IMPLEMENTATION PLAN

This Preliminary and Working Draft has been created for the review by the CPAC (Comprehensive Plan Advisory Committee)
COMPREHENSIVE PLAN GOALS

GOAL 1.0 To increase the DIVERSITY and promote the INCLUSION of people living and working in Lexington

GOAL 2.0 To enable and encourage a wide range of HOUSING OPTIONS that are inclusive for all life stages, incomes, and needs

GOAL 3.0 To promote a VITAL ECONOMY, including a variety of small and large businesses that contribute to the tax base and improve the balance of services to meet the needs of residents, employees, and visitors

GOAL 4.0 To protect the ENVIRONMENT and enhance long-term SUSTAINABILITY and RESILIENCE

GOAL 5.0: To protect OPEN SPACES and NATURAL RESOURCES and enhance connections among these assets

GOAL 6.0 To protect, preserve, and promote awareness and appreciation of Lexington’s HISTORIC RESOURCES from throughout its history

GOAL 7.0: To make TRAVELING into, out of, and within Lexington safe, pleasant, and efficient with sustainable and equitable mobility options for all ages and abilities

GOAL 8.0 To improve and expand facilities for RECREATION AND COMMUNITY GATHERING to support holistic wellbeing, a sense of belonging, enhanced social connections, and opportunities for fun

GOAL 9.0: To provide well maintained, updated, inclusive, and sustainable PUBLIC FACILITIES to serve and meet community needs.

IMPLEMENTING THE COMPREHENSIVE PLAN

The following chapter provides a guide for implementing the Comprehensive Plan. It includes:

• An explanation of the Implementation Plan components;
• A discussion of the role of a “Comprehensive Plan Implementation Committee;”
• Recommendations for increasing the Town’s capacity to implement the plan;
• An overview of twenty key plan recommendations;
• A discussion of the plan concept
• For each goal, and introduction and implementation table (matrix)

An Implementation Plan is the documented steps you need to take to successfully complete your implementation activities. In other words, “HOW” to achieve the goals and objectives that describe the desired future.
How were the goals and recommendations developed?

The recommendations were developed with input from residents, town officials, and the Comprehensive Plan Advisory Committee (CPAC), consultant expertise, and an assessment of existing conditions and represent best practices.

Additionally, relevant Lexington Select Board goals and Lexington Planning Board Work Plan items have been incorporated into at times broader Goals and Objectives.

IMPLEMENTATION PLAN COMPONENTS

The implementation plan is organized around nine goals, identified in the shaded box in the right-hand column. Under each goal is a series of objectives, or major efforts required to meet the goal. To fulfill each of the objectives, the table cites a set of strategies and associated action steps, which illustrate HOW the Town can meet the objectives and goals.

The plan had identified over ___ strategies, and for each of these, a LEAD(s) and PARTNER(s) are noted. Lead persons and/or entities will be tasked with directing the strategies, with assistance of partners, who will initiate the action steps. Note that where the table suggests potential leads and partners, these person/entities may change or expand in numbers as the action steps commence. For some of the strategies listed, an entirely new planning process

PUBLIC PROCESS

Input from the following public forums organized for the purpose of developing the Comprehensive Plan were used to form the basis of the Plan’s foundation:

- Comprehensive Plan Kick-off Event (June 4, 2018)
  - SWOT Analysis

- Lexington World Café
  - September 25, 2018
  - October 23, 2018
  - November 27, 2018

- Stakeholder Interviews: Spring 2021

- Public Forum: June, 2021

- Housing Forum: September 21, 2021

- Attractive and Vibrant Commercial Districts Forum: October 26, 2021

- Re-discovery Day: October 18, 2021

- Social Pinpoint: on-going on-line platform

- Public Forum: March, 2022

Input was also reviewed from the following forums:

- Q&A from League of Women Voters presentation (3/5/2021)
- Lexington 20/20 Vision
  - Themes, Goals, and Recommended Actions (January 2008 Version)
- Local Rapid Recovery Plan for East Lexington (March 2021)

Implementation Plan Introduction
Implementation Plan Introduction

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

Additionally, some of the strategies call for additional studies to more carefully understand the possible action steps that would best achieve the goals and objectives. Also important to note that many of the strategies will require additional discussion and approval at Town Meeting. This is especially true of any changes to regulations and the Zoning Bylaw.

