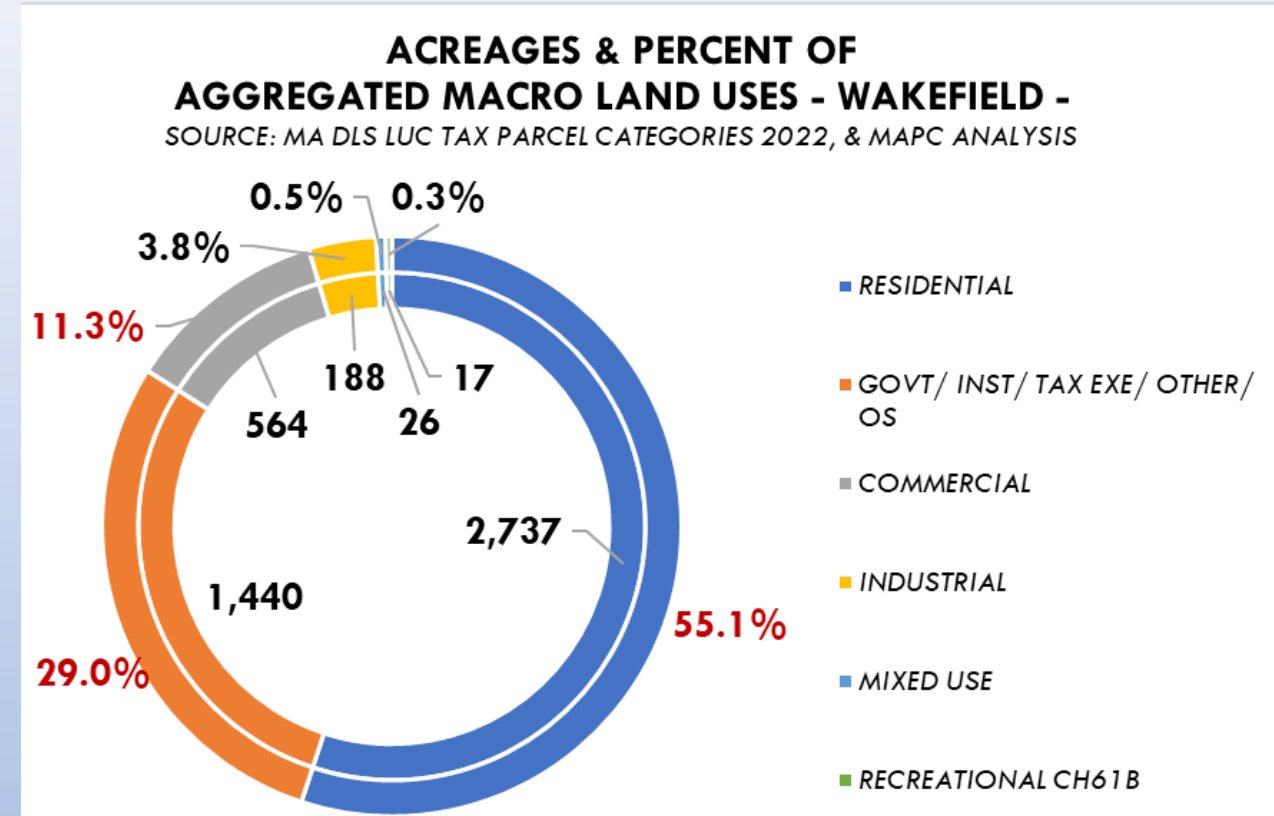
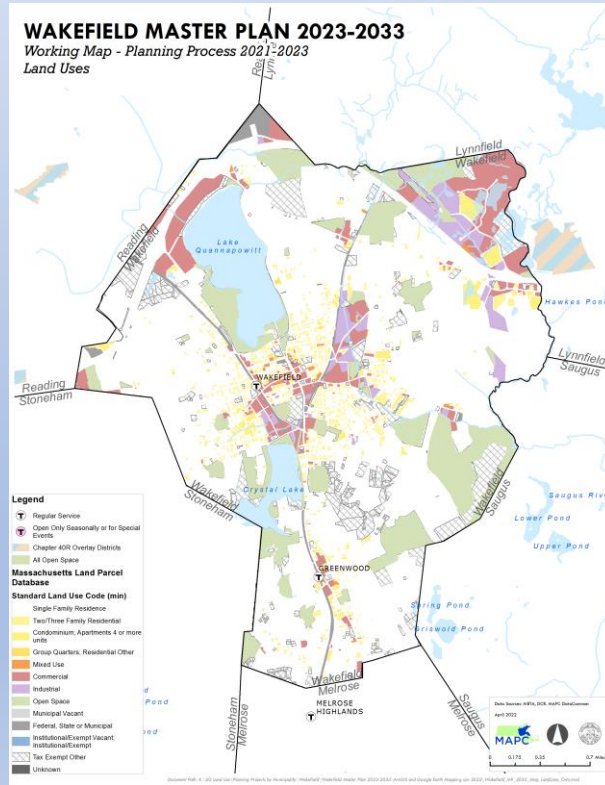
OVERVIEW OF SIMPLIFIED ACTIVITY DISTRICTS



