

## 2024 – 2025 Select Board Goals

### I. Effective and Transparent Governance

- Align Boards, Committees, and Senior Management Team of the Town whenever possible.
  - Establish goals that align and integrate between Select Board, Town Boards, Committees, Staff, and town departments.
  - Conduct periodic joint Finance Committee and Select Board and joint School Committee and Select Board meetings.
  - Recommit to an annual capital planning process between the Select Board, School Committee, and Finance Committee that includes Tier II and Tier III.
- Improve Committee Processes
  - Periodic topical forums, such as housing, sustainability, planning, arts & culture.
  - Committee training, such as procurement, ethics, sexual harassment, etc.
- Improve Select Board Processes
  - Ensure good process and governance; utilize data to make decisions; consider different viewpoints; delay decisions for one meeting whenever possible to enable community input.
  - Revise the Town flag policy.

### II. Land Use Opportunities

- Engage the community, legislative delegation, and state agencies in a robust planning process that ensures that Concord's interests are expressed and prioritized during the disposition of the MCI Concord property. Measurable outcomes:
  - Agreement(s) between the Town and the state that outlines the disposition process for most of the land area.
  - The outline visioning and planning with broad community input.
- Utilize the expertise of the 2229 Main Street Advisory Task Force and input from the community to determine the next steps for the 46-acre parcel at 2229 Main Street.
- Work with State Representatives and MassDOT to advance design and implementation of Route 2 rotary improvements.
- Work with the Senior Management Team to develop a land-use matrix and action plan to determine the best matches between municipal needs and potential land available.

### III. Town Infrastructure and Planning

- Review Zoning Bylaw Parking Requirements to make sure that they are consistent with industry standards and address local business concerns; propose recommended zoning amendments for 2025 Town Meeting
- Warner's Pond Road Map

- Review and update West Concord Master Plan by June 2025 to reflect new and evolving residential, business, and industrial changes and opportunities including MCI Concord
- Take action to improve Town infrastructure:
  - Cell phone service.
  - Road maintenance, funding and improvements (intersections, trails, curb bump outs, etc.).
- Ensure progress on major projects.
  - Sustainability plans for electric, water, sewer
  - Town capital projects
- Conduct review of Climate Action Plan, document GHG reductions and progress against original blueprint recommendations and establish revised recommendations for 2025-2030 to achieve targeted GHG reductions for 2030 (Article 31 in 2024 Town Meeting strives for a 50% reduction in GHG emissions)

#### **IV. Financial Planning and Stability**

- Increase Revenue Generation
  - Pursue PILOT Agreements (circle back)
  - Evaluate Town-owned properties for possible reuse or disposition.
  - Support Concord business community to enhance local receipts.
  - Support tourism and programs sponsored by arts and culture groups in town.
  - Update Revolving and Enterprise fees to reflect value of service.
- Endorse and update Financial Stability Goals
  - Clarify 5-year priorities and expected financial impact.
  - Work to cut costs and tighten the Town's budget in FY2026.

#### **V. Diversity, Equity, and Inclusion**

- Create a welcoming, diverse, and inclusive community.
  - Protect and enhance the diversity of housing stock via continued focus on affordable housing.
  - Review impact and implications of the Residential Tax Exemption.
  - Expand underrepresented voices in Town program and committees.