SECTION 5:

Implementation Actions

IMPLEMENTATION OF THE PLAN

INTRODUCTION

This Envision Concord Comprehensive Long-Range Plan (CLRP) reflects a 24-month long planning process focused on community values and priorities, current Town initiatives, and a vision for the future. The CLRP is an integrated vision using a systems approach to ensure that the Town is making the best use of resources. It encourages the boards and commissions, Town departments, and residents to seek mutually beneficial solutions across disciplines and interests. In the spirit of this systems approach, this section outlines both the actions (the "what") and the processes (the "how") of plan implementation by including:

- **The CLRP Systems Checklist** – a formalized list of considerations to be discussed and questions to be answered as each proposed action moves forward so that as much interdisciplinary information as possible is gathered and understood regarding financial and other impacts prior to action and budget decisions. The checklist also ensures a multi-disciplinary approach to planning and acting.
- **The CLRP Implementation Action Chart** – a list of actions, as described in the Plan Elements section of this CLRP in Section 4, that is categorized by major discipline/area of interest such as open space and land conservation, housing, etc.

The CLRP Systems Checklist

The CLRP checklist formalizes a process that currently exists in different forms and in formal and informal ways in the Town, by which various departments ask questions, check data, and gather information regarding decisions, actions, and spending. The Checklist makes the process of exploring consequences, understanding budget ramifications, and measuring actions to uphold Town values easier to follow and more transparent. This CLRP Checklist has been developed with input from the Town's Senior Management Team and is reflective of the conversations and thoughtful discussions that already occur that seek to ensure that everyone can be aware and involved in understanding considerations prior to action. An example of how this Checklist will be used is best illustrated by taking the example of the Town acquisition of a building or property and exploring impacts and values by asking:

> What are the fiscal impacts of taking this property off the tax rolls? Will more staff be needed to manage the building and maintain it? What is the annual cost of this staff in terms of salary, benefits, space, and equipment needs? What are building capital requirements in the coming years? Are the intended uses of the building supportive of the goals for the area around the site (i.e. street life and vitality for the commercial centers, additional housing for denser, walkable areas, etc.)? Are there other Town priorities that have more urgency (i.e. protecting a parcel for open space that is under development threat, supporting more housing choices, etc.)? What should take priority and why? Are there alternatives to this action?

The Checklist formalizes questions like these to make priorities and consequences clear in an environment of limited resources; the Checklist is meant as a starting point for discussion and it is expected that it will be refined and revised over time.

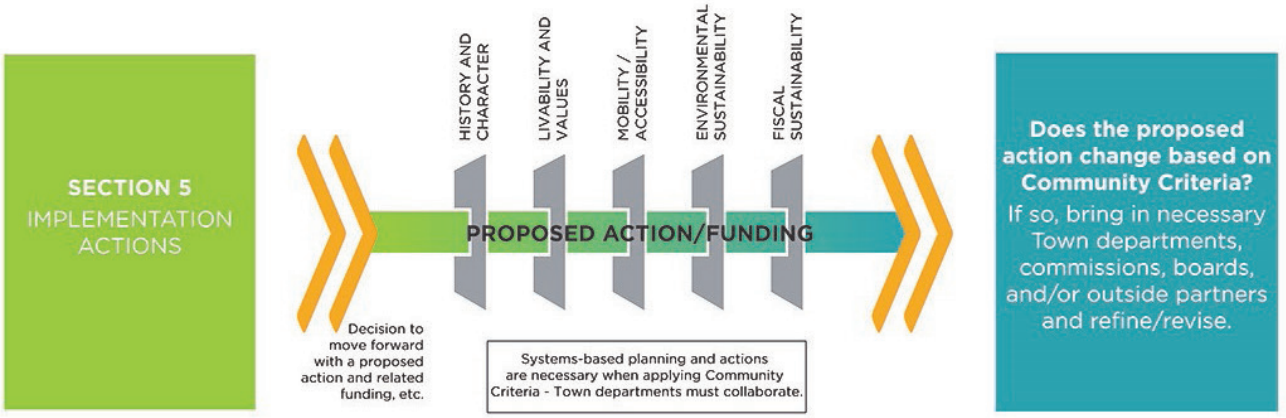

Figure 47. *The Systems Approach in Action. As CLRP proposed actions move forward, they should be tested by community criteria and then refined or revised based on a collaborative process.*

The CLRP Implementation Action Chart

The CLRP Implementation Action Chart presents the Envision Concord recommended actions by planning element category. These actions, explained and listed in Section 4: Plan Elements, are gathered here in one place and listed along with information on type of action, and responsible party, so that there is an overall view of the scope of the CLRP. The Chart makes it easy to assess the scope of goals in any one area of interest and is also intended to assist departments, as well as boards and commissions, to anticipate the work under their purview. The CLRP Checklist brings these actions together by encouraging cross-disciplinary coordination and conversations.

Conclusion

Taken together, the CLRP Systems Checklist and Implementation Action Chart are meant to help set priorities, encourage cross-disciplinary actions, and to ensure that implementation of the plan makes the best use of resources while embodying the values and goals of Town residents. The Town of Concord, like all municipalities and towns, has limited resources. The successful implementation of the action items outlined in this CLRP will depend on the collaboration of many parties—private, public, non-profit , and entities not affiliated with Town government. With these implementation tools, the Town can move towards implementation of the vision for Concord in 2030.

CLRP SYSTEMS CHECKLIST

The following is a series of checklists that correspond with each of the Community Criteria from Section 2. It is intended that this Checklist be completed for new initiatives, proposed actions, policies, projects, etc., to assist Town departments, commissions, boards, and committees coordinate fully to evaluate and identify mutual benefits for collaborative action and the sharing of resources wherever possible. These checklists include example questions that may be modified, added to, and otherwise revised over time to meet the changing needs of the Town. More detailed questions may be developed by the Town staff to relate directly to measurable metrics.

History + Character

All elements of the plan preserve the historical, architectural, cultural and intellectual fabric of the vibrant village centers and woodland/agricultural environs while enabling Smart Growth in line with community values. Smart Growth in the context of Concord specifically includes the community's unique perspective on preservation of woodland/agricultural character of surrounding environs, protection of land and water that play roles in maintaining and increasing community resilience, with appropriately scaled upper-floor and infill mixed-use development and redevelopment in village centers

What is the impact of this proposed action on the history and character of Concord?	Impact (Y/N/ NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Will this proposed action support and preserve the historical character and cultural heritage of the town, as appropriate?	Y			
	N			
2. Will this proposed action enhance the town's natural environment and maintain the agricultural landscape?	Y			
	N			
3. Will this proposed action support the town's historical and cultural institutions in celebrating Concord as a cultural destination (visibility, marketing, enhance visitation, support infrastructure, etc.)?	Y			
	N			
4. Does this proposed action maintain or further protect the town's historical assets?	Y			
	N			
5. What are other town-wide interests or goals that align with or support history and character related to this action? _____	Y			
	N			

Livability + Values

Plan elements invest in town amenities that make Concord an attractive place to live (e.g. schools, land acquisitions/ open space preservation, public health, superior/ environmentally sustainable infrastructure, resiliency planning, etc.); however, any associated increase in tax base is strategically invested to ensure diversity, vibrancy, and socio-economic equity (e.g. tax fairness, affordable senior and workforce housing, social services, etc.).

How does this proposed action improve the livability and reinforce the values of Concord?	Impact (Y/N/ NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1a. Will this proposed action enhance Concord's desirability as a place to live (physical environment)?	Y			
	N			
1b. Will this proposed action enhance Concord's desirability as a place to live (social network and environment)?	Y			
	N			
2. Will this proposed action increase housing choice and affordability?	Y			
	N			
3. Does this proposed action support walkable and vibrant town centers with healthy local businesses?	Y			
	N			
4. Will this proposed action improve the health and wellness of Concord residents?	Y			
	N			
5. Does it promote inclusion and social equality?	Y			
	N			
6. Are there other town-wide interests/ goals that align with/ support livability and values related to this action?	Y			
	N			

Mobility + Accessibility

Transportation investments prioritize access to services for all members of the community and low-carbon options for future mobility needs; infrastructure improvements and location of public facilities and new development should consider additional traffic impacts and the provision of transportation options/ alternatives.

