

INITIAL DRAFT FOR DISCUSSION

The following initial draft topic strategies have been prepared by MAPC for discussion with the Master Plan Committee. The initial strategies are based on community feedback through survey responses, community meetings, and committee input. The initial draft topic strategies will be edited, refined, and improved with discussion and input from the Master Plan Committee, stakeholders interested in the topic, and the community through meetings to be held in the fall of 2021.

Community Facilities and Services

The big idea of the goals for Community Facilities and Services is to improve the transparency of decision-making and policies and to more proactively prepare facilities and services to meet future needs and challenges.

Goals with Committee Feedback Integrated (5/25):

1. **Goal 1:** Improve capital planning and investment processes to anticipate future funding and financing needs and communicate transparently to residents
 - **Strategy 1.1:** Define benchmarks/level of service standards for facilities and infrastructure based on comparable communities
 - i. Use the adopted benchmarks/levels of service as well as population and household projections to identify needs for additional public facilities and services and determine the means and timing for providing needed additional facilities and resources.
 - **Strategy 1.2:** Develop, adopt, and use a priority setting framework to guide capital investment and asset management
 - i. The framework should include a set of guiding questions, needs assessment criteria, and equity considerations.
 - **Strategy 1.3:** Create a capital improvement plan with a process for sustainably funding future projects to avoid overrides and piecemeal planning
 - **Strategy 1.4:** Improve community awareness of key revenue and budget issues
 - i. Provide residents with a fact sheet, infographic or resource page that outlines and briefly summarizes the Town's Existing Funding Sources.
 - **Strategy 1.5:** Implement the goals and recommendations outlined in the 2020 Dedham Public Schools Master Plan
 - **Strategy 1.6:** Consistent with the other goals within this section and the master plan more generally, prioritize capital improvements that:

- Correct existing public facility and services deficiencies or replace facilities that are obsolete
 - Improves equitable access to public facilities and services
 - Addresses a public health or safety concern
 - Reduces greenhouse gas emissions or supports the adaptation to climate change
 - Contributes to economic viability and the quality of life of Dedham residents
2. **Goal 2:** Improve the transparency of town asset management decisions with clear policies to guide maintenance, upgrades, and disposition processes and decisions
- **Strategy 2.1:** Develop asset management policies
 - i. Ensure that the Town's policies, and processes are clear and transparent, and that residents have a good understanding of who is responsible for making decisions, and how community input is taken into account
 - **Strategy 2.2:** Incorporate community values and goals in decisions on location, design, and operation of facilities
 - **Strategy 2.3:** Build the capacity of underrepresented citizens, including communities of color, and provide resources to increase their involvement in decision making and town processes
 - **Strategy 2.4:** Provide proactive communication and transparency about town policies, processes, and plans
 - i. Continually experiment with new techniques for community engagement and new channels of communication
 - **Strategy 2.5:** Improve equitable access to town resources and meetings through proactive and transparent communications, easy-to-access information, and materials translated in other languages
3. **Goal 3:** Strengthen Dedham public facilities, infrastructure, and assets to better respond to future needs and risks using best available data to advance sustainability, resilience, innovation, livability, and equity
- **Strategy 3.1:** Use a data driven approach to identify and better understand disparities between Dedham's diverse population and assess the equity impacts of public programs and projects
 - **Strategy 3.2:** Consider maintenance, replacement, rehabilitation or reuse of existing facilities to meet community needs before planning for major investments in new facilities
 - **Strategy 3.3:** Prioritize infrastructure and capital improvements that support the goals of the Town's recently completed Climate Action and Resiliency Plan, including strategies to reduce municipal greenhouse gas emissions, increase municipal renewable resources, and ensure that all new construction meets net zero energy building standards
 - **Strategy 3.4:** Design new public facilities that are oriented towards and accessible by transit and non-motorized modes of travel and improve connections to existing public facilities
 - **Strategy 3.5:** Ensure that municipal facilities and public spaces enhance Dedham's historic character and provide cultural enrichment

4. **Goal 4:** Proactively assess funding needs and dedicate staff to pursue external funding, grants, and resources
- **Strategy 4.1:** Explore new and long-term funding tools to enable increased investments in capital improvement projects and services
 - **Strategy 4.2:** Encourage public-private partnerships to finance infrastructure and public facilities which fulfill mutual interests of the public and private sectors
 - **Strategy 4.3:** Hire a full-time or shared grants administrator that could serve Dedham and neighboring municipalities on a part-time basis
 - **Strategy 4.4:** Explore joint-use partnerships with private entities to pay for some or all of the costs of capital improvements or new facilities that provide a public benefit and/or support a specific town or community function
5. **Goal 5:** Expand town services to advance equity and invest in resources and programs that support residents and their families and strengthen the relationships between residents
- **Strategy 5.1:** Strengthen trust and communication between the town services and the community by providing diverse and inclusive opportunities for all residents to participate in planning and town government
 - **Strategy 5.2:** Encourage businesses to work with local workforce training and education organizations to connect Dedham residents and workers to high quality jobs at a range of skill levels
 - **Strategy 5.3:** Increase coordination and resource sharing between organizations and service providers with a focus on ensuring that all children and families who could benefit from social, emotional, and academic enrichment are aware of resources and programs offered in Dedham
 - **Strategy 5.4:** Explore the potential for partnerships with neighboring municipalities to expand town services or to explore the regionalization of services or resources that could be efficiently shared