

Appendix M: Implementation Matrix

| HEALTHY COMMUNITIES: CHAPTER 2 | | | | | |
|--|-----------------------|-----------------------|-----------------|-----------------|----------------------------|
| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
| <i>Community Design, the Built Environment, and Land Use</i> | | | | | |
| TRORC should work with Vermont legislators to create a public health element in 24 VSA § 4382. | TRORC/VDH | Low | Ongoing | Medium | Various |
| TRORC should organize and host a regional public health summit. | TRORC/VDH | Low | Ongoing | Medium | Various |
| <i>Healthy Food Access</i> | | | | | |
| Municipalities should connect with the Vermont Farm to Plate and Farm to School networks to see how they can best promote the consumption of locally grown foods to their residents. | Municipalities | Low | Ongoing | Medium | Various |
| TRORC and/or the State should create mapping resources, showing: A) Locality of grocers, convenience stores (if healthy food options are offered), farmers markets, farms, agricultural institutions, community gardens, food banks, and food pantries. B) Transportation routes and types to food retail and food shelves. C) Location of low-income census tracts. | TRORC/State | High | Long-term | Medium | Various |
| Municipalities should develop incentives such as local tax breaks for small or convenience store owners to stock healthy and local options. | Municipalities | Low | Long-term | Low | Municipal |
| Municipalities should promote and expand farmers markets and community gardens by identifying ideal locations for such activities and letting potential organizers know of these locations. | Municipalities | Low | Ongoing | Low | Various |
| TRORC and municipalities should educate state and local policymakers on connections between food access and nutrition. | TRORC/ Municipalities | Low | Ongoing | Medium | Various |
| Municipalities should support the preservation of large, contiguous blocks of productive agricultural land. | Municipalities | N/A | Ongoing | Medium | N/A |
| Municipalities should work jointly with other jurisdictions to preserve agricultural land. | Municipalities | N/A | Ongoing | Medium | N/A |
| TRORC should conduct a food system analysis for the Region. | TRORC/NGOs | Moderate | Long-term | Low | Various |
| <i>Healthy Homes</i> | | | | | |
| The Vermont Department of Health should provide community assessment, testing sites, and remediation programs for housing-related illnesses (high blood lead levels, respiratory conditions, and skin disease). | State | High | Long-term | High | Various |



HEALTHY COMMUNITIES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-----------------------|----------------|----------|----------|----------------------|
| The Vermont State Housing Authority and other housing entities should educate policymakers on the relationship of poor housing conditions to health outcomes. | State/Other | Low | Ongoing | Medium | ACCD/ Municipal Dues |
| TRORC will advocate for project approval processes that reflect the Housing Resources chapter's housing-needs allocation for all income levels. | TRORC | Low | Ongoing | Medium | Various |
| TRORC and municipalities should participate in health impact assessments of proposed housing developments. | TRORC/ Municipalities | Low | Ongoing | Low | Various |
| Municipalities should support efforts to structure community design, housing, and health care to meet the needs of seniors and those with disabilities. | Municipalities | Moderate | Mid-term | Medium | Grants |
| Municipalities should work with local housing authorities to create a variety of housing types and maintenance options. | Municipalities | Low | Ongoing | High | Various |
| The State and housing organizations should promote healthy home renovation and construction. | State/Other | High | Ongoing | High | State/ Private |
| Environmental Health and Justice | | | | | |
| TRORC will advocate for implementation of the State's greenhouse gas reduction plans. | TRORC | Low | Ongoing | Medium | Various |
| TRORC and municipalities should participate in the review of environmental impact reports. | TRORC | Low | Ongoing | Medium | Various |
| TRORC and municipalities should advocate for and participate in health impact assessments. | TRORC | Low | Ongoing | Medium | Various |
| Municipalities should prioritize the reuse and remediation of brownfields. | Municipalities | N/A | Ongoing | High | N/A |
| Municipalities should require new development and significant additions to existing development to provide adequate tree canopy to improve or maintain environmental health. | Municipalities | N/A | Ongoing | Low | N/A |
| TRORC and municipalities will continue to advocate for plentiful, high-quality drinking water. | TRORC/ Municipalities | N/A | Ongoing | Medium | N/A |
| The State and municipalities must protect water quality of rivers, streams, lakes, and wetlands. | TRORC/State | Moderate | Ongoing | High | State |
| Healthy Natural Environment | | | | | |
| TRORC should work with municipalities to distribute information on Lyme disease and prevention. | TRORC | Low | Ongoing | Low | N/A |