What are this proposed action's impact on mobility and accessibility in and around Concord?	Impact (Y/N/ NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Does this initiative increase connectivity?	Y			
	N			
2. Does this initiative increase accessibility and mobility choices?	Y			
	N			
3. Does this proposed action encourage walking, biking, and other forms of active transportation?	Y			
	N			
4. Does this proposed action reduce traffic congestion and parking?	Y			
	N			
5. What are other town-wide interests or goals that align with or support mobility / accessibility related to this action?	Y			
	N			

Environmental Sustainability

All plan elements strive to (a) lead by example with carbon-neutral, carbon-sequestering and water-efficient municipal services and are fully integrated with Town Sustainability Principles; (b) provide a fiscally sound path towards affordable investment in policies to achieve that goal; and, (c) provide incentives for all residents to pursue a range of individual choices to further environmental sustainability goals.

In what way does this proposed action impact the natural environment and sustainability of Concord?	Impact (Y/N/ NA)	How does the project contribute to the goal?	What metrics can be used to measure contribution or impact?	How can we encourage positive effects and help mitigate or compensate for negative effects?
1. Does this initiative align with/ support the Town's Sustainability Principles?	Y			
	N			
2. Does this proposed action reduce greenhouse gas emissions and improve air quality?	Y			
	N			
3. Does this proposed action improve water quality, contribute to groundwater recharge, and increase climate resilience?	Y			
	N			
4. Does this proposed action contribute to the conservation of natural resources (water, wildlife habitat, open space, etc.)?	Y			
	N			
5. What are other town-wide interests or goals that align with or support environmental sustainability and community resilience related to this action?	Y			
	N			
6. Does this proposed action engage residents to make sustainable choices?	Y			
	N			

Fiscal Sustainability

Decisions about all plan elements are made after (a) careful investigation and understanding of fiscal impact; (b) considering alternative paths for success or implementation; (c) achieving confidence that there is full awareness of unintended or ancillary impacts; (d) undertaking necessary analyses of potential or necessary reduction in spending in other areas to offset possible increase in spending.

What is the impact of this proposed action on the Town's financial sustainability?	Impact (Y/N/ NA)	What is the amount of associated funding, new costs, cost recovery or revenue?	How can we reduce unanticipated financial costs/ risks and maximize sustainable funding and revenue to support the project?
1. What are the Town's current capital and annual operating costs for the project? Capital = $_____ Operating = $_____			
2. Does this proposed action have an identified and sustainable funding source?	Y		
	N		
3a. Will this proposed action require additional resources (staffing, space, equipment, and other direct or indirect costs)?	Y		
	N		
3b. Specify if proposed action has different short-term and long-term resource impacts.			
3c. Specify if proposed action requires additional resources from other Town departments.			
4. Will this proposed action provide cost recovery or cost savings?	Y		
	N		
5. Does this project generate additional taxes, fees, or other revenue for Concord?	Y		
	N		
6. How does this initiative affect existing initiatives (adding to or replacing)?			

The CLRP Implementation Action Chart

On the following pages, the Implementation Action Chart describes the various goals and actions from Section 4: Plan Element.

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.1 Culture/ Historic Resources							
	Goal #1	**Foster better collaboration between cultural organizations, historic groups, and local businesses to run coordinated programs and events that will bring residents together and visitors into town to experience Concord's rich history and cultural resource offerings.**						
Big Idea #1: business and cultural/historic assets	Action #1	Develop a coordinated Concord Culture & Arts master calendar to avoid conflicts and enable collaborative opportunities.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #2	Develop cultural/arts event listings, marketing, and wayfinding materials that support increased utilization of culture/ historic resources and support local businesses.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council? Mass Cultural Council	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	With partnerships between organizations, programs, schools, and institutions, work to engage a wide variety of age groups in these collaborative efforts.			x	Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions, Businesses, Schools, Council on Aging	Funding primarily from private businesses and organizations, perhaps supplemented by Chamber of Commerce & Concord Cultural Council?	Med term, on-going
	Goal #2	**Promote education and awareness among residents, Town officials, the business community, and visitors regarding the existence, variety, and value of Concord's historic and cultural resources.**						
Big Idea #1: business and cultural/historic assets	Action #1	Undertake proactive education and public relations to reintroduce the public to Concord's cultural activities, historic sites, and preservation goals through a mixture of web and multimedia, including school programming, visitor information, and an events calendar.			x	Historical Commission, Historic Districts Commission, Concord Cultural Council, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding required beyond staff volunteer time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: business and cultural/historic assets	Action #2	Revisit the recommendations of the 2014 Signage and Wayfinding Strategy for the Concord Center Cultural District to determine which of its four strategies are potentially valuable and actionable.		x		Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding required beyond staff volunteer time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	Identify a central "clearing house" for historical and cultural resources and interests that requires coordination by organizations and provides an easy one-stop shop for the public.			x	Planning Division, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Concord Cultural Council, Historical Commission, Historic Districts Commission, Chamber of Commerce, Nonprofit & Private arts/cultural/historical organizations & Institutions	No funding required for strategy development beyond staff and volunteer time, but future funding will be needed for information resource planning, design, and eventual implementation.	Near term, on-going
Big Idea #2: Housing/open space needs	Action #4	Encourage cooperation and collaboration between Commissions, Boards, organizations, and others to protect heritage value of lands and raise awareness of residents.			x	Concord Land Conservation Trust, Historical Commission, Historic Districts Commission, Natural Resources Commission, Recreation Commission, Planning Division & Board, Schools, Others	No funding required beyond staff and volunteer time	Near term, on-going
	Action #5	Coordinate and utilize the resources available through the Concord Free Public Library – Main location and Fowler branch, including their Special Collections and the larger Minuteman Library Network.			x	Concord Land Conservation Trust, Historical Commission, Historic Districts Commission, Concord Public Library, Others	No funding required beyond staff and volunteer time	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6	Offer and participate in regional collaborative efforts to promote cultural programs and events.			x	Town Commissions, Boards, Committees, Concord Center Cultural District Committee, West Concord Junction Cultural District Committee, Minute Man National Historical Park, Battle Road Scenic Byway, Neighboring communities, and Regional groups	No funding required beyond staff and volunteer time	Med term, on-going
	Goal #3	**Undertake additional survey and study work to identify historic resources that are currently unknown, not adequately documented, or not fully understood.**						
	Action #1	Update the 2001 Historic Resource Masterplan to include newly identified resources.			x	Historical Commission, Historic Districts Commission, Natural Resources Commission, Nonprofits, Consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Authorize and seek funding for mapping of all known and predicted archeological sites to produce a town-wide archaeological sensitivity map available for any future project involving excavation; consider further protection effort for mapped sites, as needed and in larger context of plan goals.	x			Historical Commission, Historic Districts Commission, Natural Resources Commission, Nonprofits, Consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
	Action #3	Update MHC Inventory Forms, as necessary, or prepare new Inventory Forms for potentially significant but inadequately surveyed resources or areas; update necessary survey work for consideration of any potential expansion of existing historic districts and other potential new regulatory activities.	x			Historical Commission, Historic Districts Commission, Preservation consultants	Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Identify characteristic "systems" and typologies of historic landscapes including buildings and structures.	x			Historical Commission, Historic Districts Commission	No funding required beyond staff and volunteer time	Med term, on-going
	Goal #4	**Enhance regulatory tools to protect and preserve historic character and cultural resources.**						
	Action #1	Consider sensible but robust expansion of existing local historic districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near
	Action #2	Consider expanding existing National Register districts into contiguous areas.	x			Historic Districts Commission, Historical Commission, Planning Division, supported by Preservation consultant	If consultant needed, Massachusetts Historical Commission Survey & Planning grants; CPA funds as allowable	Near
	Action #3	Evaluate effectiveness of the Demolition Delay Bylaw.	x			Historical Commission, Planning Division	No funding required beyond staff and volunteer time	Medium
	Action #4	Study the use of Neighborhood Conservation Districts for potential positive and negative impacts in appropriate areas, such as Contantum and some West Concord neighborhoods.	x			Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time	Near
	Action #5	Review and implement Priority Heritage Landscape recommendations from the 2007 Freedom's Way Landscape Inventory's Concord Reconnaissance Report.				Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time review; CPA funds as allowable for implementation.	Near
	Action #6	Support green neighborhood zoning or cluster zoning (in coordination with goals in Housing for mitigation of agricultural impacts on neighboring landscapes)	x			Historical Commission, Historic Districts Commission, Planning Division	No funding required beyond staff and volunteer time	Medium

