

6/16/21

Jim's Thoughts on Fleshing Out Implementation Actions

Overall Argument: The more detail we provide on how we as a PC envision actions being implemented, the more likely they are to be completed. In my opinion, the Cabot Town Plan's implementation table falls far short of what is required to guide the people or groups tasked with implementation. They have only 4 columns - Goal, Implementation Strategy (which seems to combine objectives and actions), key implementers, and future measures of progress. This leaves an awful lot to the imagination of the implementers and puts the burden on them to figure out what the PC intended.

I believe what is needed for each action or related group of actions are the following categories of information. The basic information could be represented in a table, but for the more complex actions, a narrative section would be very helpful. I realize that this puts more work on us now but I think the time is a wise investment in terms of implementation success.

Who: Primarily who or which group is responsible for implementation (i.e. the implementers) but could also include supporting actors such as state agencies or non-profit organizations, or citizens groups.

When: Over what period of time should the activity be implemented and what are key milestone dates and the final deadline for completion.

How: A short narrative explaining how we think the action should or could be approached.

How Much: If funding is needed to complete the action, an estimate of how much money will be needed and where it may come from (e.g. grants or town funds).

Measuring success: We should identify results that would indicate successful accomplishment of the activity and indicators to measure progress towards achieving the results. Some of the more complex activities may also require setting intermediate milestones (e.g. getting a grant, developing a plan, getting Select Board approval). We should also designate which group is responsible for monitoring each activity. I assume that the PC would monitor most activities, but some might more logically fall to the CC or other town body.

Example

The actions under the following objective should probably be grouped for implementation as they need to be tackled in a coordinated fashion by one implementation group.

Objective 1 - Develop the village centers as the centerpieces of community life and economic development. *This objective is largely built on the results of the village planning project. How far is it reasonable to go in developing the village giving flooding issues?*

Possible Actions:

- Apply for village center designation (*which can be done after the town plan is adopted*).
- Develop and adopt Planning and Design Guidelines for future village development in accordance with the *Woodbury Community Planning Project - Final Report* and incorporate into zoning ordinance.
- Identify streetscape layout preferences based on preliminary design concepts from community planning project
- Hire consultant to conduct detailed study to identify future water supply and wastewater options and related implementation budget.
- Develop final schematic plans including recommendations for future village water supply, sewage, and stormwater design enhancements.
- Apply for grants to implement identified infrastructure needs;
- Create an outdoor area for farmer's markets and community events;
- Make the village area more pedestrian and bicycle friendly;

Who: It seems to me that this would have to be handled by a special committee appointed by the Select Board. Department of Housing and Community Development to provide technical assistance. Consultants may be needed for technical design.

When: It would be necessary to establish completion targets for major milestones and final project completion.

How: This requires a series of steps, only some of which are identified below:

- Select Board appoints a Special Committee
- Committee develops a detailed implementation plan with associated timeline and budget in consultation with the community and approved by the SB or put on the ballot for voter approval
- Accomplish actions as prescribed by plan

How Much: Determine which budget lines could be grant funded and apply for those grants. Determine how much money would be needed from town funds.

Measure Success: The PC would be the progress monitor. The actions all have some specific output (e.g. a plan, design, or needs assessment) that serves as an objective indicator of success. Measuring success towards achieving the objective is much more subjective - has the work really made the village centers centerpieces of community life and economic development? How do you measure that? How long would it take for the impacts to be felt?