



Town of Ashland

MASSACHUSETTS

MISSION STATEMENT

The Ashland Board of Selectmen is dedicated to promoting responsible fiscal management, advocating for sustainable development & growth and providing excellent municipal services which will enhance the quality of life in our diverse community. The Ashland Board of Selectmen is committed to providing clear goals and objectives for Town management and creating effective engagement and public participation with residents, state legislators and other elected officials in order to achieve our mission.

VISION STATEMENT

The Town of Ashland will be a prosperous and fiscally sound community with a full range of housing, business, cultural, educational, and recreational opportunities in a safe and attractive environment for residents and visitors.

CORE VALUES

The Ashland Board of Selectmen embrace core values in support of the Board's Vision and Mission Statements

The Town of Ashland values:

1. Fiscal responsibility
2. Ethical behavior
3. Accountability and Transparency
4. Innovation
5. Honesty and Integrity
6. Respect
7. Teamwork

SHORT AND LONG TERM GOALS AND OBJECTIVES

The Board of Selectmen will create short and long term policies and strategies which support public education, public safety, and other municipal services, while allowing the town to remain affordable for all residents.

1) SUSTAINABLE FISCAL POLICIES AND STRATEGIES

The Board of Selectmen is committed to providing excellent and comprehensive services and programs in the most efficient and affordable manner for all residents of Ashland.

The Board supports appropriate reserve, debt, capital and long-range planning policies to ensure that public education, public safety and public infrastructure are sufficient to provide for the highest possible quality of life.

Ashland's finances have been impacted by real estate tax policies, state aid variables, growth and development pressures as well as a low commercial tax base. The Board will engage in all appropriate opportunities to provide increases in revenue sources, including growing Ashland's commercial tax base and appropriate reductions in expenditures through efficiencies and other initiatives.

The Board favors a fiscally sustainable plan which supports a well-educated, safe and affordable community while enhancing property values, creating job opportunities, promoting community responsibility and increasing the quality of life for all residents of Ashland.

Short/Long Term Goals:

- A) Implement a "Visual Budget" on Town's website for FY16. (S)
- B) Implement an annual comprehensive performance-management report for Town functions and departments. (S)
- C) Review and create awareness of resident tax exemptions (S)
- D) Implement appropriate strategies to grow Ashland's commercial tax base with a goal of 15percent by year 2022. (L)
- E) Implement Town-wide resident survey in FY16. (S)

2. MAINTAIN A RELIABLE INFRASTRUCTURE

The Board of Selectmen is committed to providing reliable and safe public infrastructure including Ashland's water, sewer and roadway systems, as well as Town buildings and

properties. Our capital assets are critical for delivery of public services and for maintaining a high quality of community life. Primarily due to inadequate investment, our infrastructure systems are not able to be fully maintained. Specific to Ashland's water supply, we are dependent on a sole source that is impacted by water use practices, climate variations and by regulatory requirements outside our control. It is the Board's goal to provide a reliable water supply or supplies while supporting sustainable water policies and conservation efforts. The Board supports a comprehensive infrastructure investment plan funded collaboratively through capital funds, state grants, public/private partnerships, and other fiscal tools.

The benefit would be a community with adequate means for transportation, reliable and adequate utilities, appropriate accommodations for all Town staff, and a safe and prosperous community to live and do business.

Short/Long Term Goals:

- A) Evaluate all available water sources, determine responsible water use practices and develop a sustainable water policy. (S)
- B) Develop procedures and programs to implement Complete Street policies in FY16. (S)
- C) Evaluate and promote public transportation in FY16. (S)
- D) Evaluate need for wastewater treatment plant in FY16. (S)
- E) Evaluate Town traffic patterns, parking needs and signage protocols by FY17. (S/L)
- F) Complete Quiet Zone implementation by FY17. (S)
- G) Present plan for a Public Safety Facility including land acquisition and A&E design funding by May, 2016. (S)

3. RESPONSIBLE DEVELOPMENT AND GROWTH

The Ashland Board of Selectmen are committed to responsible commercial and housing development. Growth cannot be allowed to outpace Ashland's ability to support the public services required over the long term. The Board promotes growing our commercial tax base in order to reduce tax burdens on residential taxpayers. We support policies that

encourage business development deemed appropriate for Ashland and create employment opportunities for Ashland residents.

The Board supports residential housing and affordable housing growth policies that reflect the needs of Ashland, while evaluating the public service costs that come with residential development. The Board of Selectmen support impact studies to determine the true measure and effect that residential growth will have on Ashland. We will proactively promote commercial development in appropriate locations. The benefits would be aesthetic, economic, promote civic pride while playing a role in defining Ashland as a community.

Short/Long Term Goals:

- A) Develop and implement an impact study policy as a best practice in FY16. (S)
- B) Identify areas to promote commercial development and redevelopment. (S)
- C) Hire an Economic Development Director and develop a comprehensive economic development plan in FY16. (S)
- D) Establish best practices and process for permitting and licensing in FYI6. (S)
- E) Identify Downtown Ashland revitalization and development as a priority.

4. SUSTAINABLE COMMUNITY AND NEIGHBORHOOD DEVELOPMENT

The Board of Selectmen are committed to supporting the highest and best quality of life for all Ashland residents. A community is more than buildings, roadways, or a water & sewer system. Ashland's historic character, open space and recreational assets, conservation areas, art and cultural activities and neighborhoods define the unique character of Ashland and determine what sets it apart from other communities.

The Board supports expanding the application of "sustainability" to include neighborhoods, land stewardship, public health and wellness programs, historical preservation, and art and cultural programming to ensure that Ashland's unique qualities are promoted, preserved and maintained. The benefit would be a more holistic approach to community building that would encourage inclusion and diversity and create a more livable community for all Ashland residents.

Short/Long Term Goals:

- A) Prioritize open space and sensitive properties for potential Town action in FY16. (S/L)
- B) Develop and implement strategies to enhance, promote and grow Ashland's cultural economy in FY16. (S/L)
- C) Evaluate current health and social service programs in FY16. (S)
- D) Explore establishment of a Citizen's Advisory Council. (S)
- E) Develop collaborative partnerships with Framingham State University. (S)