Implementation Action Chart - 4.1: Cultural + Historic Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #7	Resume Historic Issues Coffees or an equivalent venue to share information and strengthen systems thinking around historic and cultural issues in Town government.			x	Planning Division, Historical Commission, Historic Districts Commission, Concord Cultural Council, Chamber of Commerce, Public Works, other appropriate Town depts./ committees/ commissions, Nonprofit & Private arts/ cultural/ historical organizations & Institutions	No funding necessary beyond staff and volunteer time, and perhaps modest refreshments	Med term, on-going
	Action #8	Review the 1994 Roads Policy to determine expansion and/or clarification of Town goals as they relate to historic values.	x			Planning Division., Public Works, Historical Commission, Historic Districts Commission	No funding necessary beyond staff and volunteer time	Med term, on-going

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.2 Economic Vitality							
	Goal #1	**Renew and improve Concord's village centers as vital pedestrian-friendly, economic and social hubs that enable community engagement on a wider scale.**						
Big Idea #1: business and cultural/historic assets	Action #1	Maintain and consider expanding zoning policies to allow mixed-use and appropriately dense development in and around village centers.	x			Planning Division & Board, Select Board	No funding required	Med term, on-going
Big Idea #1: business and cultural/historic assets **Big Idea #3** Transportation/ Economic Vitality/ Sustainability	Action #2	Enhance the public spaces, physical connectivity, and general environment of the business centers.		x	x	Planning Division & Board, Public Works, Business, Property Owners, Nonprofit, Climate Action Advisory Board	Commonwealth Places matching funds, possible BID-property assessments, Town funds	Near term, on-going
	Action #3	Through a public-private partnership, work with business and property owners to coordinate the marketing and leasing of vacant ground floor spaces.			x	Town Economic Development staff/ contact, property owners, new civic organization	No funding; staff or volunteer time	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Establish a coordinated marketing initiative that brands and packages a range of experiences and destinations related to culture, history, art, agriculture, natural areas, and other themes along with retail and dining at local establishments. (See Open Space/ Natural Resources Goal #3, Action #3)			x	Town Economic Development staff/ contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #5	Encourage and support more festivals and events to draw more visitors and surrounding area residents to the village centers, with an emphasis on events held during off-peak tourist times.			x	Town Economic Development staff/ contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Mass Cultural Council, BID property assessments, pooled funding from destinations and businesses	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6	Through public-private collaboration, provide information and services to improve the visitor experience and connect visitors to the varied experiences and businesses in Concord.			x	Town Economic Development staff/ contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization, "ambassador" volunteers	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #2	**Build on the enhanced quality of life encapsulated in Goal 1 to support the strong commercial business successes throughout town and attract and retain a constant workforce.**						
Big Idea #1: business and cultural/historic assets	Action #1	Develop a strategy to balance a visitor-based economy with a resident-based economy. With input from residents, businesses, property owners, and other stakeholders, the Town should conduct a market study to understand the actual demand for certain services and goods.			x	Town Economic Development staff/ contact, Natural Resources, Recreation, Arts/Culture/Hist/Other nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Staff time; public-private partnership & funding	Near term, on-going
	Action #2	Support growth of existing and similar businesses within existing industrial and commercial areas in town, and outline development guidelines for appropriate potential infill development.						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Encourage local businesses to work collaboratively with local and regional workforce development programs, transportation authorities, and housing agencies to help with workforce shortages.			x	Town Economic Development staff/ contact, State Dept of Labor and Workforce Development, Workforce Development Board, MAPC, Regional Transportation agencies, CHA	Staff time	Near term, on-going
	Action #4	Conduct a needs assessment with Emerson Hospital and other local health care employers to identify factors and initiatives surrounding workforce attraction and retention for healthcare and medical institutions.			x	Town Economic Development staff/ contact, Emerson Hospital, other medical and heatlhcare providers	Staff time; public-private partnership & funding	Medium
	Goal #3	**Become a recognized and supportive community for business and social entrepreneurs to start and grow new businesses.**						
	Action #1	Support the expansion of co-working and incubator spaces in Concord.	x	x		Town Economic Development staff/ contact, Planning Division & Board, Property Owners	No funding needed	Med term, on-going
	Action #2	In collaboration with others, host networking events for self-employed residents and entrepreneurs.			x	Town Economic Development staff/ contact, Wheelhouse, Concord Business Partnership, Chamber of Commerce	Self-funded by program fee	Near term, on-going
	Action #3	In collaboration with others, organize an annual new enterprise competition with public presentations.			x	Town Economic Development staff/ contact, Concord Business Partnership, Chamber of Commerce, local banks, angel investors	Banks donations, corporate sponsorships'	Med term, on-going
	Action #4	Serve as a referral resource to key entrepreneurial development resources.			x	Town Economic Development staff/ contact	No funding; staff/volunteer time	Near term, on-going
	Action #5	Create a process for coordinated review and decision-making for small business projects.	x		x	Town Manager, SMT	No funding; staff time	Med term, on-going
	Action #6	Regularly review existing business regulations to remove or revise outdated ones and respond to the changing business environment.	x			Town Manager, SMT, Town boards	No funding; staff and volunteer time	Med term, every 3 to 5 years

Implementation Action Chart - 4.2: Economic Vitality

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #7	Create a Business Welcoming Committee through the business community to formally welcome new businesses to Concord and help connect them to resources so they can have a strong start.			x	Town Economic Development staff/ contact, Concord Business Partnership, Chamber of Commerce, Business volunteers	No funding; volunteer time	Near term, on-going
	Goal #4	**Build local civic and government capacity for economic development with a special focus onand (a) related arts, cultural and tourism activities, (b) medical and healthcare specialties, and (c) green/ environmental businesses.**						
Big Idea #1: business and cultural/historic assets	Action #1	Create a nonprofit civic organization to work on improving and managing Concord's three main village centers and promote the town's arts, culture, and tourism resources.			x	Business, Property owners, Nonprofit organizations, Town Economic Development staff/ contact, Planning Division, Town Manager	Staff time; public-private partnership & funding	Near
Big Idea #1: business and cultural/historic assets	Action #2	Consider establishing a Town economic development staff position.			x	Finance, Select Board, Town Manager, Town Meeting	Town appropriations	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	Connect and engage with state and regional economic development resources.			x	Town Economic Development staff/ contact	No funding; staff/volunteer time	Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Create a Town economic development website and guide to opening a business, which could also serve as a clearinghouse for information on available commercial and business space.			x	Town Economic Development staff/ contact, IT	Staff and IT dept time; town funding if printed guide	Medium
	Action #5	Conduct an assessment of demand for additional medical uses and green / environmental businesses and associated needs for those businesses.			x	Town Economic Development staff/ contact, Emerson Hospital, other medical and heatlhcare providers, healthcare market consultant	Staff time; public-private partnership & funding	Medium