WAKEFIELD

MASTER PLAN 2033

0.5% MIXED-USE



TAX BASE

REVENUE BY SOURCE - DIVERSIFICATION DESIRABLE

79.5%	RESIDENTIAL
14%	COMMERCIAL
2.5%	INDUSTRIAL

\$12.73	RES. WAKEFIELD RATE	PER \$1,000 ASSESSED VALUE
\$24.67	COMM. WAKEFIELD RATE	PER \$1,000 ASSESSED VALUE

FISCAL YEAR 2021



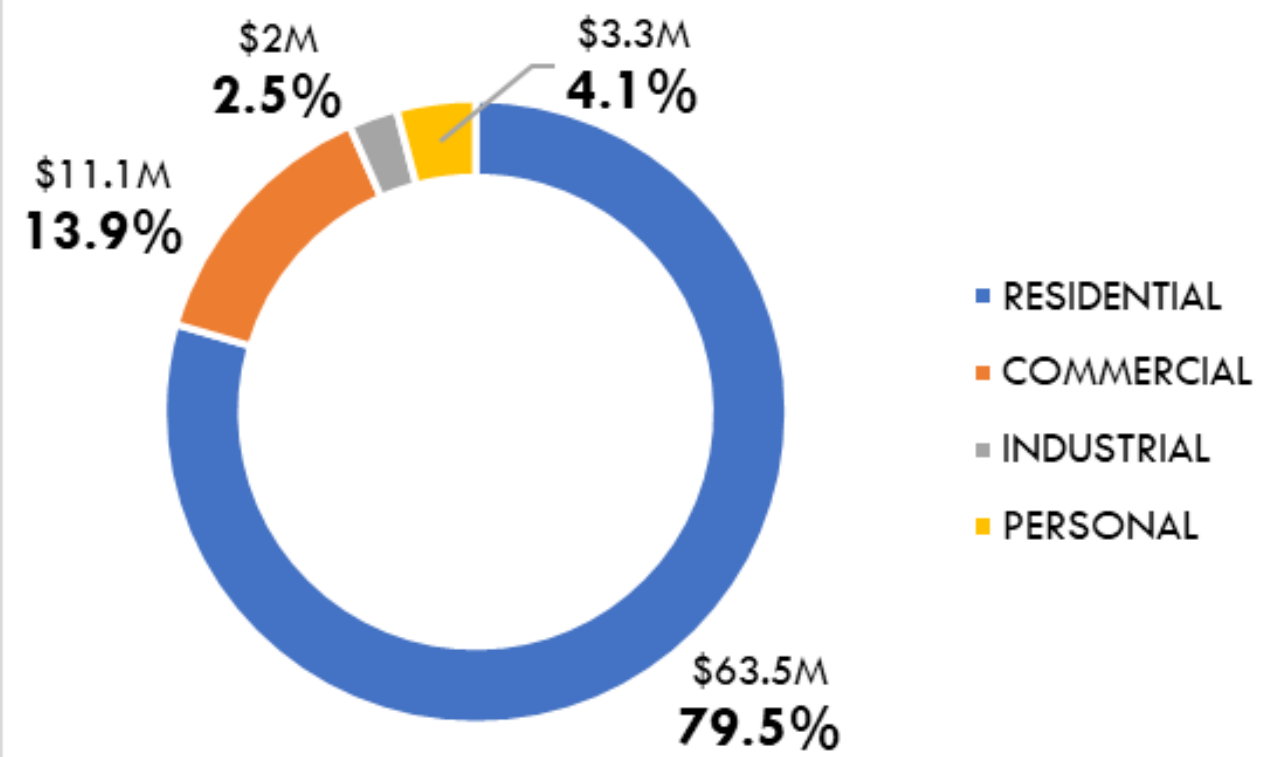
MUNICIPAL BOND RATING

AAA BOND RATING – HIGHEST AVAILABLE

SAVED APPROX. \$466,000 IN INTEREST – PAST YEARS FOR CAPITAL PROJECTS

TAX LEVY % BY CLASS & AMOUNT COLLECTED- WAKEFIELD - FY 2021

SOURCE: 2021 ANNUAL TOWN REPORT



OVERVIEW — OVERALL UNEMPLOYMENT RATE

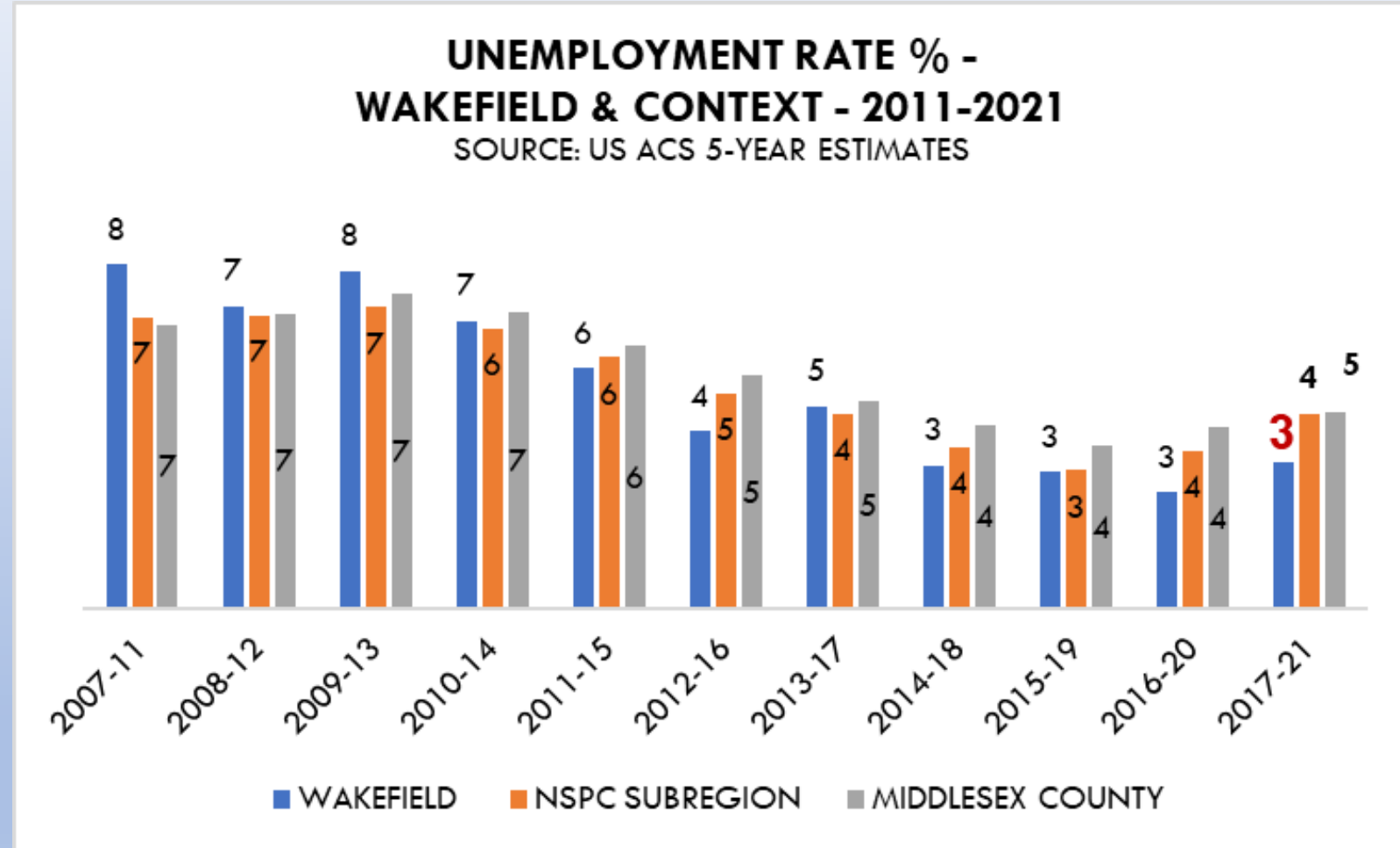
3% WAKEFIELD 2021

1-2 % POINTS LOWER — SUBREGION & COUNTY

8% WAKEFIELD 2011

DECLINED LAST DECADE

COMPARABLE — SUBREGION & COUNTY



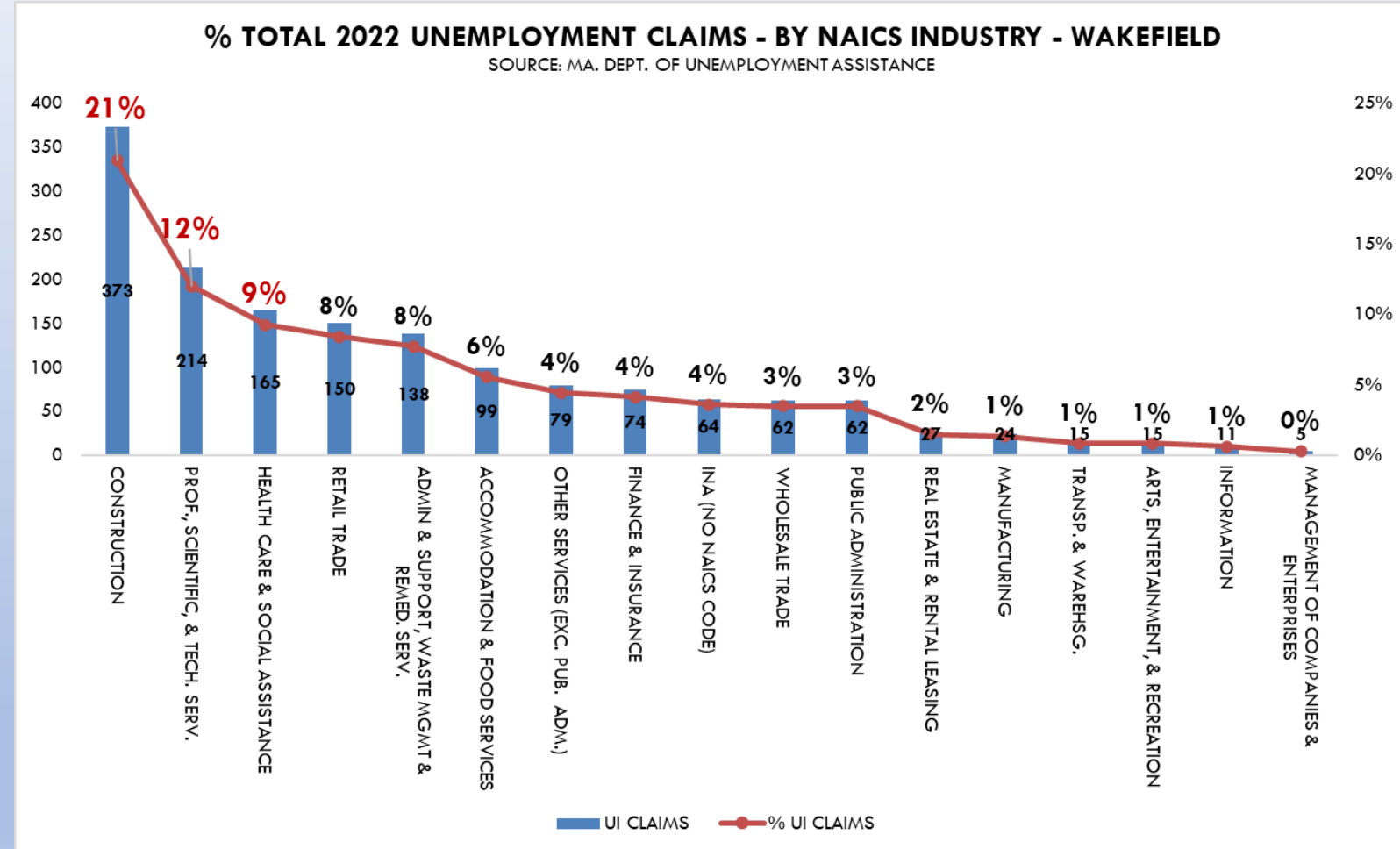
21% CONSTRUCTION

12% PROF / SCIENT / TECH SERVICES

9% HEALTH CARE & SOC. ASSIST.

8% RETAIL TRADE

8% ADMIN. & SUPPORT SERVICES

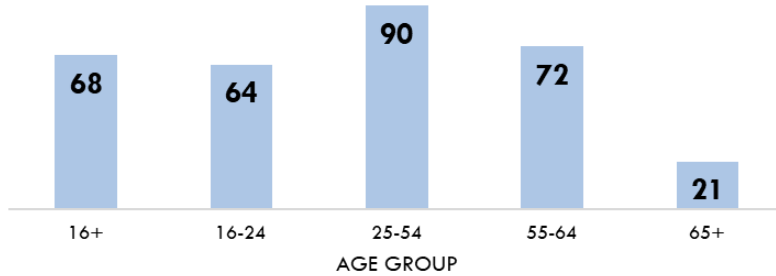


EXISTING CONDITIONS — COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — LOCAL ECONOMY'S JOBS SUPPLY TO POPULATION — GROSS JOBS SPECIALIZATION — WAKEFIELD V. NATIONAL

EMPLOYMENT — POPULATION RATIO - WAKEFIELD, MA — JULY 2022

SOURCE: ESRI BUSINESS — CIVILIAN LABOR FORCE PROFILE ESTIMATES — BASED ON: (A) US AMERICAN COMMUNITY SURVEY (ACS), (B) US CURRENT POPULATION SURVEY (CPS), (C) LOCAL AREA UNEMPLOYMENT STATISTICS (L)



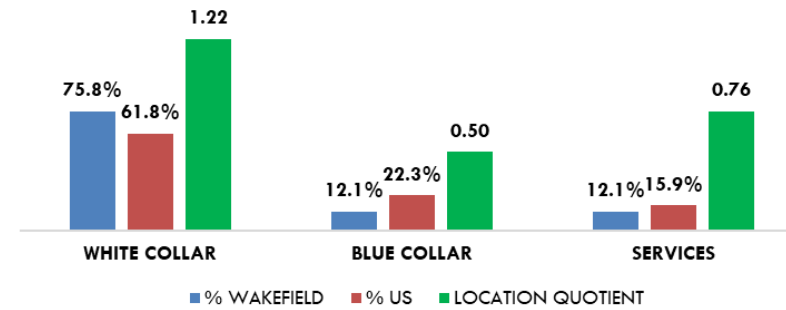
68-90 WAKEFIELD
EMPLOYMENT
RATIO —
HEALTHY TO HIGH

60 UNITED STATES
EMPLOYMENT
RATIO — **FAIR**

>70 = HIGH
<50 = LOW

CIVILIAN LABOR PROFILE - BY AGGREGATED OCCUPATIONAL CATEGORY - WAKEFIELD, MA, & US - PERCENTAGES & LOCATION QUOTIENT - JULY 2022

SOURCE: ESRI BUSINESS — CIVILIAN LABOR FORCE PROFILE ESTIMATES — BASED ON: (A) US AMERICAN COMMUNITY SURVEY (ACS), (B) US CUR



