

Organizing Strategies and Recommendations

A strategy is a course of action that may translate into a series of separate actions (or possibly one major action like “build a new community center to provide more opportunities for community gathering”). There’s really a continuum between goals/objectives, strategies, and actions. The strategy usually has more particulars than an objective but is more general than the actions it entails. A strategy can be thought of as a heading for a list of related actions; if there’s only one action, the strategy and the action are the same.

A format for organizing the implementation plan (attached) was distributed at the July 13 committee meeting. It was organized by goal and objective.

Under each objective, there are several categories of strategies and actions that can be used to organize the recommendations:

1. Capital Investments, like constructing a building or sidewalks or purchasing land.
2. Management, like recruiting and facilitating economic development, operating a shuttle system, increasing communication and coordination between parts of town government, or assisting homeowners to make their homes more energy efficient
3. Regulatory, such as writing village-specific design guidelines and zoning amendments, as well as administering permit applications.
4. Encouragement of good practices by businesses and residents, like water conservation or carpooling. This type of action can become a program if it is big and long-lasting enough to require significant staff or volunteer resources. For example encouragement of home energy retrofits can become a program if staff is hired to provide assistance.
5. Planning that supports several types of action, for example, a village plan that includes an urban design study of a village leading to zoning changes, sidewalk and streetscape improvements, programs to encourage village activity, and traffic management. (If the planning is closely tied to a single action like the feasibility study for a community center, it can be included in the category together with the action it goes with.)

It is good for tables not to get too big, so there should be a separate table to collect all the capital investments, management programs, etc., with an estimate the cost of each. That’s the next step after organizing the strategies and actions, and it will most likely lead to a second pass that is limited by available resources.

Acton 2020 Recommended Implementation Program

Strategy	Implementation Phase Actions	Responsibility	Timing/Priority
GOAL: 1. PRESERVE TOWN CHARACTER			
<i>Objective 1.1. Preserve rural characteristics and open space</i>			
Encourage transfer of development away from open land, creating protected open space	<ul style="list-style-type: none"> Consider Town buying development rights and placing them in a development bank for target centers (CI) Create priority list for parcels to acquire/protect. (P) 	Planning Dept Conservation Dept and Commission	Early – 2012-13, then on-going
<i>Objective 1.2. Preserve historic buildings and landscapes</i>			
Protect historic character with strong design review	<ul style="list-style-type: none"> Include recommendation on historic preservation in design guidelines (R) 	(As above)	Early – 2012-13
<i>Objective 1.4. : Preserve and Enhance Village Centers</i>			
Limit/guide residential growth to infill and redevelopment in and around existing centers	<ul style="list-style-type: none"> Develop place-specific urban design and architectural guidelines for target centers (R) Amend zoning bylaw, including creating provisions for transfer of development rights (R) Hire additional planner to coordinate design review (M) 	Planning Dept* with: Design Review Board, Planning Board, and Historic District Commission	Early – 2012-13
Develop Kelley’s Corner into a town center and transportation hub	<ul style="list-style-type: none"> Prepare updated area plan (P) Amend zoning text and map bylaw (R) 	(As above)	Early – 2012-13
Redevelop village commercial areas into mixed use	<ul style="list-style-type: none"> Develop priorities for types of desired commercial dev’ment (P) Amend zoning text and map bylaw (R) 	(As above)	Early – 2012-13
Develop recreation opportunities in/near village centers	<ul style="list-style-type: none"> Acquire and landscape parcels for open space in/near target centers and other villages (CI) Create zoning incentives for developers to provide recreation opportunities (R) 	Conservation Dept and Commission Planning Dept	As opportunities arise
Etc.	<ul style="list-style-type: none"> 		

CI- Capital Investment, P – Planning, M – Management, R – Regulatory, E - Encouragement