Implementation Action Chart - 4.3: Housing

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.3 Housing							
	Goal #1	**Devlop quantitative targets for creating housing of all types (beyond the State Housing Inventory)**						
Big Idea #2: Housing/Open Space	Action #1	Working with the Concord Housing Authority, Concord Housing Development Corporation, Affordable Housing Committee, and other committees and organizations, including local employers, Hugh Cargill Trust Committee, etc., the Town should study the existing status of Concord's housing stock by type and price and create realistic quantitative goals with supporting policies and programs.			x	Concord Housing Authority, Concord Housing Development Corporation, Regional Housing Services Office, Affordable Housing Committee, Council on Aging, Planning Division, local employers, Hugh Cargill Trust Committee, and other committees and organizations		
	Goal #2	**Develop additional, self-sustaining funding mechanisms to support achieving the housing targets in Goal 1.**						
Big Idea #2: Housing/Open Space	Action #1	Advocate for the adoption of a housing bank through special legislation to create a real estate transfer fee which would generate revenue for the creation of affordable housing.	x		x	Town Manager, Select Board, Affordable Housing Funding Committee	New	Long
Big Idea #2: Housing/Open Space	Action #2	Solicit private funding and land donations for development of affordable and/or mixed-income housing.			x	Housing Development Corp.	Private	Med term, on-going
Big Idea #2: Housing/Open Space	Action #3	Increase allocations of local CPA funds to create affordable housing.			x	Community Preservation Committee, Town Manager	CPA	Near
Big Idea #2: Housing/Open Space	Action #4	Consider and support the recommendations from the Affordable Housing Funding Task Force.	x		x	Town Manager, Select Board, Affordable Housing Funding Committee	Action funding will be project dependent	Near-term, on-going
Big Idea #2: Housing/Open Space	Action #5	Investigate feasibility of converting existing buildings, such as potentially available Peabody Middle School, to mixed-income, multi-family housing.		x		Housing Development Corp., Planning, Public Works	Housing Development Corp.	Near
Big Idea #2: Housing/Open Space	Action #6	Identify other potential buildings and properties for re-purposing as housing or that have infill potential in conjunction with existing building conversion.		x		Housing Development Corp., Planning, Public Works	Housing Development Corp.	Medium
	Goal #3	**Bring private and public groups representing open space, land conservation, resilience, and housing together to identify solutions for meeting housing needs.**						
Big Idea #2: Housing/Open Space	Action #1	Sponsor regular professionally-facilitated housing round-table events that bring together the key organizations that have vital roles in creating and preserving affordable housing and providing support for low- and moderate-income households in Concord.			x	Housing Development Corp.		Near
	Goal #4	**Discourage the demolition of smaller homes and their replacement with larger, more expensive residences.**						

Implementation Action Chart - 4.3: Housing

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/Open Space	Action #1	Identify and adopt best zoning practices to encourage preservation of existing smaller homes.	x			Planning Division & Board, Town Manager, Select Board		Near
	Action #2	Explore possible adoption of one or more Neighborhood Conservation Districts or hybrid Neighborhood/ Historic District to protect older neighborhoods with modest housing.	x			Planning Division & Board, Historical Commission, Historic District Commission, Town Manager		Medium
	Goal #5	**Encourage renovation of existing single family homes (in all zoning districts) to create accessory dwelling units within the existing structures and allow cluster housing development and cohousing in designated areas.**						
	Action #1	Amend the two-family or additional dwelling unit bylaw.	x			Planning Board/Town Meeting		Near
	Action #2	Allow accessory dwelling units to be rented, even if they have not been continually rented since 1928.	x			Planning Board/Town Meeting		Near
Big Idea #2: Housing/Open Space	Action #3	Adopt Natural Resource Protection Zoning (NRPZ), allowing co-housing and other clustered development.	x			Planning Board/Town Meeting		Medium
	Goal #6	**Use regulatory tools and tax incentives to encourage developers to build housing the Town wants/ needs, especially denser housing near town centers in ways that reinforce existing historical character and support sustainable development practices.**						
Big Idea #2: Housing/Open Space	Action #1	Adopt zoning provisions, such as a 40R Smart Growth Overlay District, to encourage the redevelopment of the Thoreau Street Depot Area and adjacent Crosby's Market Area to allow mixed-use, multi-family redevelopment.	x			Planning Division &Board, Town Manager, Select Board		Medium
Big Idea #2: Housing/Open Space	Action #2	Evaluate impacts of petitioning for special legislation to allow a local property tax incentive modeled after the Amherst property tax incentive.	x			Town Manager, Select Board, Finance		Long
Big Idea #2: Housing/Open Space	Action #3	Consider zoning amendments and use of the Town's Planned Residential Development zoning provisions to foster development of potential opportunity sites in and near Concord Center and West Concord Center identified in the Smart Growth Analysis.	x			Planning Division &Board, Town Manager, Select Board		Medium

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.4 Land Use							
	Goal #1	**Preserve Concord's current combination of land uses (e.g., open space, agriculture, and historic and culturally rich village centers) and consider design standards that preserve the town's "New England Character."**						
	Action #1	Adopt zoning and other alternatives to protect unique features of existing village centers (e.g., potential expansion of the existing formula business bylaw complemented by other fee/ incentives options).	x			Planning Division & Board, Historical Commission, Chamber of Commerce, Concord Business Partnership		Near
Big Idea #2: Housing/Open Space	Action #2	Explore strategies and adopt zoning that recognizes the value of to extend landscape as well as the built environment, e.g., agricultural land, including fields, meadows, and orchards.	x			Planning Division & Board, Natural Resources Commission, Historical Commission		Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Study realistic use of Transferable Development Rights (TDR) in Concord. (See Open Space/ Natural Resources Goal #1, Action #3)	x			Planning Division & Board		Near
Big Idea #2: Housing/Open Space	Action #4	Research alternate zoning methods to preserve the natural and architectural characteristics of Concord while allowing appropriately scaled and designed redevelopment or development.	x			Planning Division & Board		Near term, on-going
	Action #5	Adopt policies, appropriate zoning, and Town practices that recognize the value of street and neighborhood trees and natural spaces throughout the town.	x		x	Planning Division, Public Works, Natural Resources Commission		Near - Med Term
Big Idea #2: Housing/Open Space	Action #6	Identify regulatory tools that preserve and restore important ecosystems, increase use of green infrastructure, and minimize development and/ or support use of permeable paving in 100-year flood zones.	x			Planning Division & Board, sustainability Division, Public Works, Natural Resources Commission, Historical Commission, Climate Action Advisory Board		Near term, on-going
	Goal #2	**Explore zoning alternatives that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers while simultaneously preserving and restoring the rural and pastoral qualities of outlying neighborhoods and resilience of natural systems.**						
Big Idea #2: Housing/Open Space	Action #1	Increase allowable density in certain locations by allowing multi-family houses, tiny houses or townhouses that are well-designed and spaced while maintaining desirable neighborhood and street trees, small open spaces, and nature corridors/connections.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee, Historical Commission, Historic District Commission, Climate Action Advisory Board		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Incentivize or otherwise enable alternative housing development approaches that are owner-occupied or rental, such as Concord Riverwalk, Black Birch, or Brookside Square.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee		Near term, on-going