76% WAKEFIELD
WHITE COLLAR
MORE SPECIALIZED
THAN U.S. —

WITH 1.22 LOCATION
QUOTIENT

12% WAKEFIELD
BLUE COLLAR
LOWER RATE
THAN U.S. —

WITH 0.50 LOCATION
QUOTIENT

12% WAKEFIELD
SERVICES
LESS SPECIALIZED
THAN U.S. —

WITH 0.76 LOCATION
QUOTIENT



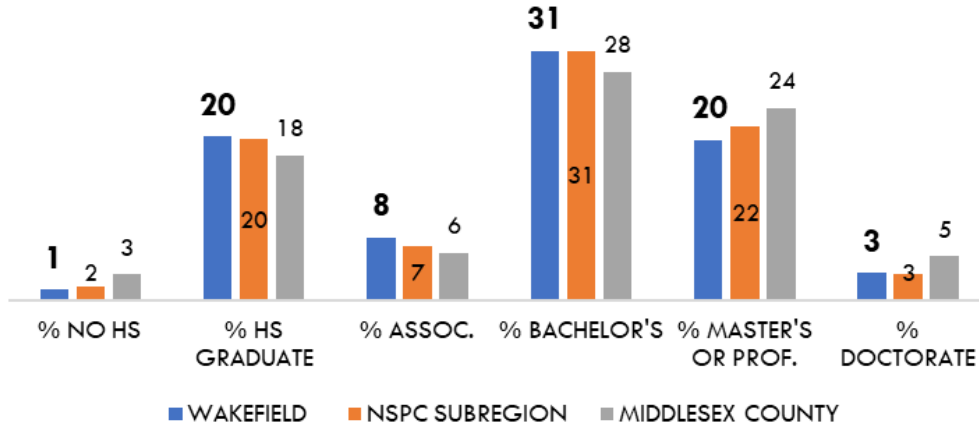
EXISTING CONDITIONS

— COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — EDUCATIONAL ATTAINMENT — RESIDENT OCCUPATIONS

EDUCATIONAL ATTAINMENT - WAKEFIELD & CONTEXT - 2021

SOURCE: US ACS 2017-2021 5-YEAR ESTIMATES -
BEST READILY AVAILABLE DATA



62%

WAKEFIELD — COLLEGE OR ADVANCED
OVERALL COMPARABLE EDUCATION TO SUBREGION & COUNTY

63%

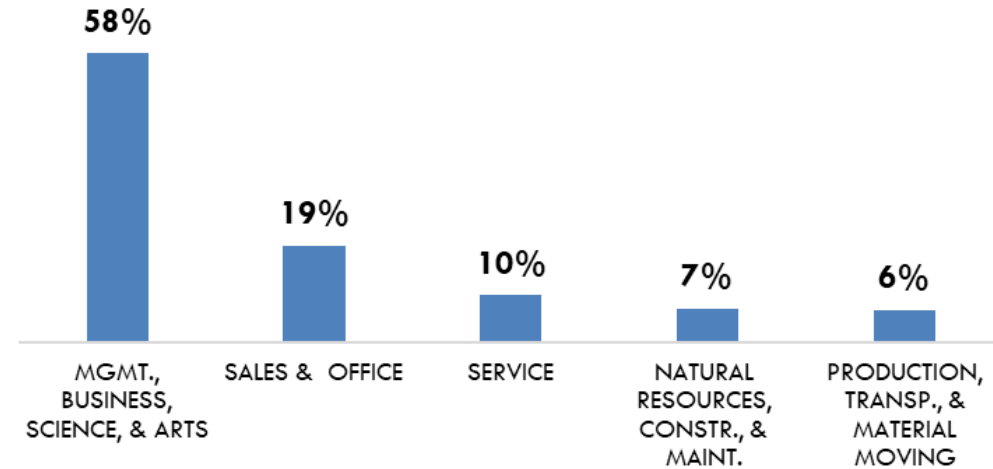
COLLEGE OR ADVANCED — NSPC SUBREGION

64%

COLLEGE OR ADVANCED — MIDDLESEX COUNTY

RESIDENT OCCUPATIONS - WAKEFIELD - 2021

SOURCE: US ACS 2017-2021 5-YEAR ESTIMATES



58%

MAJORITY WAKEFIELD RESIDENTS
EMPLOYED IN —
MANAGEMENT, BUSINESS, SCIENCE, & ARTS OCCUPATIONS

19%

IN SALES & OFFICE OCCUPATIONS

10%

IN SERVICE OCCUPATIONS



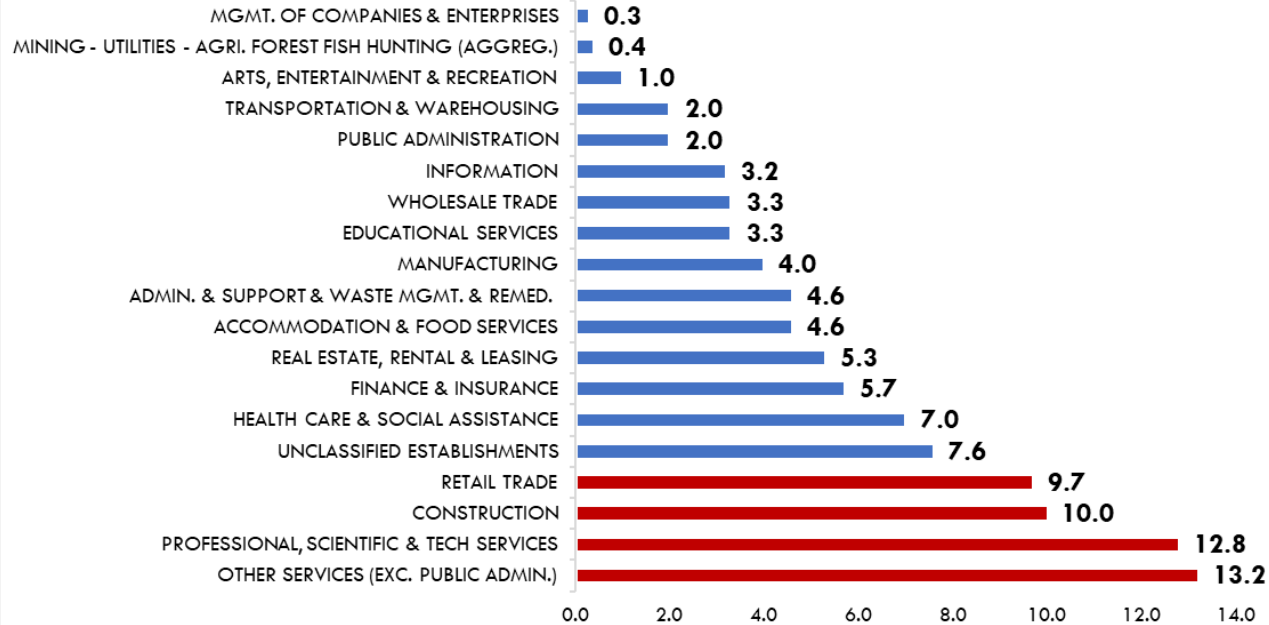
EXISTING CONDITIONS

OVERVIEW — BUSINESSES IN WAKEFIELD

— COMMUNITY & ECONOMIC DEVELOPMENT

% BUSINESSES BY NAICS INDUSTRY — WAKEFIELD - 2022

SOURCE: BUSINESS SUMMARY — (A) ESRI BUSINESS ANALYST; (B) DATA AXLE, INC.; (C) MAPC ANALYSIS —
TOTAL BUSINESSES = 1,464 — TOTAL EMPLOYEES = 14,368



