

Wakefield Town Council

Fiscal Year 2024 Goals and Priorities



Protects and enhances its beautiful natural landscape, neighborhood character, and signature open space assets including Lake Quannapowitt, Crystal Lake, and Breakheart Reservation.

2023-2024 Priority	Target Goal
Develop a comprehensive tree and vegetation policy, including: <ul style="list-style-type: none">• Mapping for trees and vegetation on public land• Plan for greater investment in trees and planting• Opportunity for public comment before trees are taken down• Replacement plan for trees removed• Pollinator planting strategy	Proposed policy presented to Town Council by end of 2023; regular reporting on tree and vegetation planting throughout year
Develop a sustainable housing policy	Opt-in stretch code to be presented to Town Meeting for adoption in May 2024
Make progress on expanding recycling programs at the Nahant St. Pit	Evaluation of recycling program for plastic bags, Styrofoam, and other items currently not recycled by November 2023
Make progress on enhancing public accessibility and water quality at Lake Quannapowitt	Lake path completed along public right-of-ways between Shore Road and Willard Road by summer 2024; work started on Main Street inflow projects by summer 2024; public access discussions initiated with Lakeside Cemetery and Quannapowitt Yacht Club by December 2023

Welcomes and supports residents in different life stages and is inviting to people of all backgrounds.

2023-2024 Priority	Target Goal
Establish Affordable Housing Trust Fund	Certificate of trust (incorporating Master Plan elements) approved and trustees named by Fall 2023; development of funding plan for trust by end of 2023
Finalize development plans for Butler Avenue property, preserving open space and creating multi-generational housing for moderate income families, seniors, and people with disabilities	Plan completed for adoption at Town Meeting in May 2024
Evaluate housing development opportunities at Hart's Hill	Identification and evaluation of usable land parcels at Hart's Hill completed by end of 2023

Enhances its neighborhoods with housing options for all, and safe walking and biking amenities.

2023-2024 Priority	Target Goal
Finalize development plans for Hurd School, focused on combination of market-rate and affordable units	Plan completed for adoption at Town Meeting in May 2024
Develop Master Plan implementation strategy	Master Plan implementation timeline and prioritization matrix, including staff/board accountabilities, completed by December 2023

Improves its business districts with more services, leisure retail, job opportunities, and pedestrian amenities.

2023-2024 Priority	Target Goal
Promote economic development through greater use of “pop-up” events (food trucks, etc.)	Identification of strategy, location, and schedule for pop-up events by end of 2023
Make further progress on Envision Wakefield Downtown Revitalization initiative	25% design completed by Fall 2023; continued advocacy with MPO to accelerate timing from 2026 and 2028 TIP lists
Complete work of Sign Bylaw Committee	All committee work completed and reported to Town Council by February 2024 for adoption by Town Meeting in May 2024
Develop and implement a façade improvement program for Main Street and Albion Street	Launch matching grant program for sign improvements and other façade enhancements by Spring 2024, with potential funding from ARPA and local bank partnerships
Begin to develop an engagement and incentive strategy to promote infill development along Main Street and Albion Street	Potential incentive strategy presented to Town Council by February 2024; identification and initial engagement with targeted property owners by April 2024
Begin to develop and implement a plan for targeted business recruitment for the Albion Street Corridor	Plan developed and presented to Town Council for approval by April 2024
Begin to expand programming at Albion Cultural Exchange	Evaluation of the need for a programming committee for events/classes at ACE by end of 2023
Hire and onboard Director of Strategic Growth and Development	Staff hired by October 2023
Convene Economic Development Committee as approved by Town Council in 2020	Committee members recruited and first committee meeting held by December 2023

Expands its social, civic, and cultural landscape with more creative placemaking amenities, and more festive events.