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/Open Space	Action #3	Identify what zoning changes would need to be in place to encourage greater mixed-use development within the village centers.	x			Planning Division		Near term, on-going
Big Idea #2: Housing/Open Space	Action #4	Streamline/ coordinate zoning and permitting such that denser housing is easier to build in village centers relative to "greenfield" development, and discourage distant housing or new subdivisions.	x			Planning Division & Board		Near term, on-going
Big Idea #2: Housing/Open Space	Action #5	Examine and prioritize alternative transportation options to link cluster housing/ multi-family/ age-in-neighborhood housing in Residential A or AA zones either by infrastructure connections or shuttle or carpool services to town centers and other high demand destinations.	x		x	Planning Division & Board, Traffic Management Group, Public Works	Possible to fund in conjunction with broader shuttle service study	Near - Med term
	Goal #3	**Encourage production of small-scale affordable and workforce housing that is sustainable, resilient, and consistent with Town character**						
	Action #1	Consider zoning alternatives, such as modifying the FAR bylaw and building setback requirements as well as form-based codes.	x			Planning Division & Board, Zoning Bylaw Re-codification Committee		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Support implementation of the 2015 Housing Production Plan goals.	x		x	Town departments, Commissions, Boards, and Committees	Any potential land acquisition would require funding	Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Consider feasibility of multi-family housing in other zoning districts.	x			Town departments, Commissions, Boards, and Committees, including Fire-Rescue and Police		Medium
Big Idea #2: Housing/Open Space	Action #4	Encourage in-fill development with affordable and sustainable (passive or net-zero) housing.	x		x	Planning Division & Board, Affordable Housing Commission, Concord Housing Authority, Historical Commission, Historic District Commission, Public Works, Sustainability Division, Climate Action Advisory Board	Any potential land acquisition would require funding	Near term, on-going
	Action #5	Support Housing Goal #2, developing additional funding mechanisms to achieve housing targets by considering new financing opportunities, such as sale and rental revenue of Town-owned assets, developer fees, or other real-estate transaction fees (e.g., example the Aspen-Pitkin County Housing Authority policy in Aspen, CO).	x			Town departments, Commissions, Boards, and Committees		Near - Med term
	Action #6	Study the possibility of linking renewable energy and energy efficiency requirements on new large home construction to financing of workhouse housing (e.g., the Aspen-Pitkin County Renewable Energy Mitigation program).	x			Sustainability Division, Climate Action Advisory Board, Planning Board		Near - Med term
	Goal #4	**Support the expansion of commercial and industrial uses within the existing zoned areas for the Town's long-term financial sustainability through its tax base.**						

Implementation Action Chart - 4.4: Land Use

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Review existing business and industrial zoning bylaws, particularly in relation to encouraging diversification of the tax base to ease burden on residential tax payers.	x			Planning Division. Tax Fairness Committee		Near term, on-going
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	recommend that new and in-fill development incorporate transportation-related sustainability features.	x			Planning Division & Board, Traffic Management Group, Public Works		Near
2	Action #3	Encourage or incentivize mid- and larger-sized employers to coordinate new jobs with assistance in searching for or creating workforce housing.	x		x	Planning Division & Board, Affordable Housing Commission, Concord Housing Authority		Near - Med term
	Action #4	Review the sewer improvement fee and its impact on business creation and expansion.	x			Planning Division, Public Works, Business owners and organizations		Near term, on-going
	Goal #5	**Require development, and whenever possible redevelopment, to meet or exceed environmental sustainability criteria with respect to both clean energy use and stormwater, landscape, and irrigation while also considering life-cycle costs.**						
Big Idea #2: Housing/Open Space	Action #1	Evaluate and determine need to regulate to Concord's 500-year floodplain. (See Open Space/ Natural Resources Goal #1, Action #6)	x			Planning Division & Board, Public Works, Building & Inspections, Natural Resources, Property owners		Near - Med term
	Action #2	Consider raising the energy-saving requirements of the Building Code, with the long-term goals consistent with Sustainability Framework.	x			Planning Division & Board, Sustainability Division, Public Works, Building & Inspections, Climate Action Advisory Board		Medium
	Action #3	Promote use of low-impact development (LID) methods to reduce impacts of stormwater by adopting a residential lot stormwater bylaw.	x			Planning Division & Board, Sustainability Division, Public Works, Building & Inspections, Climate Action Advisory Board		Medium
Big Idea #2: Housing/Open Space	Action #4	Consider ways to encourage development to include planting additional street trees, stormwater infiltration, access and preservation of natural landscapes/rivers in village/business districts.	x	x		Planning Division, Natural Resources, Public Works, Historical Commission, Historic Preservation Commission		Near - Med term
	Action #5	Within the Climate Action Advisory Board and Resilience Committee, create working net-zero and net-blue groups to guide policies over the next 2-3 decades in order to achieve long-term goals for the built environment.	x			Town Manager, Planning Division & Board, Public Works, Sustainability Division, Climate Action Advisory Board and Resilience Committee		Near - Med term
	Action #6	Support the CMLP in studying the impacts of offering a comprehensive set of energy efficiency financial incentives that meet or exceed hose offered by Massachusetts investor-owned utilities.			x	Town Manager, Planning Division & Board, Public Works, Sustainability Division, Climate Action Advisory Board		Near - Med term
	Action #7	Consider increasing current or adding new incentives for individuals to make choices that further Concord's environmental sustainability goals.	x			Town Manager, Comprehensive Sustainability Energy Committee, Sustainability Division		Near term, on-going

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.5 Mobility/ Transportation							
	Goal #1	**Reduce motor vehicle dependence and traffic volume within Concord to move towards a more environmentally sustainable blend of transportation modes, protect the character of the Town, and reduce the need for parking.**						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Create a transportation planning and coordination function within municipal government to: (a) determine policies, services, and plans; (b) prioritize actions and projects; (c) further develop expertise in Town; (d) work with Town departments regarding policies and projects.	x	x	x	Public Works, Planning Division, Town Manager, Sustainability Division, Climate Action Advisory Board, CSEC, community	To be determined	Near term, on-going
	Goal #2	**Provide effective mobility options to those who cannot or do not want to use private vehicles for trips within Concord, including residents of outlying neighborhoods who require services in village centers and regional transportation to medical centers and key destinations.**						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Identify the town population segments that have the greatest need and generate the most demand for a shared/on-demand transportation option and what destinations in town would benefit most for each segment.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	$10,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Conduct a study to examine transportation-use preferences, projections of traffic given certain selected alternatives, expected cost burden for public vs. private transit, and options for who pays.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	$10,000 - $40,000 for a study	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Explore mobility options, especially on-demand shared mobility solutions with the intent of implementing or piloting a program in the near-term, including differences in door-to-door services compared to set route services and opportunities for Automated Vehicles (AV) for transit shuttles.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Near - Med term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #4	Encourage and incentivize carpooling in town, starting with high school students.			x	Public Works, School Department and Committee, CSEC		Near term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Share use of transit vehicles (buses, vans).		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Med to Long Term depending on implementation alternatives selected.
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #6	Improve multi-modal transportation opportunities, particularly from transit hubs to work destinations.	x	x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined	Long

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #3	**Create safe, cost-effective walking and bicycling connections between key pedestrian and bicycle paths/ trails to improve mobility around Concord.**						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Consider expanding the charge and membership of the Transportation Management Group to include analyzing the community's transportation and mobility needs and preparing a Complete Streets Prioritization Plan, building on the 1994 Roads Policy.	x		x	Public Works, Planning Division, Town Manager, Historical Commission, other Boards/ Commissions (as needed), community	No funding required, only staff time to establish the commission. $20,000 - $50,000 to develop the plan.	Near Term to initiate the commission. Med Term to develop the plan.
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Prioritize a set of financially sustainable infrastructure projects (such as dedicated paths/lanes, road marking, bicycle racks, etc.) that will improve connections between key bicycling and walking paths and sidewalks.	x	x	x	Public Works, Planning Division, Sustainability Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #3	Evaluate options for safe, convenient non-auto passage across/over Route 2 near Route 62.	x	x		Public Works, Planning Division	$20,000 - $30,000	Medium
Big Idea #1: business and cultural/historic assets	Action #4	Study possible paths and trails that create better links to nature preserves, recreational lands, and other destinations.	x	x	x	Public Works, Planning Division, Town Manager, Natural Resources, other Boards/ Commissions (as needed), community	$30,000 - $70,000 to develop the study. Cost for the plan will depend on geographic and technical scope.	Medium
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #5	Develop a model for understanding the costs and benefits of various transportation improvements and services.		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	$50,000 - $70,000 to develop a model	Medium
Big Idea #1: business and cultural/historic assets	Action #6	Improve connectivity through wayfinding and signage.		x	x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), community	To be determined, based on the improvements selected for implementation.	Medium
	Goal #4	**Improve coordination with regional partnerships for the purpose of reducing traffic volume from commuter through-traffic, as well as congestion experienced by town residents, using fiscally prudent and sustainable approaches.**						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Provide leadership and/or support to a regional transportation group, such as the 495 Partnership or the 128 Central Corridor Coalition, to reduce commuter through-traffic.				Public Works, Planning Division	No funding required, only staff time.	On-going