10% RETAIL TRADE



10% CONSTRUCTION



13% OTHER SERVICES

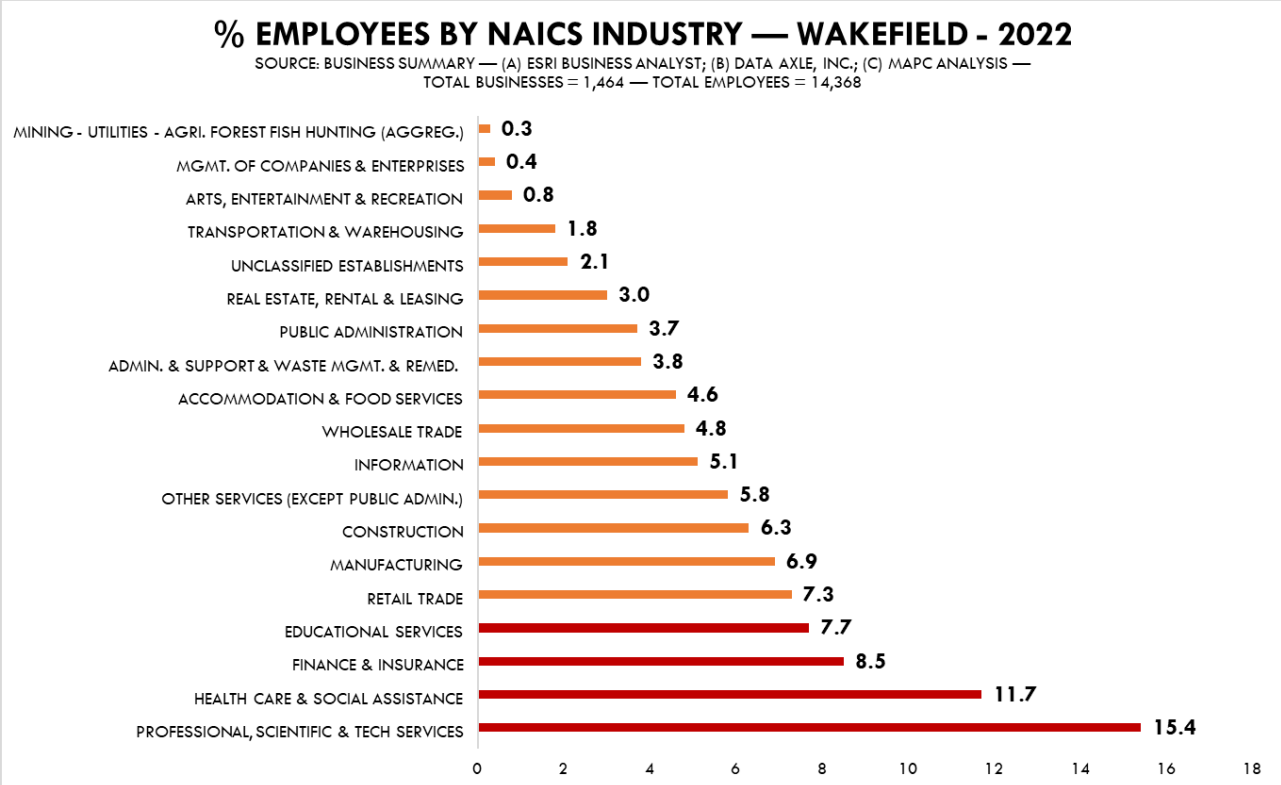
13% PROFESSIONAL SERVICES



EXISTING CONDITIONS

— COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — WORKERS IN WAKEFIELD — NUMBER OF EMPLOYEES



12% HEALTH CARE & SOCIAL ASSISTANCE



15% PROFESSIONAL SERVICES



9% FINANCE & INSURANCE



8% EDUCATIONAL SERVICES

EXISTING CONDITIONS

— COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — WORKERS IN WAKEFIELD — AVERAGE MONTHLY EMPLOYMENT

22% PROF / SCIENT / TECH SERVICES

3,178 WORKERS — BY 189 EMPLOYERS

AVG. 17 WORKERS PER BUSINESS

13% ADMIN. & WASTE SERVICES

1,813 WORKERS — BY 82 EMPLOYERS

AVG. 22 WORKERS PER BUSINESS

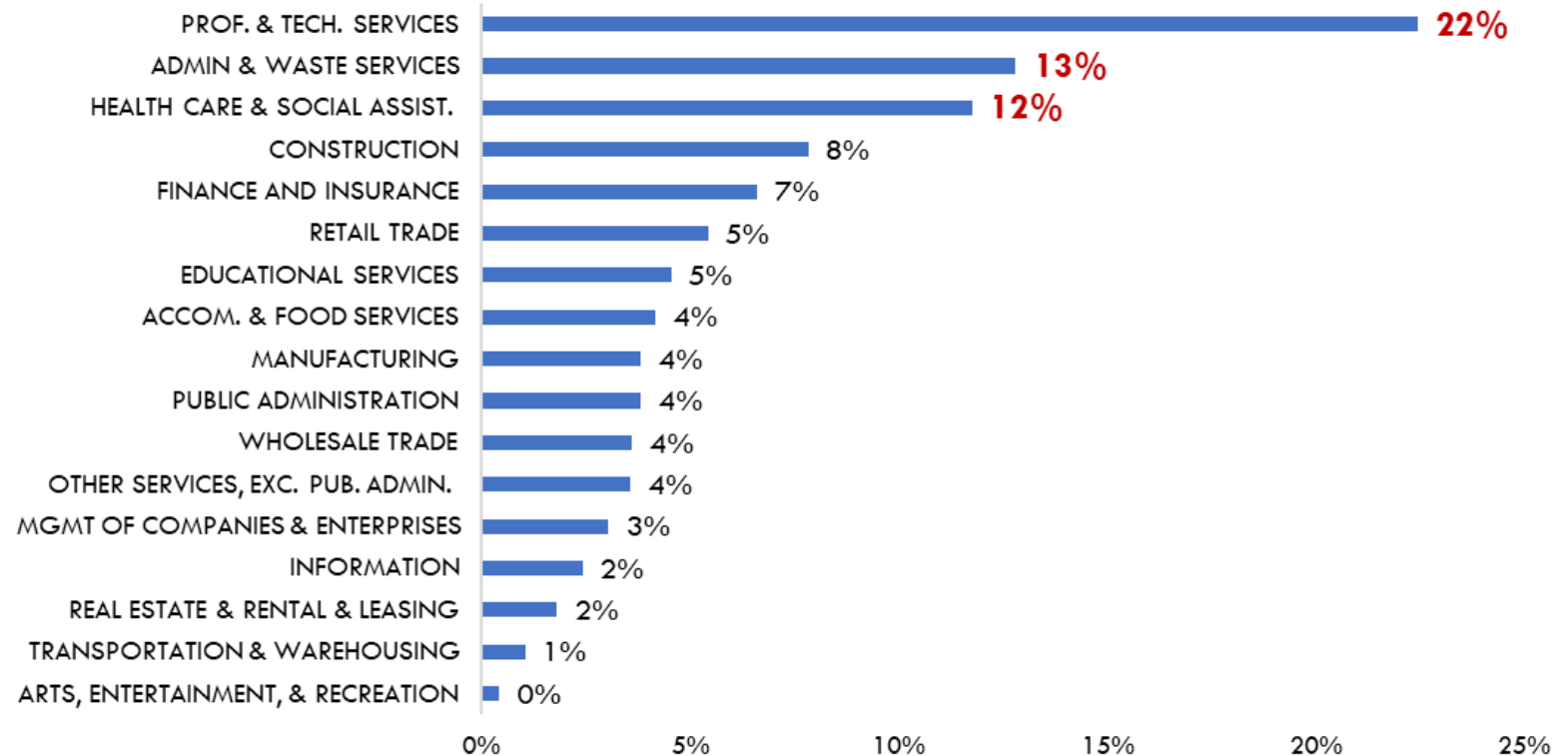
12% HEALTH CARE & SOC. ASSIST.

1,667 WORKERS — BY 147 EMPLOYERS

AVG. 11 WORKERS PER BUSINESS

% AVERAGE MONTHLY EMPLOYMENT
BY NAICS INDUSTRY SECTOR - WAKEFIELD 2021

SOURCE: MA EOWLD - LMI 2021; & MAPC ANALYSIS



EXISTING CONDITIONS — COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — MOST OCCURRING EMPLOYER TYPES — FROM TOP 100 MAJOR EMPLOYERS — 20-499 EMPLOYEES EACH



TOP 4 INDUSTRIES — REPRESENTED IN TOP 100 MAJOR WAKEFIELD EMPLOYERS — WITH 20-499 EMPLOYEES

SOURCE: MA. DEPT. ECONOMIC RESEARCH — EXEC. OFFICE OF LABOR & WORKFORCE DEV. — EMPLOYER INFORMATION IS PROVIDED BY DATA AXLE, OMAHA, NE © 2022 ALL RIGHTS RESERVED. INFORMATION NOT FROM UNEMPLOYMENT INSURANCE REPORTING SYSTEM. ; AND (B) MAPC ANALYSIS

NAICS DESCRIPTION	NAICS CODE	# OF BUSINESSES IN INDUSTRY
ELEMENTARY AND SECONDARY SCHOOLS	6111	9
AGENCIES, BROKERAGES, AND OTHER INSURANCE RELATED ACTIVITIES	5242	8
BUILDING MATERIAL AND SUPPLIES DEALERS	4441	6
MANAGEMENT, SCIENTIFIC, AND TECHNICAL CONSULTING SERVICES	5416	5

EXISTING CONDITIONS — COMMUNITY & ECONOMIC DEVELOPMENT

OVERVIEW — THE LARGEST 21 — OF THE LARGEST 100 EMPLOYERS — BY INDUSTRY — 100 ≥ EMPLOYEES EACH

TOP EMPLOYERS — WITH 100 TO 499 EMPLOYEES — WAKEFIELD — 2022

SOURCES: (A) MA. DEPT. ECONOMIC RESEARCH — EXEC. OFFICE OF LABOR & WORKFORCE DEV. — EMPLOYER INFORMATION IS PROVIDED BY DATA AXLE, OMAHA, NE 2022. — INFORMATION NOT FROM UNEMPLOYMENT INSURANCE REPORTING SYSTEM; AND (B) MAPC ANALYSIS

COMPANY NAME	ADDRESS	# EMPLOYEES	NAICS CODE	NAICS OCCURRENCE	NAICS DESCRIPTION
PRODUCE CONNECTION	AUDUBON RD	250-499	4244	1	GROCERY AND RELATED PRODUCT MERCHANT WHOLESALERS
EPSILON DATA MANAGEMENT	EDGEWATER DR # 335	250-499	5416	2	MANAGEMENT, SCIENTIFIC, & TECHNICAL CONSULTING SERVICES
MAXIMA CONSULTING INC	WATER ST # 102	100-249	5416		
GALVIN MIDDLE SCHOOL	MAIN ST	100-249	6111		
NORTHEAST METROPOLITAN REG	HEMLOCK RD	100-249	6111	3	ELEMENTARY & SECONDARY SCHOOLS
WAKEFIELD HIGH SCHOOL	FARM ST # 1	100-249	6111		
ALITHYA USA INC	HARVARD MILL SQ # 210	100-249	5415	2	COMPUTER SYSTEMS DESIGN AND RELATED SERVICES
N-ABLE INC	EDGEWATER PL # 306	100-249	5415		
EMPIRE CLEANING INC	MAIN ST # 1	100-249	2389	1	OTHER SPECIALTY TRADE CONTRACTORS
TUV SUD AMERICA INC	EDGEWATER PL # 500	100-249	3345	1	NAVIGATIONAL, MEASURING, ELECTROMEDICAL, AND CONTROL INSTRUMENTS MANUFACTURING
PCI SECURITY STANDARDS COUNCIL	EDGEWATER PL # 600	100-249	4236	1	HOUSEHOLD APPLIANCES AND ELECTRICAL AND ELECTRONIC GOODS MERCHANT WHOLESALERS
PICIS CLINICAL SOLUTIONS INC	QUANNAPOWITT PKWY # 405	100-249	5132	1	SOFTWARE PUBLISHERS
LDG INSURANCE UNDERWRITERS	EDGEWATER PL # 400	100-249	5242	1	INSURANCE AGENCIES AND BROKERAGES
C-4 ANALYTICS	EDGEWATER DR # 400	100-249	5418	1	ADVERTISING, PUBLIC RELATIONS, AND RELATED SERVICES
ACME BUILDING SVC INC	NORTH AVE # 6-1	100-249	5617	1	SERVICES TO BUILDINGS AND DWELLINGS
ABC HOME & HEALTHCARE PRO	ALBION ST	100-249	6216	1	HOME HEALTH CARE SERVICES
BANE CARE	AUDUBON RD # 102	100-249	6231	1	NURSING CARE FACILITIES
WAKEFIELD CENTER	BATHOL ST	100-249	6241	1	INDIVIDUAL AND FAMILY SERVICES
EMARC	AUDUBON RD	100-249	6243	1	VOCATIONAL REHABILITATION SERVICES
FOUR POINTS BY SHERATON	AUDUBON RD	100-249	7211	1	TRAVELLER ACCOMMODATION
CHILDREN & FAMILY DEPT	HARVARD MILL SQ # 420	100-249	9231	1	ADMINISTRATION OF HUMAN RESOURCE PROGRAMS



29% OVERALL SUBREGIONAL PROJECTED JOB GROWTH – 2030

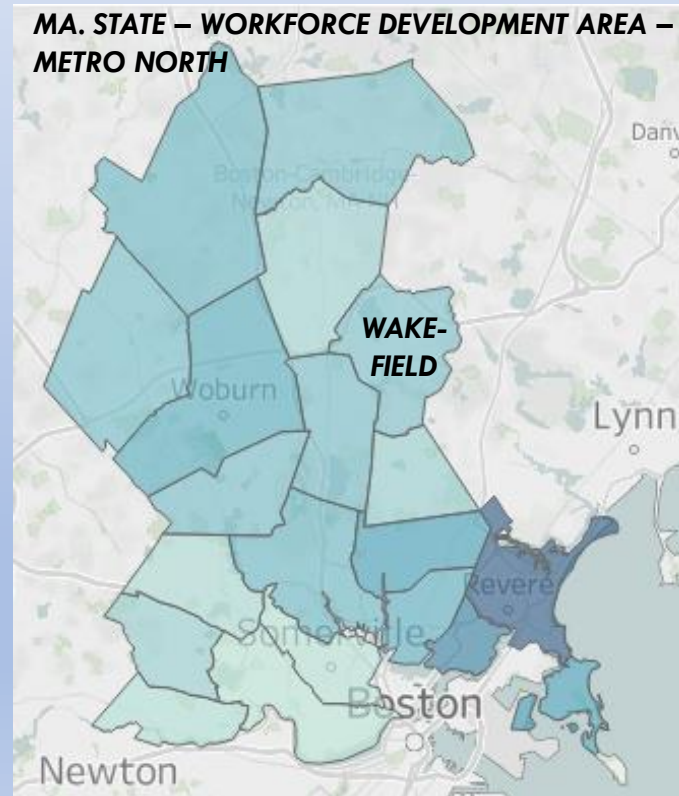
GROWTH INDUSTRIES — TO BE AWARE OF — FOR COMPETITIVENESS & REVIEWS

PROF / SCIENT / TECH SERVICES

ACCOMMODATION & FOOD SERVICES

FOOD SERVICES & DRINKING PLACES

ADMINISTRATIVE & SUPPORT SERVICES



Industry Projections 2020-2030 for Metro North WDA - Subregional Wakefield Context

Source: (a) 2020-2030 Labor Market Information – Mass. Executive Office of Labor and Workforce Development (EOLWD); and (b) MAPC Analysis

Overall 2020-2030 Regional Metro North WDA Job Projections

NAICS Code	Industry Title	Employment 2020	Employment 2030	Change Level	Change Percent
000000	Overall Total All Industries	449,075	581,435	132,360	29%

Higher Projected **Growth Industries** - 2020-2030 Regional Metro North WDA Job Projections

