

# IMPLEMENTATION



## IMPLEMENTING THE COMPREHENSIVE PLAN

Implementation of a Comprehensive Plan is an on-going and long-term process requiring resources and significant effort from many entities. The above Comprehensive Plan included suggested timeframes for implementing each strategy. These timeframes should be used as a guide to help set priorities that were identified based on significant input from community stakeholders.

Implementation will depend on many factors such as timing, resources, and workload of specific groups and the capacity of the lead partner. A Comprehensive Plan is intended to be a “living document” that is formally updated every 10-15 years. Throughout that time, the recommended goals, objectives, and action strategies will be regularly evaluated and acted upon.

## PLAN COMPONENTS

The implementation plan is organized around **nine** goals, identified in the adjacent shaded box. Each goal comprises a series of objectives, or major efforts required to meet the goal. To fulfill each of the objectives, the table cites a set of strategies and associated action steps, which illustrate HOW the town can achieve the objectives and goals.

The plan has identified over **[to be filled in on final draft]** strategies, and for each of these, a **LEAD(s)** and **PARTNER(s)** are noted. Lead persons and/or entities are tasked with directing the strategies, with assistance of partners, who will initiate the action steps. Note that where the table suggests potential leads and partners, these persons/entities may change or expand over time as the action steps commence. For some of the strategies listed, an

## COMPREHENSIVE PLAN GOALS

**GOAL 1: To increase the DIVERSITY, EQUITY, and to promote the INCLUSION of people visiting, living, and working in Lexington**

**GOAL 2: To promote a wide range of HOUSING OPTIONS that appeal to the needs of all residents, regardless of income and life stage**

**GOAL 3: To promote a VITAL ECONOMY, including a variety of small and large businesses that contribute to the tax base and improve the balance of services to meet the needs of residents, employees, and visitors**

**GOAL 4: To protect the environment and enhance long-term SUSTAINABILITY and RESILIENCY.**

**GOAL 5: To protect OPEN SPACES and NATURAL RESOURCES and to enhance the connections among these assets**

**GOAL 6: To protect, preserve, and promote awareness and appreciation of Lexington’s HISTORIC and CULTURAL RESOURCES from throughout its history**

**GOAL 7: To make TRAVELING into, out of, and within Lexington safe, pleasant, and efficient with sustainable and equitable mobility options for all ages and abilities**

**GOAL 8: To improve and expand facilities for RECREATION AND COMMUNITY GATHERING to support holistic wellbeing, a sense of belonging, enhanced community connections, and fun, and to build community through social engagement**

**GOAL 9: To provide well maintained, updated, inclusive, and sustainable PUBLIC FACILITIES to serve and meet community needs**

entirely new planning process will be needed to define roles and responsibilities of the lead(s) and partner(s).

Additionally, some strategies call for additional studies to more carefully understand the possible action steps that would best achieve the goals and objectives. Many of the strategies will require additional discussion and approval at Town Meeting. This is especially true of any changes to Lexington's General or Zoning Bylaw. Many actions will require additional funding.

## IMPLEMENTATION TOOLS

### IMPLEMENTATION LEAD

Town staff, primarily Planning staff, and the Planning Board are recommended to be the Plan's primary lead managers to oversee the implementation of the Comprehensive Plan. Planning staff and the Planning Board's charge will be to:

- (1) oversee how the strategies and action steps are being carried out
- (2) keep the plan up to date; and
- (3) provide a status update in an annual "State of the Comprehensive Plan" address to update the town in the Planning Board's Annual Report.

This Plan recommends that Town departments report on the status of certain implementation items throughout the year conceivably on a quarterly basis between staff departments. Annually each year at the Planning Board could review progress on the Comprehensive Plan. This may include an update from various departments and

committees on progress on certain Plan recommendations. After consideration of what other departments/committees/boards have completed and are expected to be working on, the Planning Board should develop a work plan for the next year. It is recommended the Planning Board use the Comprehensive Plan as a guide to focus on three to ten actions for a year's time. The amount of work items will depend on the selected actions and the commitments of the Partner groups noted for each strategy.

### REVIEW AND REVISE ZONING

The zoning bylaw is one of the most important tools for implementing the Comprehensive Plan, therefore, it needs to be reviewed and revised so that there are no barriers to implementation of the plan and so that it actually supports achieving the plans goals and objectives.

### INCREASING CAPACITY TO IMPLEMENT THE PLAN

There are many potential strategies and actions listed in the implementation plan. As a result, it may be necessary to increase the town's capacity to follow through with the steps recommended to achieve the plan's goals and objectives. Capacity can be increased in a number of ways including:

- Hiring additional staff
- Recruiting additional volunteers
- Potentially creating new task force(s) or subcommittee(s) to oversee specific efforts
- Increasing inter-departmental cooperation

- Exploring opportunities for additional regional cooperation on such topics as transportation planning, electricity aggregation, household hazardous waste collection, and climate change adaptation can help to promote goals in cost efficient ways.

## SEEK FUNDING

Many of the recommended strategies will require additional funding. It is recommended that alternative and additional funding sources be explored, including the American Recovery Plan Act (ARPA) funding and others. Some potential sources are listed in the Implementation Tables whenever possible.

## KEY TO THE IMPLEMENTATION PLAN TABLES

The following is a key to the notation used in the Implementation Plan tables. The Implementation Plan is organized around the nine identified goals with accompanying objectives, with separate columns provided for:

- **Strategies** – avenues for achieving the goals and objectives, with cross-referencing to other related strategies through the tables (designated by *SEE ALSO*)
- **Actions** - steps recommended for carrying out the strategies
- **Existing Resources** – a listing of known relevant organizations and/or other resources to support the strategy
- **Funding** – possible sources of funding for the strategy

- **Lead and Partners** – the town departments, boards, committees, or other entities considered most appropriate for taking the lead with the strategy; important entities/individuals to serve as partners in carrying out the strategy and associated action steps

- **Phasing** -

#1= Immediate (1 to 5 years)

#2 = Intermediate (5 to 10 years)

#3 = Future/Re-evaluate in 10 years (10 to 20 years)

Ongoing (continue and support action already in progress)

Sustained Effort (initiate new action step and sustain over time)



- **Guiding Principle(s)** – a brief description of how the strategy fulfills the Comprehensive Plan’s guiding principle(s)
- **Planning Board Work Plan Item** – where applicable, the item number identified in the Lexington Planning Board’s work plan
- **Ripe Apple** – an action step that is considered to be “low-hanging fruit” – relatively low cost, low level of effort, with desirable impact(s). By undertaking these immediately, the town will foster a belief in the planning process, and will provide momentum for implementing other actions identified in the plan. Acting on recommendations quickly and visibly builds credibility for the Comprehensive Plan and also pays tribute to the individuals who committed time and thought to the planning process.

**END NOTES.** End Notes are provided after each section. These are intended to provide further information than can be given in a footnote.