IMPLEMENTATION TOOLS

COMPLETE IN ONCE FINALIZED

COMPREHENSIVE PLAN IMPLEMENTATION COMMITTEE

Critical to plan implementation is the formation of a Comprehensive Plan Implementation Committee, whose charge will be to:

(1) oversee how the strategies and action steps are being carried out meeting if relevant with those implementing the Plan’s actions
(2) keep the plan up to date; and
(3) provide a status update in an annual “State of the Comprehensive Plan” address to the Town.

INCREASING CAPACITY TO IMPLEMENT THE PLAN

May need to hire additional staff
Recruit additional volunteers
Create new Task Force(s) or Committee to oversee specific efforts
Increase Inter-Departmental cooperation
Regional cooperation

COMPLETE IN ONCE FINALIZED

SEEK FUNDING

American Recovery Plan Act (ARPA) funding

COMPLETE IN ONCE FINALIZED

REVIEW AND REVISE ZONING

COMPLETE IN ONCE FINALIZED
Twenty-five key recommendations have emerged from the planning process. Some of the recommendations fulfill more than one of the nine Comprehensive Plan goals, and they are at different levels of specificity. Additionally, the order in which they appear is of no particular significance.

- Review and revise Zoning Bylaw to support implementation of the Comprehensive Plan, removing any barriers to achieving the Plan’s goals and objectives.

- Establish an affordable housing trust and/or community development corporation to increase the supply of affordable housing and reduce the cost of subsidized housing production.

- Allow housing and mixed use in all commercial districts and allow higher housing densities near retail and transportation routes.

- Increase awareness regarding the relationship between affordable housing and increased diversity of the population.

- Support and celebrate all residents by implementing a variety of strategies including adding multi-lingual signage, recruiting ethnic retail and dining establishments, working with existing businesses to better meet cultural needs and desires, and encouraging temporary and permanent public art that expresses the various groups in Town.

- Review and revise zoning

- Establish an affordable housing trust and/or community development corporation

- Allow housing and mixed use in all commercial districts

- Increase awareness regarding the link between affordable housing and diversity.

- Support all residents to feel connected through a variety of strategies to do with communication, public expression and meeting retail and food preferences.

- Establish a “Human Library” to promote understanding amongst people of diverse backgrounds through interaction.

- Support the increasing population of older adults to age in community.

- Continue to implement the Town’s existing sustainability plans.

- Develop a Municipal Vulnerability Plan

- Develop a Town Center Revitalization Plan

- Develop a Plan to Upgrade East Lexington

- Promote the Hartwell Innovation Park concept
• Establish a “Human Library” where people of different incomes, cultures, races, religions, sexual preference, gender identification, etc. can “borrow a person instead of a book” and hold a conversation to promote understanding through interaction.

• Support aging in community for the increasing population of older adults by encouraging the production of appropriate housing, increasing the number and type of services provided and providing more programmatic opportunities.

• Continue to implement the recommendations of the Sustainable Action and Net Zero Action Plans with the goal of reaching net zero within twenty-five years in order to address the negative impacts of greenhouse gas emissions.

• Develop a Municipal Vulnerability Preparedness Plan to help safeguard the town against the deleterious effects of natural disaster

• Develop a Comprehensive Town Center Revitalization Plan for Lexington Center.

• Develop a Plan to upgrade East Lexington by incentivizing development and developing design guidelines to guide redevelopment; also implement Rapid Recovery Plan.