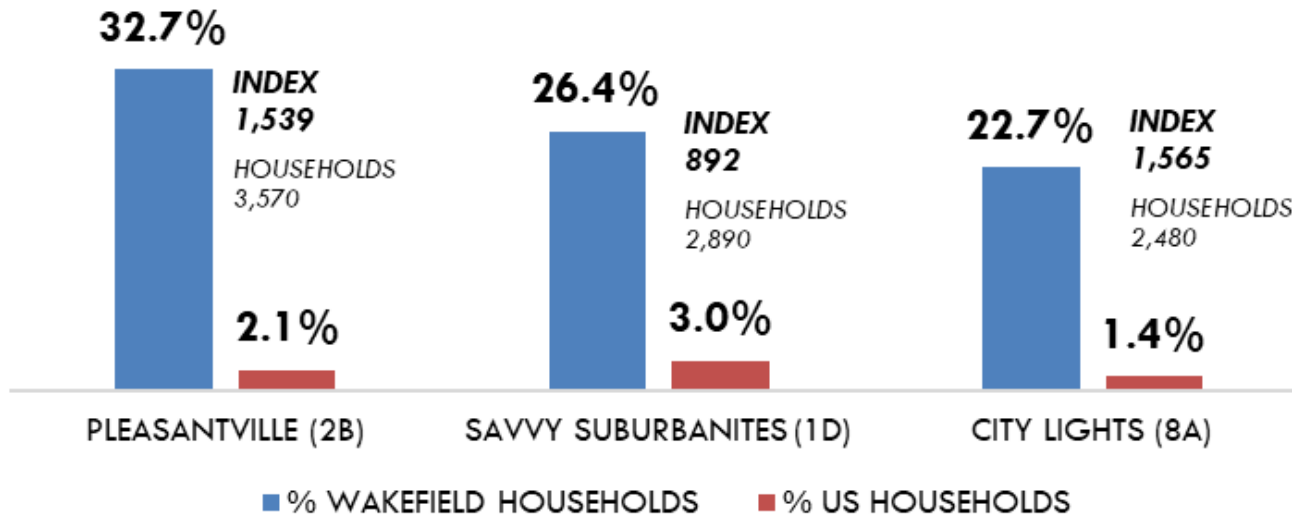
NAICS Code	Industry Title	Employment 2020	Employment 2030	Change Level	Change Percent
541000	Professional, Scientific, & Technical Services	84,228	147,111	62,883	75%
720000	Accommodation & Food Services	26,966	42,716	15,750	58%
722000	Food Services & Drinking Places	21,267	36,645	15,378	72%
561000	Administrative & Support Services	20,787	27,954	7,167	34%

Highest Projected **Declining Industries** - 2020-2030 Regional Metro North WDA Job Projections

NAICS Code	Industry Title	Employment 2020	Employment 2030	Change Level	Change Percent
425000	Wholesale Electronic Markets & Agents & Brokers	1,044	780	-264	-25%
335000	Electrical Equipment, Appliance, & Component Manufacturing	750	471	-279	-37%
517000	Telecommunications	1,521	1,185	-336	-22%
325000	Chemical Manufacturing	2,222	1,812	-410	-18%
334000	Computer & Electronic Product Manufacturing	6,491	5,982	-509	-8%

LOCAL BEHAVIORAL CONSUMER MARKET — ESRI TAPESTRY SEGMENTATION AREA PROFILE — WAKEFIELD & US - 2022

SOURCE: ESRI BUSINESS ANALYST — 2022 TAPESTRY SEGMENTATION AREA PROFILE
— AN INDEX OF 100 IS THE US AVERAGE — MORE INFO: [ESRI.COM/TAPESTRY](https://esri.com/tapestry)



TOP 3 INSIGHTS —

PLEASANTVILLE (2B) - 33% HOUSEHOLDS

- ❑ 2 OR MORE WORKERS
- ❑ 3 OR MORE VEHICLES -- LONGER WORK COMMUTE .
- ❑ SHOP BOTH ONLINE & IN VARIED STORES, FROM UPSCALE TO DISCOUNT

SAVVY SUBURBANITES (1D) – 26% HOUSEHOLDS

- ❑ 2-WORKER HOUSEHOLDS
- ❑ SPORTS AND EXERCISE
- ❑ EMPTY NESTERS (INCLUDING SENIORS) & EMPTY NESTER WANNABES

CITY LIGHTS (8A) – 23% HOUSEHOLDS

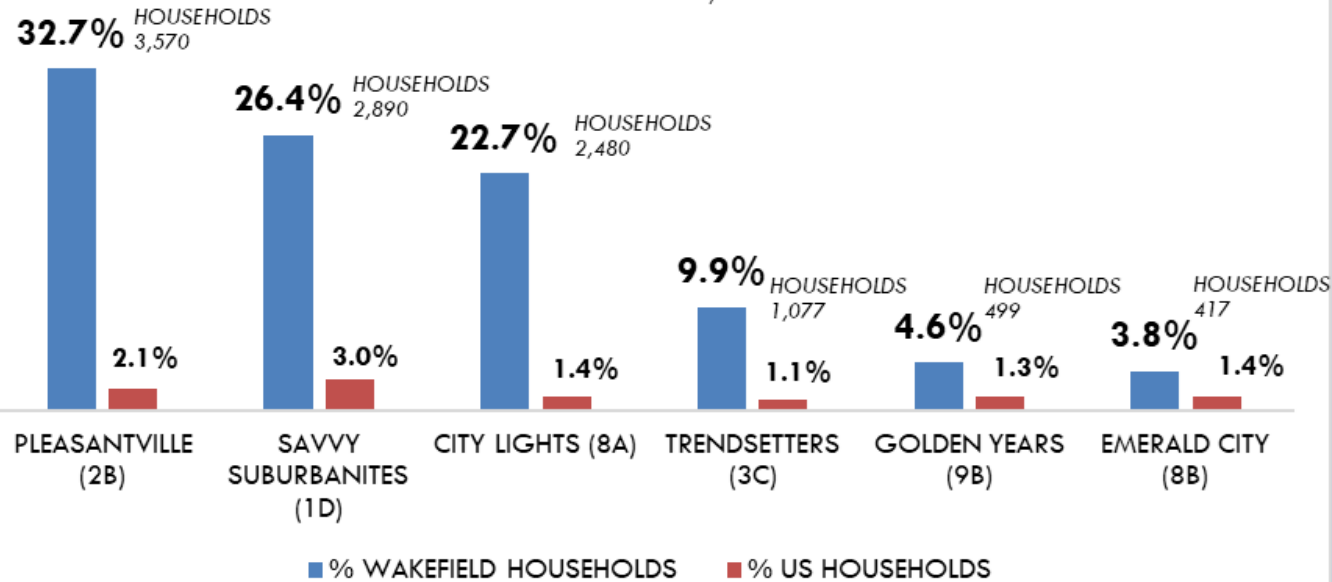
- ❑ VARIED DEMOGRAPHICS
- ❑ WILLING TO COMMUTE
- ❑ TENURE IS 50-50: OWNERS V. RENTERS
- ❑ MOST - ONE VEHICLE
- ❑ PUBLIC TRANSPORTATION FOR WORK
- ❑ BANK IN PERSON
- ❑ MULTI WORKER HOUSEHOLDS
- ❑ BELIEF IN EQUAL OPPORTUNITY
- ❑ NATURAL PRODUCTS
- ❑ HEALTH CONSCIOUS – EXERCISERS



EXISTING LOCAL CONSUMER PREFERENCES — SPENDING BEHAVIORS — POTENTIAL PROXY — DEMAND FOR SERVICES & SHOPS? — CHAMBER OF COMMERCE UTILITY?

PROFILES LOCAL BEHAVIORAL CONSUMER MARKET — ESRI TAPESTRY SEGMENTATION AREA PROFILE — WAKEFIELD & US - 2022

SOURCE: ESRI BUSINESS ANALYST — 2022 TAPESTRY SEGMENTATION AREA PROFILE —
MORE INFO: [ESRI.COM/TAPESTRY](https://esri.com/tapestry)



LOWER 3 - INSIGHTS -

TRENDSETTERS (3C) — 10% HOUSEHOLDS

- EDUCATED YOUNG SINGLES
- CITY LIVING & ENTERTAINMENT SPENDING
- MANY CARLESS — TAKE PUBLIC TRANSP. — WALK - BIKE
- SOCIALLY CONSCIOUS SPENDING
- SUBCOMPACT CARS
- EXPLORE LOCAL ARTS & CULTURE

GOLDEN YEARS (9B) — 5% HOUSEHOLDS

- INDEPENDENT — ACTIVE SENIORS
- LIVE ALONE — OR EMPTY NESTERS
- PROFESSIONAL OCCUPATIONS — OR LEISURE INTERESTS
- SUPPORT ARTS & CHARITIES

EMERALD CITY (8B) — 4% HOUSEHOLDS

- YOUNG MOBILE RENTERS
- HALF HAVE COLLEGE DEGREES
- ENJOY MUSIC & ART
- ENVIRONMENTALLY CONSCIOUS CONSUMERS

3C LifeMode Group: Uptown Individuals
Trendsetters

MARKET PROFILE (Consumer preferences are estimated from data by MRI Services):

- Not only do Trendsetters residents spend freely on fashionable apparel, they also own the latest in cell phones and tablets.
- Particularly for residents that often work at home, wireless internet is a must.

9B LifeMode Group: Senior Styles
Golden Years

MARKET PROFILE (Consumer preferences are estimated from data by MRI Services):

- Avid readers, they regularly read daily newspapers, particularly the Sunday paper.
- They subscribe to cable TV, news and sports programs are popular.

8B LifeMode Group: Middle Ground
Emerald City

MARKET PROFILE (Consumer preferences are estimated from data by MRI Services):

- Liberal segment that contributes to NPR and PBS.
- Shop at Trader Joe's and Whole Foods.

HOUSING

Median home value is displayed for markets that are primarily owner occupied; average rent is shown for renter-occupied markets. Tenure and home value are estimated by Esri. Housing type and average rent are from the Census Bureau's American Community Survey.

CHALLENGES & OPPORTUNITIES — COMMUNITY & ECONOMIC DEVELOPMENT

FOR CONSIDERATION — TO CREATE ATTRACTIVE CONDITIONS — TO ATTRACT DESIRED FUTURE VISION?