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Support regional promotion of public transportation options, ride sharing, carpooling, bicycle transportation, alternative-fuel vehicles, etc. to commuters who might currently be choosing local through roads.	x		x	Public Works, Planning Division, Sustainability Division (potentially CMLP/Light Board on Evs)	No funding required, only staff time.	On-going
Big Idea #1: business and cultural/historic assets	Action #3	Study potential traffic calming measures along the main thoroughfares and commercial centers.		x		Public Works, Planning Division	No funding required, only staff time.	Medium
	Action #4	Evaluate existing opportunities with neighboring communities to collaborate on fiscally prudent regional connectivity options and partner with at least one other town in the region to provide a new transportation option to reduce regional traffic.			x	Public Works, Planning Division	No funding required, only staff time.	On-going
	Action #5	Reallocate existing staff resources for greater focus on transportation planning and implementation.			x	Public Works, Planning Division	No funding required, only staff time.	Near
	Action #6	Ensure the selected alternatives for regional improvement are cost effective and fiscally sustainable		x	x	Public Works, Planning Division, Sustainability Division	No funding required, if done internally. $5,000 if done as part of a consultant study.	Medium
	Goal #5	**Develop an approach to parking that balances the principles of sustainability with the Town's economic goals, including managing existing parking spaces and providing parking options for the residential community and visitors outside of the village centers.**						
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #1	Provide and promote preferred parking for carpool, vanpool, and other high-occupancy vehicles as well as bicycles in public parking lots.	x	x	x	Public Works, Planning Division & Board, Town Manager, other Boards/ Commissions (as needed), community	To be determined depending improvements selected	Med - Long term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #2	Reduce parking requirements near village centers and other specific areas while requiring multi-modal features.	x	x		Public Works, Planning Division & Board, Town Manager, other Boards/ Commissions (as needed)	To be determined depending on multi-modal features selected	Medium
Big Idea #1: business and cultural/historic assets **Big Idea #3** Transportation/ Economic Vitality/ Sustainability	Action #3	Provide electric-vehicle charging stations, bike racks, and public transportation stops at public parking facilities and in publicly funded development, encouraging privately owned parking areas to do the same.	x	x	x	Public Works, Planning Division & Board, Sustainability Division, Town Manager, Climate Action Advisory Board, CMLP, Light Board, other Boards/ Commissions (as needed), Property owners	To be determined depending improvements selected	Med - Long term
Big Idea #3 Transportation/ Economic Vitality/ Sustainability	Action #4	Require any new or replacement parking areas to include low-impact development stormwater management and encourage use of best management practices for sustainable design.	x			Public Works, Planning Division & Board, Sustainability Division, Town Manager, Resilience Committee, other Boards/ Commissions (as needed)	$10,000 - $20,000 for a study	Medium

Implementation Action Chart - 4.5: Mobility + Transportation

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #1: business and cultural/historic assets	Action #5	Evaluate and identify sites suitable for remote parking.		x	x	Department of Public Works, Department of Planning	$10,000 - $20,000	Medium
Big Idea #1: business and cultural/historic assets	Action #6	Incentivize the use of remote parking through convenience and discounts at local sites and businesses.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership, Historic, arts & culture organizations	$10,000 - $20,000	Medium
Big Idea #1: business and cultural/historic assets **Big Idea #3:** Transportation/ Economic Vitality/ Sustainability	Action #7	Through joint planning with tour operators, develop a system of tour bus registration and routing.			x	Public Works, Planning Division, Town Manager, other Boards/ Commissions (as needed), Chamber of Commerce, Concord Business Partnership	$10,000 - $20,000	Medium

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.6 Open Space + Natural Resources							
	Goal #1	**Maintain and increase the amount of conservation land as needed to increase resilience and protect important ecosystems and natural systems.**						
Big Idea #2: Housing/Open Space	Action #1	Increase financial resources allocated to maintain and protect current open space and conservation land			x	Planning Division & Board, Finance Department, Natural Resources	Possible separate fund from fees from private development of certain criteria or other non-Town contributions.	Medium
Big Idea #2: Housing/Open Space	Action #2	Identify lands of conservation interest using the criteria laid out in the 2015 Open Space & Recreation Plan Seven-Year Action Map and in this CLRP	x			Planning Division & Board, Natural Resources		Near
Big Idea #2: Housing/Open Space	Action #3	Explore implementation of Transferable Development Rights (TDR). (See Land Use Goal #1, Action. #3)	x			Planning Division & Board		Near
Big Idea #2: Housing/Open Space	Action #4	Provide incentives and support for the creation and protection of natural habitat on private lands.	x			Planning Division & Board, Natural Resources		Medium
Big Idea #2: Housing/Open Space	Action #5	Collaborate with abutting towns and the region to work together on the health and continuity of open space networks and ecosystems across town borders.		x		Natural Resources, Trails Committee, Minute Man National Historical Park, Bruce Freeman Rail Trail Committee, Adjacent communities		Near term, on-going
Big Idea #2: Housing/Open Space	Action #6	Explore impacts of using the 500-year floodplain in the Zoning Bylaw. (See Land Use Goal #5, Action #1)	x			Planning Division & Board, Public Works, Building & Inspections, Natural Resources, Property owners		Near - Med term
	Goal #2	**Protect rivers, wetlands, ponds, vernal pools, upland habitats, and other natural resources.**						
Big Idea #2: Housing/Open Space	Action #1	Support implementation and enforcement of Wetlands Protection Act and Town Bylaw.	x			Planning Division & Board, Natural Resources		Near term, on-going
	Action #2	Restore White Pond and Warner's Pond as part of the Town's efforts to protect and improve the recreational accessibility of its water resources.		x		Natural Resources, Planning, Public Works, Recreation Dept	Possible fundraising for specific aspects of restoration.	Med - Long Term
	Goal #3	**Ensure that all Concord residents understand the value of conservation lands and natural resources, including the ecosystem services these resources provide, protection of wildlife habitat, rare species habitat, and fisheries, and that actions outside of these resources play a role in their protection.**						

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
Big Idea #2: Housing/Open Space	Action #1	Through the Natural Resources Commission, bring together Town educators, student representatives, open space and natural resource advocates, and the Town's Director of Sustainability to coordinate educational programs and materials.			x	Town Manager, Natural Resources, Sustainability Division, Planning Division, School Committee, Agriculture Committee, Local and Regional Parks and organizations	Integrate into other sustainability educational and marketing information.	Near term
Big Idea #2: Housing/Open Space	Action #2	Ensure that Concord's protection of natural resources policies are fiscally sound.			x	Natural Resources, Town Manager, Planning Division, Finance		Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #3	Incorporate information about Concord's values and the Town's commitment to sustainability into visitor information and marketing materials for visitors and business recruitment. (See Economic Vitality Goal #1, Action #4)			x	Sustainability Division, Natural Resources, Town Economic Development staff/ contact, Recreation, Arts/ Culture /Historical/ other Nonprofits, Businesses, Chamber of Commerce, Concord Business Partnership, new civic organization	Tourist council funds, pooled funding from destinations and businesses, allocate a portion or increases in rooms occupancy taxes	Med term, on-going
	Action #4	Promote a robust series of volunteer opportunities and service days that are regularly scheduled and become town-wide commitments to sustainability and land conservation and natural resource protection.			x	Natural Resources, Agriculture Committee,Sustainability Division, Town Manager, Planning Division, Local and Regional Parks and organizations		Near term, on-going
Big Idea #1: business and cultural/historic assets **Big Idea #2**: Housing/Open Space	Action #5	Provide information boards that report back on "how the town is doing" regarding land conservation and natural resource preservation, supporting agriculture, and general sustainability goals.			x	Natural Resources, Sustainability Division, Agriculture Committee, Resilience Committee, Town Manager, Planning Division		Near term, on-going
	Goal #4	**Provide responsible management of conservation lands, including protection, preservation, and restoration.**						
	Action #1	Allocate staff time or hire a land manager to manage Town Conservation land and Conservation Restrictions.			x	Natural Resources, Planning, Town Manager, Historical Commission		Near - Med term
	Action #2	Support the implementation of the 2015 OSRP Seven-Year Action Plan	x			Natural Resources, Planning, Town Manager, Historical Commission, Finance		Near term, on-going
	Goal #5	**Promote ecosystem health and biodiversity as critical factors to achieve town-wide long-term sustainability and resiliency goals.**						
Big Idea #2: Housing/Open Space	Action #1	Overlay the OSRP Seven-Year Action Plan map with a housing/development goals map that recognizes the most suitable characteristics for each type of land acquisition/development.	x			Planning Division, Natural Resources		Near