• Develop district plans for all commercial areas in Town

• Leverage cultural assets to enhance tourism

• Protect remaining farmland from development

• Connect open spaces, parks, open spaces and conservation areas

• Evaluate the effectiveness of the Demolition Delay Bylaw

• Develop a municipal preservation plan

• Continue to upgrade and expand the Town’s recreation facilities

• Consider establishing a dedicated dog park

• Increase opportunities for non-auto travel, including transit

• Develop a town-wide Bicycle and Pedestrian Master Plan

• Create a public service campaign to shift away from car dependency

• Move forward with plans for new facilities, namely the High School and the Police Station. Plan for renovations to the E. Lexington Fire Station and the expansion of Westview Cemetery (including the possibility of adding a crematorium).

• Develop a town-wide Communications Plan
• Promote the **Hartwell Innovation Park** to modernize and redevelop the commercial district.

• Develop **district plans for each commercial district** / corridor that focus on developing a brand specific to each and strategies targeted to each area.

• Leverage cultural assets and use these to **enhance tourism**.

• Protect remaining **farmland** from residential and/or commercial development, making use of the established agricultural land protection mechanisms.

• Connect **open spaces, parks, open spaces and conservation areas** utilizing and expanding existing routes.

• Evaluate the effectiveness of the **Demolition Delay Bylaw** and consider strengthening the bylaw.

• Develop and adopt a **municipal preservation plan**.

• Continue to upgrade and expand the Town’s **recreation facilities** by implementing the recommendations of the 2020 Community Needs Assessment, 2015 Open Space and Recreation Plan, 2017 Recreation and ADA Compliance Study, and 2021 Athletic Fields Study.

• Consider establishing a dedicated **park for dogs and dog owners** to congregate, socialize, and play.

• Work with area employers and surrounding towns to increase **opportunities for non-auto travel**.

• Develop and implement a **town-wide Bicycle and Pedestrian Master Plan**.

• **Create public service campaign** to educate and promote community pride around shifting away from dependence on cars.

• Move forward with plans for **new facilities** that better meet the Town’s needs including the new High School, new Police Station, plan for renovations to the East Lexington Fire Station and re-consider including a crematorium at Westview Cemetery.

• Develop a **town-wide Communications Plan** that includes ways of recruiting diverse volunteers.

**LIST OF “RIPE APPLES”**

The following is a list of “ripe apples” or no or low-cost and relatively easy-to-implement actions. By undertaking these immediately, the Town will foster a belief in the planning process, and will provide momentum for implementing other actions identified in the plan. Acting on recommendations quickly and visibly builds credibility for the Comprehensive Plan and also pays tribute to the individuals who committee time and thought to the planning process. The list has been organized according to the nine Comprehensive Plan goals.
GOAL 1.0 To increase the DIVERSITY and promote the INCLUSION of people living and working in Lexington

FILL IN ONCE FINALIZED

GOAL 2.0 To enable and encourage a wide range of HOUSING OPTIONS that are inclusive for all life stages, incomes, and needs

FILL IN ONCE FINALIZED

GOAL 3.0 To promote a VITAL ECONOMY, including a variety of small and large businesses that contribute to the tax base and improve the balance of services to meet the needs of residents, employees, and visitors

FILL IN ONCE FINALIZED

GOAL 4.0 To protect the ENVIRONMENT and enhance long-term SUSTAINABILITY and RESILIENCE

FILL IN ONCE FINALIZED

GOAL 5.0: To protect OPEN SPACES and NATURAL RESOURCES and enhance connections among these assets

FILL IN ONCE FINALIZED

GOAL 6.0 To protect, preserve, and promote awareness and appreciation of Lexington’s HISTORIC RESOURCES from throughout its history

FILL IN ONCE FINALIZED

GOAL 7.0: To make TRAVELING into, out of, and within Lexington safe, pleasant, and efficient with sustainable and equitable mobility options for all ages and abilities

FILL IN ONCE FINALIZED

GOAL 8.0 To improve and expand facilities for RECREATION AND COMMUNITY GATHERING to support holistic wellbeing, a sense of belonging, enhanced social connections, and opportunities for fun

FILL IN ONCE FINALIZED

GOAL 9.0: To provide well maintained, updated, inclusive, and sustainable PUBLIC FACILITIES to serve and meet community needs