KEY INTERRELATED ISSUES & DECISIONS — FOR ALLOWING ECONOMIC BENEFITS



ZONING



TRANSP.
INNOVATION

JOBS +
SHOPPERS

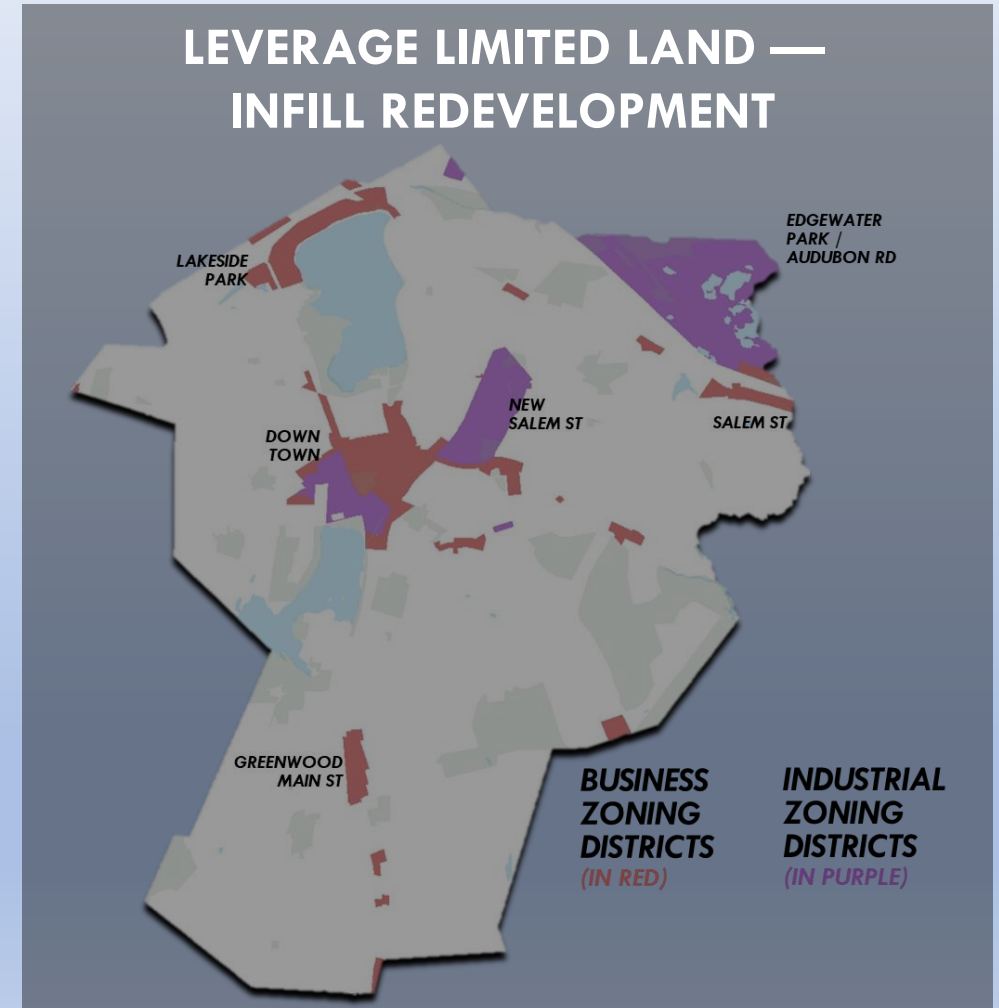
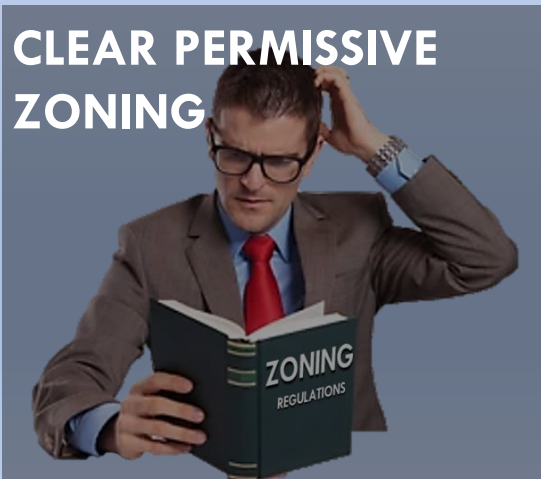
HOUSING



CHALLENGES & OPPORTUNITIES — COMMUNITY & ECONOMIC DEVELOPMENT

FOR CONSIDERATION — TO CREATE ATTRACTIVE CONDITIONS — TO ATTRACT DESIRED FUTURE VISION?

GROW & CONNECT? BUSINESS ACTIVITY DISTRICTS



CHALLENGES & OPPORTUNITIES — COMMUNITY & ECONOMIC DEVELOPMENT

WAKEFIELD COMMUNITY FEEDBACK THUS FAR — HIGHLIGHTS — INITIAL THREE WMP-2033 SURVEY PARTICIPANTS

HOUSING AFFORDABILITY

35% LARGE ISSUE
30% SOMEWHAT ISSUE

EXPAND COMPLETE STREETS

42% RANKED #1 PRIORITY

CONNECT — STATIONS, DOWNTOWN, & NEIGHBORHOODS —
W/ MOBILITY OPTIONS

TRANSPORTATION ISSUES —

BY IMPACTED COMMUNITY SEGMENT

60-67% PUBLIC TRANSIT OPTIONS —
FOR COMMUTERS & PEOPLE LIMITED MOBILITY
83% PARKING CONDITIONS — SHOPPING BUSINESSES
59% TRAFFIC CONGESTION — VISITORS & SHOPPERS

DESIRED IMPROVEMENTS & ENHANCEMENTS

79% AMENITIES & PHYSICAL IMPROVEMENTS — NEEDED OVERALL
62% IMPROVE BUSINESS DISTRICTS
59% SCHOOL FACILITIES

CHALLENGES & OPPORTUNITIES — COMMUNITY & ECONOMIC DEVELOPMENT

HOUSING AS ECONOMIC DEVELOPMENT — BEYOND SHELTER — SUPPLY & AFFORDABILITY — IMPACTING BUSINESSES & THEIR WORKERS

NATIONAL LOW INCOME HOUSING COALITION
2022 OUT OF REACH REPORT

AVERAGE FAIR MARKET RENT IN MASS. 2022

NEARLY 50% HIGHER
THAN NATIONAL AVERAGE

\$1,608 - ONE-BEDROOM

\$1,975 - TWO-BEDROOM

“ It’s another warning shot that the high cost of housing could hurt the long-term economic competitiveness of Massachusetts. ”

SOURCES:

- (A) NLIHC.ORG;
- (B) WGBH.ORG/NEWS/LOCAL-NEWS/2022/08/04/MASSACHUSETTS-HIGH-HOUSING-COSTS-ARE-PUSHING-OUT-WORKERS



“Making Massachusetts an attractive place to move to and stay is going to be a critical story for our long-term economic growth.”

MARK MELNIK, DIRECTOR OF ECONOMIC AND PUBLIC POLICY
RESEARCH AT THE UMASS DONAHUE INSTITUTE

UMASS DONAHUE INSTITUTE

The screenshot shows a news article from GBH 89.7. The headline is "Massachusetts' high housing costs are pushing out workers" by Alexi Cohan, dated August 4, 2022. The article discusses how high rents in Massachusetts are making it difficult for businesses to recruit and retain talent. It mentions that the average fair market rent in Massachusetts is nearly 50% higher than the national average, with one-bedroom rents at \$1,608 and two-bedroom rents at \$1,975. The article also notes that some residents have even found themselves in bidding wars over apartments in the city. Social media sites are filled with threads from people who are excited about job opportunities, schools, and health care in the state, but struggle to afford to live there. The article is part of a series called "PRICED OUT" and "Losing workers".

CHALLENGES & OPPORTUNITIES — COMMUNITY & ECONOMIC DEVELOPMENT

HOUSING AS ECONOMIC DEVELOPMENT — BEYOND SHELTER — SUPPLY & AFFORDABILITY — IMPACTING BUSINESSES & THEIR WORKERS

DESIGN GUIDELINES — DEVELOPMENT REVIEW



CLEAR PERMISSIVE ZONING



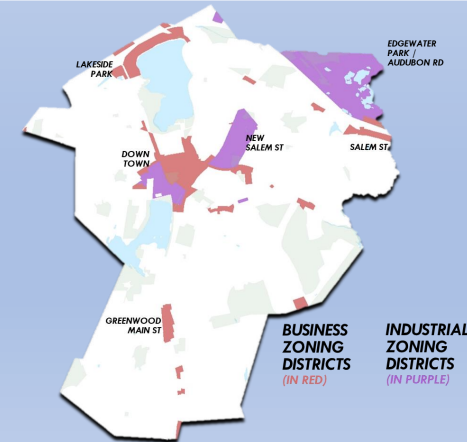
LEVERAGE LIMITED LAND — INFILL REDEVELOPMENT

Step 1: Understand the Permit Process

STEPS WHEN OPENING YOUR BUSINESS



LEVERAGE LIMITED LAND



49%

DESIGN GUIDELINES
FOR DEVELOPMENTS

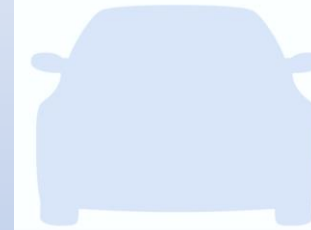
2ND SURVEY RESPONDENTS

ABILITY TO ATTRACT? — RETAIL BUSINESSES — & THEIR SHOPPERS? — WITH ATTRACTIVE WALKABLE STREETSCAPES

STREETSCAPES WITH SEATING, AMENITIES, & MIXED-USES



WAYFINDING DIRECTORY SIGNAGE



CONVENIENT OPTIONS — ON-DEMAND & CIRCULATING MICRO-TRANSIT



RETAIL FOLLOWS ROOFTOPS — IT DOES NOT LEAD — REAL ESTATE DEVELOPERS' MANTRA

DESIRE RETAIL SHOPS & LEISURE RESTAURANT CAFES?

BUSINESSES FOLLOW

SHOPPER FOOT TRAFFIC

LOCAL ROOFTOPS

VISITORS & SHOPPERS

CREATE ATTRACTIVE STREETSCAPES?

INVESTMENTS & IMPROVEMENTS

AMENITIES & DESTINATIONS

SOURCES:

- (a) [COSTAR.COM/ARTICLE/341347170/US-RETAIL-RENT-GROWTH-FOLLOWS-ROOFTOPS-SOUTHWARD](https://www.costar.com/article/341347170/US-RETAIL-RENT-GROWTH-FOLLOWS-ROOFTOPS-SOUTHWARD);
- (b) [BUXTONCO.COM/BLOG/DOES-RETAIL-ALWAYS-FOLLOW-ROOFTOPS](https://www.buxtonco.com/blog/does-retail-always-follow-rooftops);
- (c) [NVESTOPEDIA.COM](https://www.investopedia.com)

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COSTAR INSIGHT

US Retail Rent Growth Follows Rooftops Southward

Landlords in Fast-Growing Markets Exert Greater Pricing Power



The Weston Town Center in Weston, Florida. The center is located within the Fort Lauderdale market, which leads the nation in retail rent growth over the past year. (CoStar)


By Brandon Svec
CoStar Analytics

June 29, 2022 | 12:45 P.M.

CoStar Group

While concerns around inflation, interest rates and a potential recession have rightfully garnered headlines, the retail space market quietly is posting its best year for rent growth in decades. Retail rents have pushed to record highs in 2022, as the sector remains in an impressive recovery coming out of the worst of

buxton



Retail Recruitment - Does it Always Follow Rooftops?

The adage "retail follows rooftops" sometimes leads small communities or those with stagnant growth to believe that retail recruitment efforts are pointless, but is that true?

While it is true that retailers may have certain minimum thresholds of customers in the store trade area that they would like to meet and that population growth can attract new development, there are still ways for communities to attract the retail development they seek.

Here are two alternative retail recruitment strategies for communities who have had trouble attracting retailers.

Attract Primary Job Generators

If rooftop growth is stagnant or your total rooftop count is perceived to be too small, think about other ways to bring customers into your trade area. One way to do this is by attracting industrial development or other primary job

Investopedia

BUSINESS > BUSINESS ESSENTIALS

Foot Traffic: Definition, Tracking, Ways to Increase

By [WILL KENTON](#) Updated December 19, 2022
Reviewed by [JEFREDA R. BROWN](#)

What Is Foot Traffic?

Foot traffic is a term used in business to describe the number of customers that enter a store, mall, or location. Foot traffic numbers are heavily monitored by store owners in particular retail stores, such as department stores. Foot traffic—or customer traffic—is an important metric because higher foot traffic tends to lead to higher sales and revenue numbers. However, foot traffic alone is not enough to generate new sales. Companies must offer a desirable product or service and follow through with delivering a positive experience to the customer.