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Assess Concord's climate and environmental vulnerabilities (aligned with the Magic Climate Resilience Report and the OSRP) and integrate these considerations in Town land and water decision making to create resiliency goals that protect the Town's infrastructure.	x			Planning Division, Sustainability Division, Natural Resources, Public Works, Climate Action Advisory Board		Near - Med term
	Goal #6	**Protect and promote local agricultural activities, land use, and traditions with sustainable practices.**						
Big Idea #2: Housing/Open Space	Action #1	Support the Agriculture Committee's goals to support sustainable and viable farming in Concord.	x			Agriculture Committee, Historical Commission, Planning, Natural Resources, Economic Development staff/ contact		Near term, on-going
Big Idea #2: Housing/Open Space	Action #2	Implement policies and programs to protect and promote local agriculture.	x			Agriculture Committee, Historical Commission, Planning, Natural Resources, Farmers		Near term, on-going
Big Idea #2: Housing/Open Space	Action #3	Town purchase of farmland and leasing this land to new farmers.	x	x		Planning, Agriculture Committee, Natural Resources, Finance		Med term, on-going
Big Idea #2: Housing/Open Space	Action #4	Continue encouraging property owners to sign up for Chapter 61A.	x			Planning, Agriculture Committee, Natural Resources, Finance		Near term, on-going
	Action #5	Continue to support community garden programs.			x	Planning, Agriculture Committee, Natural Resources		Near term, on-going
Big Idea #2: Housing/Open Space	Action #6	Actively promote the agricultural community.	x			Planning, Agriculture Committee, Natural Resources, Finance, Farmers, Economic Development staff/ contact		Near term, on-going
	Goal #7	**Maintain and increase the amount of protected open space as needed to ensure community sustainability and resilience.**						
	Action #1	Starting with the open spaces and recreational areas described in the 2015 OSRP, prioritize open space and recreational facility projects that ensure diverse and equitable improvements and programming for the community as whole.		x	x	Recreation Department, Public Works, Natural Resources, Planning	Possible fundraising for specific improvements	Near - Med term
Big Idea #1: business and cultural/historic assets	Action #2	Increase financial resources allocated to maintain and provide programming of current open space and recreational facilities.			x	Recreation Department, Public Works, Finance	Possible fundraising for specific improvements	Med term, on-going
	Goal #8	**Ensure that all Concord residents understand the value of open space and recreational amenities.**						
	Action #1	Through the Natural Resources Commission, bring together a group (described previously in Goal 3), that would also include open space and recreation advocates, the Town's Recreation Commission, and Health Division.			x	Town Manager, Natural Resources, Recreation Dept, Planning Division, School Committee, Health Division	Staff time	Near term

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #2	Ensure that Concord's open space and recreation facilities are physically and financially accessible to residents and improvements or new facility projects are fiscally sound.			x	Recreation Dept, Planning Division, School Committee, Health Division, Finance	Possible fundraising for specific improvements, public-private partnerships	Near term, on-going
	Goal #9	**Enhance the connections and access to (physical and programmatic) bike paths and walking trails between open spaces and the built environment, businesses, institutions and organizations, and recreation sites.**						
Big Idea #1: business and cultural/historic assets **Big Idea #3** Transportation/ Economic Vitality/ Sustainability	Action #1	Connect hiking trails and pedestrian/bike paths for nature enjoyment, recreation, and access to village centers.		x	x	Natural Resources, Planning Division, Trails Committee, Recreation, Public Works, Local and Regional parks organizations	Collaborate and leverage regional improvements	Near - Med term
	Action #2	Include landscape preservation for historical and archeological value into Town's Open Space & Recreation Plan.	x			Natural Resources, Planning Division, Historical Commission		Medium
Big Idea #2: Housing/Open Space	Action #3	Involve the Historical Commission and economic development and cultural resource representatives in open space planning and strategies.	x			Natural Resources, Planning Division, Historical Commission, Economic Development staff/ contact		Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #4	Better communicate to residents and visitors how trails, natural spaces, agricultural lands, and historical assets fit together.			x	Natural Resources, Trails Committee, Recreation, Concord Local Cultural Council, Agriculture Committee, Historical Commission, other arts, historical, and cultural organizations		Near term, on-going
Big Idea #1: business and cultural/historic assets	Action #5	Provide increased accessibility at all open space, natural resources, and cultural destinations in the town consistent with the 2015 OSRP.		x		Natural Resources, Recreation, Public Works, Planning Division, Finance	Possible fundraising for specific improvements	Med term, on-going
Big Idea #1: business and cultural/historic assets	Action #6	Provide for public amenities and improved access to recreation areas, natural areas and open spaces such as additional parking spaces, public beach, picnic pavilions, fitness circuits, rest rooms, drinking fountains, bicycle racks, etc.		x		Natural Resources, Recreation, Public Works, Planning Division, Finance	Possible fundraising for specific improvements	Med term, on-going
	Action #7	Consider development of one or more dog parks to reduce use of sports fields and provide space for dogs to run unencumbered.		x		Recreation, Planning Division Public Works, Natural Resources, Finance		Med - Long term
3	Action #8	Provide walkways or running trails for more appreciation and recreational use and nature appreciation of Assabet River and Nashoba Brook in West Concord.		x		Public Works, Natural Resources, Recreation, Planning, Finance		Med term, on-going

Implementation Action Chart - 4.6: Open Space + Natural Resources

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Goal #10	**Provide responsible management of open space and recreation amenities, including programming of open spaces, public spaces, trails and recreational facilities to allow ubiquitous and equitable opportunities for all Concordians.**						
Big Idea #1: business and cultural/historic assets	Action #1	Along with the action in Goal 4, allow for allocation of staff time specifically to coordinate the management of open spaces and recreational facilities in concert with its natural resources.			x	Natural Resources, Recreation, Public Works, Planning, Town Manager, Historical Commission		Near - Med term
	Action #2	Study the combining of Town resources for a Parks and Recreation Department to allow for a more comprehensive management of open spaces, recreational facilities and programming, as well as coordination with the natural resources in town and regionally.				Town Manager, Natural Resources, Recreation, Public Works, Planning		Medium