FILL IN ONCE FINALIZED

PLAN CONCEPT: PROPOSED FUTURE LAND USES & RELATED RECOMMENDATIONS

INSERT PLAN CONCEPT MA
KEY CAPITAL EXPENDITURES IDENTIFIED IN THE PLAN

High School
Police Station
Retrofitting public facilities to be net zero

Also:
East Lexington Fire Station
Westview Cemetery

GOALS AND OBJECTIVES

GOAL 1.0 To increase the DIVERSITY and promote the INCLUSION of people living and working in Lexington
Objective 1.1. Be welcoming and remove barriers for all people to live in Lexington.
Objective 1.2. Foster a sense of belonging and promote interaction among residents of all backgrounds.

GOAL 2.0 To enable and encourage a wide range of HOUSING OPTIONS that are inclusive for all life stages, incomes, and needs
Objective 2.1.
Objective 2.2.

GOAL 3.0 To promote a VITAL ECONOMY, including a variety of small and large businesses that contribute to the tax base and improve the balance of services to meet the needs of residents, employees, and visitors
Objective 3.1.
Objective 3.2.

GOAL 4.0 To protect the ENVIRONMENT and enhance long-term SUSTAINABILITY and RESILIENCE
Objective 4.1.
Objective 4.2.

GOAL 5.0 To protect OPEN SPACES and NATURAL RESOURCES and enhance connections among these assets
Objective 5.1.
Objective 5.2.

GOAL 6.0 To protect, preserve, and promote awareness and appreciation of Lexington’s HISTORIC RESOURCES from throughout its history
Objective 6.1.
Objective 6.2.

GOAL 7.0 To make TRAVELING into, out of, and within Lexington safe, pleasant, and efficient with sustainable and equitable mobility options for all ages and abilities
Objective 7.1.
Objective 7.2.

GOAL 8.0 To improve and expand facilities for RECREATION AND COMMUNITY GATHERING to support holistic wellbeing, a sense of belonging, enhanced social connections, and opportunities for fun
Objective 8.1.
Objective 8.2.

GOAL 9.0 To provide well-maintained, updated, inclusive, and sustainable PUBLIC FACILITIES to serve and meet community needs.
Objective 9.1.
Objective 9.2
KEY TO THE IMPLEMENTATION PLAN TABLES

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

- **Strategies** – avenues for achieving the goals and objectives, with cross-referencing to other related strategies through the tables (designated by SEE ALSO)

- **Existing Resources** – a listing of known relevant organizations and/or other resources to support the strategy

- **Actions** – steps recommended for carrying out the strategies

- **Funding** – possible sources of funding for the strategy

- **Lead and Partners** – the Town department, board, committee, or other entity considered most appropriate for taking the lead with the strategy; important entities/individuals to serve as partners in carrying out the strategy and associated action steps

- **Priority** –
  - #1 = Immediate (1 to 5 years)
  - #2 = Intermediate (5 to 10 years)
  - #3 = Future/Re-evaluate in 10 years (10 to 20 years)
  - Ongoing (continue and support action already in progress)
  - Sustained Effort (initiate new action step and sustain over time)

- **Guiding Principle** – a brief description of how the strategy fulfill the Comprehensive Plan’s guiding principle(s)

- **Planning Board Work Plan Item** – where applicable the item number identified in the Lexington Planning Board’s work plan

- **Ripe Apple** – an action step that is considered to be “low-hanging fruit” – relatively low cost, low level of effort, with desirable impact(s)

### Implementation Plan Tables Format

#### GOAL 1: TO PROMOTE DIVERSITY AND INCLUSION

<table>
<thead>
<tr>
<th>OBJECTIVE 1.1. Be welcoming and remove barriers for people of all backgrounds (e.g. socio-economic, racial, ethnic, religious, etc.) to live in Lexington</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategies</td>
</tr>
<tr>
<td>1.1.1. Develop a process to review housing policies for consistency with Diversity, Equity, and Inclusion and anti-discrimination goals.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>