KEY TAKEAWAYS

- Foot traffic is a term used in business to describe the number of customers that enter a store, mall, or location.
- Foot traffic numbers are heavily monitored by store owners in particular retail stores, such as department stores.
- Foot traffic is an important metric because higher foot traffic tends to lead to higher sales and revenue numbers.
- Many malls and department stores are struggling to improve foot traffic, which dwindled as a result of e-commerce and the Covid-19 Pandemic.
- A strong online presence is key to improving foot traffic since many shoppers find stores through local search.

SUPPORT — ADVOCATE FOR — BENEFICIAL WORKFORCE TRAINING?

NORTHEAST METRO TECH

12 CITIES & TOWNS

LARGE EMPLOYER IN WAKEFIELD

MAJOR \$317M RENOVATION — SEEKING
FEDERAL ARPA FUNDING SUPPORT

EMPLOYMENT SKILLS & SELF SUFFICIENCY

MEDICAL FIELD PROGRAMS

CONSTRUCTION RELATED

COMPUTER & CAD DESIGN



LICENSING PROGRAMS — TRADE
PREPARATION — APPRENTICE PROGRAMS

*Mission Statement -
Northeast Metropolitan Regional Vocational
High School prepares working adults for
success in an evolving workplace. Northeast
provides academic and vocational excellence in a
time-efficient, cost-effective setting. We will
further education through an environment
conducive to achievement in specialized career
and technical programs with affordable lifelong
learning opportunities.*

Northeast Metro Tech Seeks Legislative Support in Prioritizing ARPA Funding to Ease the Burden on Member Communities Brought on by the New Building Project

WAKEFIELD -- With the State Legislature considering allocating the \$5 billion that remains of federal funds delivered to the Commonwealth under the American Rescue Plan Act (ARPA), Northeast Metro Tech is renewing its request that \$100 million be allocated to ease the financial burden on member communities related its recently-approved building project.

June 6, 2022 | Jordan Mayblum | Client News, School News



ON-GOING FUNDING INITIATIVES — FOR COMMUNITY DEVELOPMENT & CAPITAL INVESTMENTS

ARPA FUNDS — AMERICAN RESCUE PLAN ACT

PURPOSE

- GENERALLY — WATER — SEWER — BROADBAND INFRASTRUCTURE
- REPLACE LOST PUBLIC SECTOR REVENUE — PROVIDE GOVERNMENT SERVICES

TOWN OF WAKEFIELD

- RECEIVED \$8M THROUGH ARPA FUNDS
- TOWN COUNCIL & ADMINISTRATOR — PUBLIC INFO-SESSION 12.12.2021
- TOWN COUNCIL — SPENDING DISCUSSION — 11.21.2022

WAKEFIELD ARPA EXPENDITURES \$534,141

- INCL. BUT NOT LIMITED TO:
- SCHOOL & FIRST RESPONDER OVERTIME — TEST KITS — CLINICS — ELECTIONS — TOWN MEETING — ETC.

WAKEFIELD ARPA BUDGET — FISCAL YEARS 2022-2014 \$1,043,602

- TOWN HALL — SCHOOLS — POLICE — HEALTH BUDGET

WAKEFIELD RECOMMENDATIONS \$3,867,000

- INCL. BUT NOT LIMITED TO:
- LAKE QUANNAPOWITT CLEAN-UP --
ENERGY ASSISTANCE FUND — RAIL TRAIL & MOBILITY --
SIDEWALK EXPANSION

SOURCES:

(A) WAKEFIELD.MA.US/ARPA; (B) 2021 WAKEFIELD ANNUAL TOWN REPORT; & (C) MASS.GOV/SERVICE-DETAILS/EARMARKS-FROM-THE-AMERICAN-RESCUE-PLAN-ACT-ARPA-SPENDING-BILL

Recommendations

• Energy Assistance Fund	\$400,000
• Lake Quannapowitt cleanup	\$800,000
• Lake pathways	\$100,000
• Rail Trail/Wakefield Mobility	\$1,000,000
• Tree Replacement	\$150,000
• Sidewalk Expansion	\$1,100,000
• WCAT Expenses	\$137,000

Recommendations

• Title Searches to assess Town Ownership	\$25,000
• MWRA Water Truck	\$55,000
• Conference Room Zoom/Hybrid Upgrades	\$75,000
• ADA Swing	\$25,000
• Total	\$3,867,000

ARPA Expenditures (budget)

- FY 2022 Budget
 - Town Hall \$20,352
 - Police \$18,750
 - Schools \$400,000
- FY 2023 Budget
 - Town Hall \$21,500
 - Health Budget \$145,000
 - Schools \$363,000
- FY2024 (proposed)
 - Health \$75,000

Total \$1,043,602

ARPA Expenditures

• School and First Responder Overtime	\$48,121
• Contact Tracing	\$59,752
• Test Kits	\$112,576
• Clinics, Elections, Town Meeting, Assistance	\$105,820
• Total	\$326,269
• Fire Department Overtime (potential use)	\$107,871
• Fit Court (May 9, 2022 TC Meeting)	\$100,000
• Total	\$534,141

ON-GOING FUNDING INITIATIVES — FOR COMMUNITY DEVELOPMENT & CAPITAL INVESTMENTS

2022 STATE ECONOMIC DEVELOPMENT BILL EARMARKS -- FOR WAKEFIELD - CHAPTER 268 ACTS

\$100K	CIVIC CENTER ROOF - REPAIRS	EXEC. OFFICE OF ECONOMIC DEVELOPMENT
\$150K	DOYLE SCHOOL PLAYGROUND – UPGRADES - ADA COMPLIANCE	DEPT. OF ELEMENTARY & SECONDARY EDUCATION
\$100K	SMALL BUSINESS SIGN & FAÇADE	EXEC. OFFICE OF ECONOMIC DEVELOPMENT
\$150K	BIKE & PED IMPROVEMENTS - DOWNTOWN AREA	MASS. DEPARTMENT OF TRANSPORTATION
\$60K	WAKEFIELD LYNNFIELD CHAMBER OF COMMERCE	EXEC. OFFICE OF ECONOMIC DEVELOPMENT

STATE DCR & MMP - ARPA EARMARKS FOR WAKEFIELD

\$70K	ALBION CULTURAL EXCHANGE ACCESSIBILITY UPGRADES
\$125K	LAKESIDE CEMETERY CHAPEL RESTORATION
\$75K	TOWN-WIDE TREE PLANTING

SOURCES: (A) WAKEFIELD.MA.US/ARPA; (B) 2021 WAKEFIELD ANNUAL TOWN REPORT; & (C) MASS.GOV/SERVICE-DETAILS/EARMARKS-FROM-THE-AMERICAN-RESCUE-PLAN-ACT-ARPA-SPENDING-BILL

POTENTIAL TOOLS & RESOURCES:

COMMUNITY CONNECTIONS

- ❑ FIRST & LAST MILE CONNECTIONS SOLUTIONS
- ❑ NEW BUS OR SHUTTLE SERVICE
- ❑ BIKE-SUPPORTIVE INFRASTRUCTURE
- ❑ TRANSIT SIGNAL PRIORITY

READY-TO-LAUNCH GRANTS

- ❑ UP TO \$75K – FOR INNOVATIVE MOBILITY EXPANSION
- ❑ USING HUMAN-CENTERED DESIGN PROCESS
- ❑ FOR UNDERSERVED INDIVIDUALS

COMMUNITY TRANSIT GRANT PROGRAM

- ❑ STATE/FEDERAL FUNDS
- ❑ EXPAND SERVICES
- ❑ OLDER ADULTS & DISABLED

COMMUNITY PRESERVATION ACT

- ❑ SMART GROWTH TOOL
- ❑ FUND AFFORDABLE HOUSING
- ❑ CREATE & PRESERVE OPEN SPACES
- ❑ DEVELOP OUTDOOR RECREATIONAL FACILITIES
- ❑ HISTORIC PRESERVATION

COMMUNITY COMPACT BEST PRACTICES

- ❑ PURSUE A “BEST PRACTICE”
 - ❑ SAFE MOBILITY
- ❑ ACTIVE TRANSPORTATION
- ❑ ASSET/INFRASTRUCTURE MANAGEMENT
- ❑ SHARED REGIONAL SERVICES

COMMUNITY DEVELOPMENT BLOCK GRANTS

- ❑ VIA STATE COMMUNITY DEVELOPMENT FUND
- ❑ FOR COMMUNITIES UNDER 50,000 PEOPLE
- ❑ FOR INFRASTRUCTURE - COMMUNITY FACILITIES - REMOVING BARRIERS - DOWNTOWN REVITALIZATION

SMART PARKING MODEL BYLAW

- ❑ “BEST PRACTICE”
 - ❑ ENDORSED / SPONSORED
 - ❑ MASS. EOEEA
 - ❑ CREATE A MINIMUM & MAXIMUM PARKING REGULATION
- ❑ REDUCE PARKING DEMAND

LOCAL RAPID RECOVERY PROGRAM

- ❑ TECHNICAL ASSISTANCE
- ❑ PROJECT BASED RECOVERY PLANS
- ❑ REVITALIZE DOWNTOWNS

COMMUNITY ONE STOP FOR GROWTH GRANT

- ❑ COMMUNITY DEVELOPMENT FOCUS
- ❑ STREAMLINED PROCESS – BROADER “DEVELOPMENT CONTINUUM”
- ❑ VISIONING TO FINAL CONSTRUCTION

EXISTING RESOURCES & IDEAS — COMMUNITY & ECONOMIC DEVELOPMENT FOR CONSIDERATION & EXPLORATION — FOR POTENTIAL ECONOMIC DEVELOPMENT INITIATIVES

ADDITIONAL RESOURCES:

2021 WAKEFIELD LOCAL RAPID RECOVERY PLAN

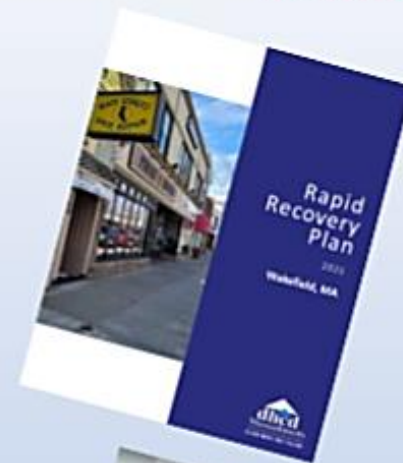
- ❑ TWO STUDY AREAS - ALONG MAIN STREET CORRIDOR
 - ❑ NORTH MAIN STREET COMMERCIAL DISTRICT I - PRIMARY FOCUS AREA
 - ❑ SOUTH MAIN STREET - IN GREENWOOD AREA - AREA OF NEED
- ❑ MAIN RECOVERY THEMES
 - ❑ IMPROVING MOBILITY AND CONNECTIVITY - STRATEGIC SMALL BUSINESS SUPPORT
 - ❑ RESOURCES FOR BUSINESS MARKETING & DEVELOPMENT
 - ❑ IMPROVING MARKETING AND PROMOTIONS PLACEMAKING

2021 SOUTH MAIN STREET ANALYSIS —

- ❑ REVITALIZATION FOCUS
 - ❑ SHORT TERM VACANT STORES FRONTS - LONG TERM UNDERUTILIZED SITES - MARKETABILITY -
- ❑ CONCLUSIONS - INCL. (BUT NOT LIMITED TO)
 - ❑ ADD'L TOWN PLANNING CAPACITY — KEY PARCEL OWNERSHIP ISSUES — PEDESTRIAN IMPROVEMENTS NEEDED