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.7 Public Facilities + Infrastructure							
	Goal #1	**Continue to maintain and improve the Town's existing public buildings, facilities and general infrastructure, and service delivery at a level consistent with the Town's fiscal sustainability.**						
	Action #1	Continue to find innovative new uses for existing facilities that are surplus or otherwise underutilized.		x	x	Planning, Public Works, School Department, CMLP, Finance Department, other entities with surplus property, private partners, MCI Concord	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnership, cost sharing between departments, grant opportunities (as applicable/available) should be considered for implementation phases	On-going as surplus property is available or under-utilized property is identified
	Action #2	Maintain Town properties that are appropriate for active and necessary Town-related services for those uses without restrictions.	x		x	Planning, Public Works, School Department, CMLP, library, other entities with public property, Finance Department	Individual department budgets. No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation.	Near
	Action #3	Assess public facilities and public safety capacity and needs, which include staffing, buildings, outdoor space, and location for space and staff planning.			x	Planning, Public Works, Police, Fire, School Department, CMLP, Administration, Recreation, Natural Resources		Medium
	Action #4	Continue to support the Town's recycling efforts.	x			Public Works		On-going
	Action #5	Provide wireless connectivity options to support public communications and telecommuting.	x	x		Public Works, Information/ Technology, Administration, Finance Department	Public-private partnerships, Business partnerships	Near
	Action #6	Prepare and consider infrastructure resiliency by conducting a threat assessment and security plan.	x			Public Works, Information/ Technology, Administration, Finance Department	Grant opportunities	Near - Med term
	Goal #2	**Evaluate cost-effectiveness of new or complete redevelopment of Town buildings and/or infrastructure (e.g., new middle school or integrated Town services building) using integrated planning principles with a view to achieving multiple objectives with any specific investment.**						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Following updated assessment of current Town facility capacity and efficiency, study feasibility of consolidation of buildings, long term financial impacts from new sustainable construction, and possible reuse or redevelopment of Town property.		x	x	Town departments, Finance Committee, Sustainability Division, Town Manager	Staff time, possible funding needs for consultant, but future funding will be needed for further planning, design, and eventual implementation.	Near - Med term
	Action #2	Continue coordination with the School Committee on school facility planning, including discussions and decision-making regarding the Middle Schools.		x	x	School Department, Planning, Public Works, Sustainability Division, Finance Department, Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Goal #3	**Take full consideration of current sustainable, resilient "complete streets" principles and integrated planning into future design and construction of roadway, bikeway, and sidewalk infrastructure with provisions for maintaining the rural character or select roads.**						
	Action #1	Enhance collaborative efforts between all Town departments, commissions, boards, and groups to improve efficiency, help prioritization, and ensure contextual design in projects related to roadway improvements.	x	x		Planning, Public Works, Police, Fire, School Department, CMLP, Administration, Recreation, Natural Resources, Council on Aging (accessibility)	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	Medium
Big Idea #1: business and cultural/historic assets	Action #2	Continue to evaluate and integrate the Complete Streets design standards for enhanced multi-modal transportation options and leverage program funding and participation when benefits are clearly identified.		x		Public Works, Finance Department	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. TIP should be considered for implementation funding	Long
	Action #3	Require consistent application of Right-of-Way (ROW) use to ensure delivery of uniform and efficient utilities services to residents, businesses, and institutions in town.	x			Public Works, Zoning Board of Appeals	No funding required beyond staff time for strategy review and coordination.	Long
	Goal #4	**Strengthen near-term Town sustainability goals consistent with long-term climate change planning goals, including maintaining and expanding alternative energy generation, delivery, and conservation.**						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Give equal priority to reducing carbon footprint in Light Plant operation, planning, and practices that reliability and affordability is given.	x			CMLP		On-going
	Action #2	Continue to pursue renewable energy source opportunities.		x		Public Works, CMLP, Sustainability Division, Finance Department, Climate Action Advisory Board	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Public/private partnerships and rebate opportunities should be considered for implementation phases.	On-going
	Action #3	Encourage commercial and institutions to install energy storage systems.			x	CMLP, Planning, Public Works, Economic Development, Business Partnership, School Department, private Institutions, Sustainability Division, Finance Department, CSEC		Long
	Action #4	Review and implement low carbon considerations in municipal fleet procurement and maintenance plans with respect to Green Communities program recommendations with Schools.		x		Public Works, School Department, Sustainability Division, Finance Department, Climate Action Advisory Board		Med - Long Term
	Action #5	Coordinate installation of electric vehicle charging stations, bike racks, and shuttle stops at public parking and new developments of a specified size.	x			Planning, Public Works, Sustainability Division, Economic Development, Climate Action Advisory Board	Grant opportunities, Public-private partnership	Long
	Goal #5	**Make landscape and infrastructure resiliency a central planning priority for Town Plan for future needs for water supply and wastewater and stormwater management operations, planning, and practices to minimize social disruption and economic and environmental impacts.**						
	Action #1	Provide and maintain infrastructure capacity (both fresh water systems and waste treatment) in line with growth or decline in system demands, including preparing for future extremes (not historical) for flooding and drought.	x	x		Public Works, Planning, Economic Development, Finance Department	SIF (sewer improvement fee), CWSRF/DWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #2	Plan for future potential increases in water demand, considering land use issues and irrigation systems from the perspective of resilience to future shocks on the water system.			x	Public Works, Planning, Economic Development	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #3	Protect, maintain, and enhance ecoservice functions of lands around groundwater drinking wells, potential wells, and throughout the community, including encouraging the use of better septic systems that incorporate secondary treatment or other alternative septic designs.				Health Department, Planning, Public Works	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation. Title 5 loan program should be considered for implementation.	Medium
	Action #4	Plan for future increases in wastewater treatment and discharge capacity from the existing Concord Wastewater Treatment Plant (Bedford Street).		x	x	Public Works, Planning, Economic Development, Finance Department	SIF (sewer improvement fee), CWSRF, betterments, capital improvement budgets	Near term, on-going
	Action #5	Maintain required regulatory compliance and actively promote reduction of impacts on groundwater and other water bodies.	x			Public Works	No funding required beyond staff time for strategy review, but future funding may be needed for further planning, design, and eventual implementation with future changes to regulations.	On-going
	Goal #6	**Social Service infrastructure**						
	Action #1	Assess the capacity of existing Town social service program to meet the needs of the town population.			x	Community Services Coordinator	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Action #2	Utilize the Council on Aging's existing website and outreach network to promote other age-related services and programs.			x	Community Services Coordinator, COA, IT, Assessing, Recreation, Public Works	No funding required beyond staff time.	Near term, on-going
	Action #3	Assist in the coordination of services delivered through the Town as well as those from nonprofit and private organizations.			x	Community Services Coordinator	No funding required beyond staff time for strategy review, but future funding will be needed for further planning, design, and eventual implementation.	On-going
	Goal #7	**Establish cyber-security planning and reinforce Information Technology infrastructure.**						

Implementation Action Chart - 4.7: Public Facilities + Infrastructure

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	Action #1	Conduct a threat assessment and develop a security plan to address the urgent issues of cyber-security threats to the Town and its residents.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going
	Action #2	Proactively prepare a comprehensive back-up and Actionovery plan.			x	Public Works, Information/ Technology, Administration	Staff time, grant opportunities	Near term, on-going
	Goal #8	**Reduce burden for Town staffing 66+ boards, committees, and task forces from a limited pool of residents who are willing to serve as volunteers.**						
	Action #1	Create one Town Task Force to review the charter, charge and mandate of all the town Committees, Board, and Task Forces to identify synergies and overlap and to make recommendations to the Select Board regarding potential streamlining of Town government.	x			Town Manager, Town departments, Commissions, Committees, Boards, Task Forces	Staff time	Near term, on-going

Implementation Action Chart - 4.8: Fiscal Planning

Near term: 0-1 years
Med term: 2-5 years
Long term: 6+ years

Corresponding Big Idea	Recommended Action by Plan Element	Recommended Action	Regulatory/ Process	Physical Improvements	Programming/ Services	Implementing Parties	Funding Sources/ Allocation Priorities	Timing (Near/ Med/ Long Term)
	4.8 Fiscal Planning							
	Goal #1	**Establish a process for long-term (12-15 year) fiscal planning, including a long-term capital spending plan, a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.**	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #2	**Establish a process for setting a "fiscal guardrail" (i.e., identify the highest amount of spending – without commensurate revenue generation – that protects the Town's ability to maintain the balance between livability and values described in the Community Criteria).**	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #3	**Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g., transit, centralization of Town offices, etc.).**	x			Finance Committee, Town Manager, Town departments, Commissions, Boards, and Committees		
	Goal #4	**Proactively strengthen Town-School fiscal coordination**	x			Finance Committee, School Committee		

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