

Building a consensus around a series of shared aspirations is important if the Town of Wakefield is going to implement proposed programs. The goals and objectives that follow form an outline for the comprehensive vision that follows, and for the changes that will be required to bring that vision to life.

The Economic Development Goals and Objectives that follow are distilled from the issues documented in the previous chapters and provide a context for the opportunities and proposals that follow. They articulate the goals behind the Master Plan recommendations and are intended as a guide for future planning activities.

These goals are based on views repeatedly expressed in a series of interviews and meetings. They can be used to evaluate the appropriateness of future plans and proposals and suggest the basis for building a consensus around development options and implementation strategies.

1. INTEGRATE DEVELOPMENT POLICIES WITH A LONG TERM VISION FOR WAKEFIELD

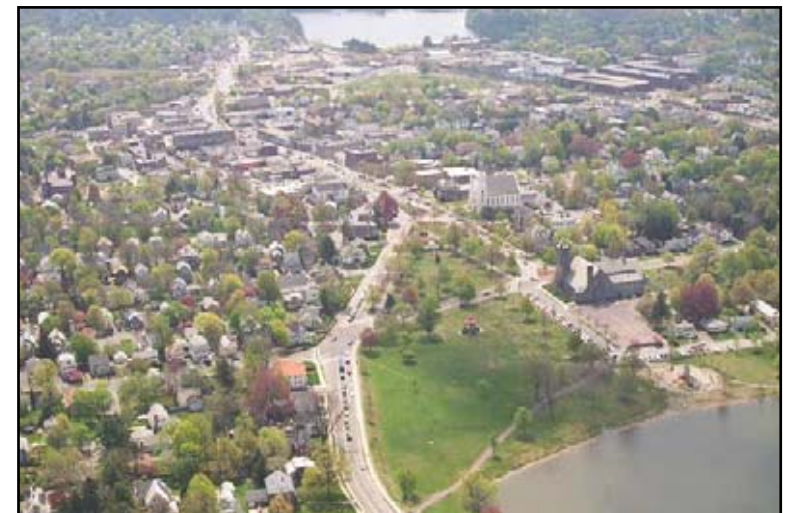
- Promote physical, economic, and organizational changes that support a shared vision of economic development objectives and that complement other town goals.

2. PROMOTE DEVELOPMENT THAT PROVIDES FISCAL BENEFIT AND ECONOMIC STABILITY FOR THE TOWN

- Promote appropriate new commercial development or redevelopment of existing properties where market-supported opportunities to increase value occur.
- Support multi-family residential construction where commercial development would be in conflict with other goals or may not be supported by the marketplace.
- Insure that new development is self-supporting; new tax revenues should exceed marginal costs of new services (i.e. marginal per pupil school, public safety, trash, and DPW costs).
- Identify underutilized industrial areas that may have commercial or residential development potential and whose redevelopment can support the town's fiscal goals without significant detriment to existing commercial centers, residential



The Master Plan vision for Wakefield builds on its strengths. The town's coherent urban structure, shown in an historic image and a contemporary photo, is still intact. Reinforcing its integrity is critical for the future.





Harvard Mills is a good example of how new uses can be developed in existing buildings benefitting private owners and the general public.

Wakefield has comfortable neighborhoods and a viable downtown; its economic and physical structure should improve hand in hand.



neighborhoods or open space.

- Promote area-wide infrastructure improvements that will further the Town's competitive position in the region, both for residential and commercial development.

3. SUPPORT AND PROMOTE DEVELOPMENT THAT BUILDS ON AND IMPROVES THE CHARACTER OF WAKEFIELD AND ITS NEIGHBORHOODS

- Reinforce the existing system of streets and open spaces that define Wakefield's coherent, small town character and distinct neighborhoods.
- Define, regulate and promote high quality design and construction for new developments, and limit detrimental impacts on adjoining properties.
- Coordinate private development and public infrastructure improvements to increase environmental quality, control run-off and traffic, improve streetscapes, and preserve open space and greenways.
- Develop regulations, guidelines, organizations, and activities that support public activities and that strengthen business and social networks – fairs, festivals, markets, outdoor dining, etc.

4. IMPROVE AND STRENGTHEN WAKEFIELD'S EXISTING COMMERCIAL CENTERS

- Reinforce existing business centers (prioritize the Downtown core and then Greenwood) with new retail and services that augment the existing character and mix.
- Resolve traffic and parking problems that discourage shopping in the existing commercial centers.
- Recognize the traditional proximity of residential and retail uses in Wakefield. Promote development/redevelopment that

strengthens the clear identity of the town's neighborhoods and districts.

- Reinforce the neighborhood/pedestrian character of accessible shopping districts. Promote pedestrian activity by creating or improving open space that is integrated into the downtown and retail centers.
- Develop streetscape standards and support programs for improving signage, furniture, plantings, lighting, building facades, and paving materials.
- Reinforce commercial district definition and identity by highlighting gateways, edges, and transitions.
- Assist business owners in creating organizations and funding mechanisms to improve their districts.
- Remove counterproductive regulatory impediments that make improvements to streetscape or business identity difficult.

The strong identity of the civic and recreational area north of Downtown should extend into the commercial area to capture the attention of potential shoppers.