2016 MARKET ASSESSMENT & BUSINESS DISTRICT COMPOSITION ANALYSIS

- ❑ YEAR 2016 BUSINESS MIX
 - ❑ 48 ESTABLISHMENTS — 57% SERVICES — 18% RETAIL — 14% EAT-DRINK-ENTERTAIN. — 11% OTHER
- ❑ SOME TAKE-AWAYS —
 - ❑ NOT JUST SHOPPING PLACE, ALSO SOCIAL PLACE — ACTIVATE SPACES TO STRENGTHEN BUSINESSES — ALSO PAY ATTENTION TO NON-RESIDENT MARKET SEGMENT - LAKE QUANNAPOWITT TREMENDOUS ASSET



NEXT 30-35 MINUTES — PLEASE GO TO ASSIGNED GROUP

SMALL BREAKOUT GROUP DISCUSSIONS



2 of 2

HEAR & DISCUSS

**FELLOW COMMUNITY
MEMBERS**

**IDEAS, CONCERNS,
OPPORTUNITIES**

BEFORE

**TAKING 6-WEEK
SURVEY**

**TO MEASURE
STANDARDIZED INPUT**

DISCERN CONSENSUS

NEXT 30-35 MINUTES – ACCEPT ZOOM REQUEST ON SCREEN

SMALL BREAKOUT GROUP DISCUSSIONS

DISCUSSION AGREEMENTS

oops – ouch – whoa



NAJEE NUNNALLY
COMMUNITY ENGAGEMENT SPECIALIST

- ❑ USE "I" STATEMENTS
- ❑ TAKE SPACE & MAKE SPACE
- ❑ USE ACCESSIBLE LANGUAGE
- ❑ ACCEPT & EXPECT LACK OF CLOSURE
- ❑ LISTEN FOR UNDERSTANDING
- ❑ BE AN ACTIVE PARTICIPANT
- ❑ EXPAND YOUR COMFORT ZONE

SMALL BREAKOUT GROUP DISCUSSIONS

POSSIBLE QUESTIONS TO START THE DISCUSSION

COMMUNITY & ECONOMIC DEVELOPMENT ELEMENT

PUTTING THE PIECES TOGETHER — INVESTING IN OWN COMMUNITY



INFORMATIONAL SLIDES — 15 MINUTES ~
SMALL BREAKOUT GROUP DISCUSSIONS — 30-35 MINUTES

- ☐ WHAT ARE SOME OF WAKEFIELD'S STRONGEST ECONOMIC DEVELOPMENT AND/OR BUSINESS ASSETS?
- ☐ WHAT ARE SOME OF WAKEFIELD'S GREATEST CHALLENGES REGARDING ITS BUSINESS ENVIRONMENT?
- ☐ WHAT TYPES OF BUSINESS OR ECONOMIC DEVELOPMENT OPPORTUNITIES WOULD YOU LIKE TO SEE WAKEFIELD PURSUE?

HEAR & DISCUSS

FELLOW COMMUNITY
MEMBERS

IDEAS, CONCERNS,
OPPORTUNITIES

BEFORE

TAKING 6-WEEK SURVEY

TO MEASURE
STANDARDIZED INPUT

DISCERN CONSENSUS



NEXT 30-35 MINUTES

WAKEFIELD

MASTER PLAN 2033

FOURTH PUBLIC WORKSHOP

A TWO-PART OPEN HOUSE

- ❑ **PUBLIC SERVICES,
FACILITIES & INFRASTRUCTURE ELEMENT:**
ENHANCING & LEVERAGING
- ❑ **ECONOMIC DEVELOPMENT ELEMENT:**
PUTTING THE PIECES TOGETHER & INVESTING IN OWN COMMUNITY

WAKEFIELD MASTER PLAN 2022-2033
1 FEBRUARY 2023 — 6:30PM – 8:30PM
VIA ZOOM VIRTUAL MEETING



6-WEEK ONLINE COMMUNITY POLL

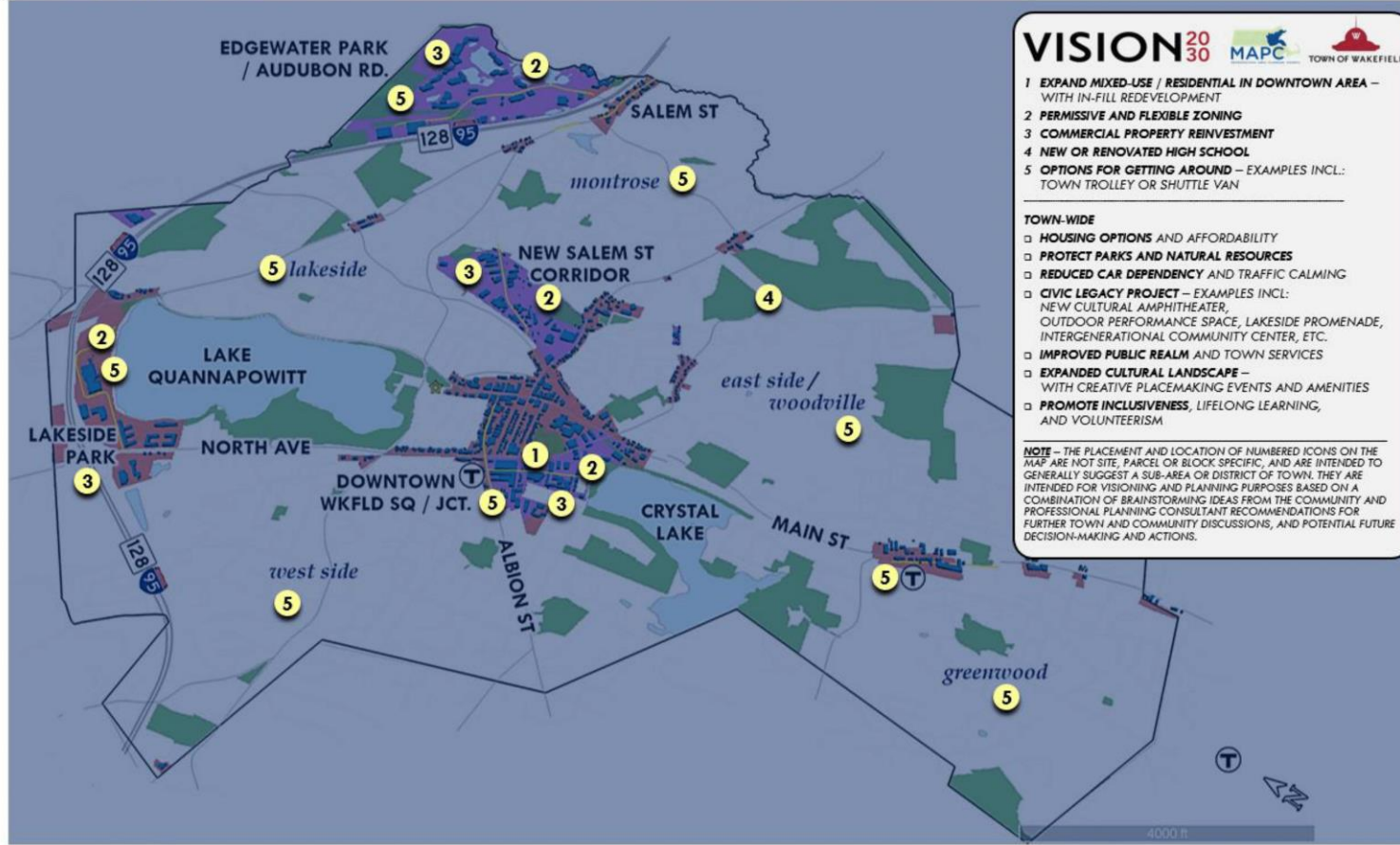
- ❑ **15 MINUTES** OF PERSONAL TIME
 - ❑ RECORD YOUR INPUT
 - ❑ EXTENDED OPPORTUNITY AT OWN CONVENIENCE
 - ❑ PRIMARY FORM – MEASURING FEEDBACK
- ❑ **ACTIVE — FEBRUARY 6 TO MARCH 20, 2023**
- ❑ **SURVEY LINK — mapc.ma/survey4-wmp2033**

REFLECT ON VISION 2030

SAMPLING OF OVERARCHING GOALS – FOR WMP2033 CONSIDERATION & EXPLORATION – SOME SPATIALLY BASED GOALS & STRATEGIES

DRAFT 2 OF 2 – 10.18.2021 – FOR FINAL & CONCURRENT 3-WEEK REVIEW PERIOD: (A) PUBLIC ONLINE REVIEW; & (B) TOWN COUNCIL & PLANNING BOARD 10.25.21 PRESENTATION & REVIEW – DEADLINE: NOV. 15, 2021 – WRITTEN COMMENTS TO EKOKINDA@WAKEFIELD.MA.US & CMONTANEZ@MAPC.ORG

Visual Executive Summary – 1 of 4 – The following visual executive summary is for illustrative planning purposes only, non-binding, aspirational in nature, and is not exhaustive of the goals, ideas and recommendations.



VISION 2030



- 1 EXPAND MIXED-USE / RESIDENTIAL IN DOWNTOWN AREA – WITH IN-FILL REDEVELOPMENT
- 2 PERMISSIVE AND FLEXIBLE ZONING
- 3 COMMERCIAL PROPERTY REINVESTMENT
- 4 NEW OR RENOVATED HIGH SCHOOL
- 5 OPTIONS FOR GETTING AROUND – EXAMPLES INCL.: TOWN TROLLEY OR SHUTTLE VAN

TOWN-WIDE

- HOUSING OPTIONS AND AFFORDABILITY
- PROTECT PARKS AND NATURAL RESOURCES
- REDUCED CAR DEPENDENCY AND TRAFFIC CALMING
- CIVIC LEGACY PROJECT – EXAMPLES INCL.: NEW CULTURAL AMPHITHEATER, OUTDOOR PERFORMANCE SPACE, LAKESIDE PROMENADE, INTERGENERATIONAL COMMUNITY CENTER, ETC.
- IMPROVED PUBLIC REALM AND TOWN SERVICES
- EXPANDED CULTURAL LANDSCAPE – WITH CREATIVE PLACEMAKING EVENTS AND AMENITIES
- PROMOTE INCLUSIVENESS, LIFELONG LEARNING, AND VOLUNTEERISM

NOTE – THE PLACEMENT AND LOCATION OF NUMBERED ICONS ON THE MAP ARE NOT SITE, PARCEL OR BLOCK SPECIFIC, AND ARE INTENDED TO GENERALLY SUGGEST A SUB-AREA OR DISTRICT OF TOWN. THEY ARE INTENDED FOR VISIONING AND PLANNING PURPOSES BASED ON A COMBINATION OF BRAINSTORMING IDEAS FROM THE COMMUNITY AND PROFESSIONAL PLANNING CONSULTANT RECOMMENDATIONS FOR FURTHER TOWN AND COMMUNITY DISCUSSIONS, AND POTENTIAL FUTURE DECISION-MAKING AND ACTIONS.