2023-2024 Priority	Target Goal
Identify a new location for the Friends of Beebe Library Book Sale	Evaluation of the 2 nd floor of Senior Center and/or other options, with a presentation to Town Council by end of 2023
Make progress on facilitating volunteerism and engagement in boards, committees, and commissions	Development of an engagement plan for recruiting more individuals to apply for boards and committees by end of 2023; expansion of viable locations and improved infrastructure for hybrid meetings by April 2024
Build community and address increasing loneliness through the promotion of neighborhood-focused events (e.g., Porch Fest, town-wide garage sale, etc.)	Promotion/funding plan developed and presented to Town Council by February 2024
Develop long-term funding strategy for WCAT	Working group named by August 2023; new funding strategy reflected in budget for FY 2025
Improve coordination and engagement in community programs operated by Recreation Department, Beebe Library, and Council on Aging	Formalized survey plan developed and implemented by end of 2023; enhancement of town-wide programming communications by April 2024; identification of opportunities to coordinate and cross-promote adult education programs at NEMT
Expand Community Garden participation opportunities	Evaluation of alternative locations for Community Garden and identification of funding sources for second location in advance of summer 2024 season

Invests in legacy civic projects for present-day residents and future generations that enhance our beautiful landscape and foster community gatherings.

2023-2024 Priority	Target Goal
Assure appropriate use of ARPA funds	Quarterly updates to Town Council; all funds to be committed by federal deadline
Progress toward completion of WMHS building project	Design development and groundbreaking completed by June 2024; continued community and public engagement, particularly around project milestones

Reduces car dependency by leveraging its commuter rail access and other creative transportation innovations to support shops and residents.

2023-2024 Priority	Target Goal
Evaluate community van micro-transportation program	Presentation to Town Council by year-end, with potential for ARPA funds used for pilot program, and engagement with businesses/housing developments
Begin to create infrastructure for public engagement and advocacy around transit	Committee established by end of 2023 to focus on MBTA advocacy, traffic planning/calming, implementing bike/pedestrian plan, carpooling, etc.
Implement MBTA Communities zoning changes	Proposed zoning changes presented to Town Meeting for adoption in November 2023

Enhances government operations and public services through adoption of best practices and efficiency improvements.

2023-2024 Priority	Target Goal
Establish concrete Town Council/Town Administrator goals for Fiscal Year 2024	Goals documented following June 2024 Town Council retreat
Continue zoning bylaw review process	Proposed changes presented to Town Meeting for adoption by May 2024, following preliminary presentations to Town Council
Accelerate road repairs	Complete procurement for remaining \$2.5 million in bonded road repair funds in FY 2024 or FY 2025
Improve process for sustainable budgeting within departments	Evaluation of best practices in other communities, with presentation to Tri-Board Meeting in October 2023
Complete performance reviews for all of Town Administrator's direct reports	Reviews completed in summer 2023 for FY 2023, with goals established for all direct reports for FY 2024
Reevaluate structure of Board of Health (appointing vs. electing members, expanding to five members)	Proposed changes identified with Board of Health and approved by Town Council by September 2023; new charter language presented to Town Meeting for adoption in November 2023
Develop a plan for under-utilized spaces in Town-owned buildings	Identify potential usage options for the 2 nd floor of the Americal Civic Center and the 2 nd /3 rd floors of the Senior Center, and present options to Town Council by April 2024; develop plan to complete street accessibility and elevator projects at Albion Cultural Exchange by February 2024
Enhance the charge-back model for revolving accounts	Assure that fringe and overhead costs are appropriately charged back to all revolving accounts for FY 2024
Develop succession plans for key administrative positions	Review/revision of succession planning document created in 2022 by August 2023; coordination of succession planning goals with FY 2024 employee goals and FY 2025 budget planning
Document policies and procedures for Town Council	Current policies and procedures distributed to Town Council and posted on website by July 2023; any new policies documented and approved by April 2024
Evaluate options for replacement of DPW garage on North Avenue	Evaluation of alternative locations and completion of updated feasibility study for new or renovated DPW garage by April 2024