HEALTHY COMMUNITIES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|------------------------------|----------------|------------|----------|---------------------|
| TRORC should work with municipalities on climate change mitigation strategies. | TRORC | Moderate | Mid-term | Medium | Various |
| Active Living and Transportation | | | | | |
| The State and/or TRORC should map neighborhoods and advocate for connectivity to essential services, walkable routes, recreational opportunities, and transportation options. | TRORC/State | Moderate | Long-term | Low | VTrans |
| TRORC and municipalities should plan for bike-friendly state highways to connect village centers. | TRORC/VTrans/ Municipalities | High | Ongoing | Low | VTrans |
| Municipalities should conduct walkability and bikability assessments. | TRORC | Low | Ongoing | Low | VTrans |
| TRORC should work with local jurisdictions to adopt bike and pedestrian master plans. | TRORC/ Municipalities | Moderate | Ongoing | Low | Various |
| The State and TRORC will educate decision makers on links between safe streets and health. | TRORC/State | N/A | Ongoing | Medium | N/A |
| TRORC will collaborate with local agencies and communities to implement Safe Routes to Schools programs and Vermont's Complete Streets program. | TRORC/State/ Municipalities | Moderate | Ongoing | High | VTrans |
| Municipalities should promote joint use of park and recreation facilities between communities. | Municipalities | N/A | Ongoing | Low | N/A |
| Municipalities should promote existing trails. | Municipalities | N/A | Ongoing | Medium | N/A |
| Social Inclusion | | | | | |
| Municipalities should map public gathering spaces and indicate their levels of accessibility. | Municipalities | N/A | Ongoing | Low | N/A |
| Public health professionals should educate decision makers on the link between social support and health. | Other | N/A | Ongoing | Medium | N/A |
| Municipalities should consider accessibility when developing public spaces or recreational opportunities. | Municipalities | High | Ongoing | High | Various |
| The State and TRORC will provide training for neighborhood residents to participate in boards and commissions. | TRORC/State | Low | Short-term | High | Various |
| Substance Misuse Prevention | | | | | |
| With the help of public health professionals, municipalities should assess the types of problem within their community. | TRORC/ Municipalities/ VDH | High | Ongoing | Low | VTrans |
| Municipalities should raise awareness of the nature and seriousness of health issues. | Municipalities | Low | Ongoing | Medium | N/A |
| Municipalities should assess the community's readiness for prevention. | VDH | Low | Ongoing | Medium | N/A |



HEALTHY COMMUNITIES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|----------------------|----------------|------------|----------|---------------------|
| Municipalities should review current programs already in place. | Municipalities / VDH | Low | Ongoing | Medium | N/A |
| Municipalities should convene community organizations who serve youth and local leaders to capture ideas and resources to help implement and sustain research-based programs. | Municipalities | N/A | Short-term | Low | N/A |
| Municipalities should provide plenty of healthy recreational opportunities for youth and overall community participation. | Municipalities | N/A | Short-term | High | N/A |
| <i>Health-Care Facilities</i> | | | | | |
| TRORC should identify areas of the Region where medical or elderly care facilities would be beneficial. | TRORC | Low-Moderate | Short-term | High | Various |
| TRORC should review local zoning and subdivision regulations to ensure that they do not have the effect of prohibiting health-care or elderly or other vulnerable populations care facilities from appropriate areas and should assist with revisions as needed. | TRORC | Low | Ongoing | High | Various |

LAND USE: CHAPTER 3

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------|-------------------|----------|----------|------------------------|
| Rural Areas | | | | | |
| TRORC will work with towns and developers to site housing in Rural Areas to meet housing needs. (See also the Homes in the Region chapter.) | TRORC/ Municipalities | Moderate | Ongoing | High | Various |
| TRORC will work to ensure that agriculture in these areas remains an important part our economy. (See also the Working Landscape chapter.) | TRORC/Dept of Ag | N/A | Ongoing | Medium | Various |
| TRORC will work with towns, state and federal agencies, and conservation organizations to conserve important forest and agricultural lands. | TRORC/Dept of Ag | N/A | Ongoing | Medium | Various |
| TRORC will work with member towns on Town Plans and bylaws to address development in the Rural Areas so that it meets state planning goals and the desires of towns. | TRORC/ Municipalities | Low | Ongoing | Medium | State |
| Forest-Based Resource Areas | | | | | |
| As habitat data is updated, TRORC will re-evaluate this land use area to ensure that its purposes are being met. | TRORC | Low | Mid-term | Low | N/A |
| TRORC will work to ensure that the functions of these areas are economically valued so that both the towns containing them and their owners have incentives to leave them in a largely undeveloped state. | TRORC | Low | Ongoing | Medium | N/A |
| TRORC will work with state and federal agencies and conservation organizations to conserve these lands in ways that also support the local economy and bring value to landowners. | TRORC/ANR/NGOs | Moderate | Ongoing | Medium | Federal/ State |
| TRORC will work with member towns on Town Plans and bylaws that will address smaller development not subject to Act 250 so that it is done in ways that preserve the functions of these areas while allowing compatible development. | TRORC/ Municipalities | Low | Ongoing | Medium | State |
| Flood Resilience | | | | | |
| TRORC will work with towns to strengthen their Flood Hazard Bylaws in order to mitigate risks to public safety, critical infrastructure, historic structures, and municipal investments from inundation and erosion. | TRORC/ANR | Low | ASAP | High | ANR/ DEHMS |



LAND USE: CHAPTER 3

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|----------------------------|----------------|----------|----------|---------------------|
| TRORC will work with VTTrans on advocating for and improving the flood capabilities of state- or town-owned transportation infrastructure. | TRORC/VTTrans | N/A | ASAP | High | DEMHS |
| TRORC should continue working with the emergency coordinators and selectboards from each town to develop mitigation plans and emergency preparedness and recovery procedures from flooding. | TRORC/ Municipalities | Low | Ongoing | High | DEMHS |
| Existing homes and businesses at serious risk of flood damage should be identified and prioritized by towns in concert with the VT ANR River Management Section and TRORC for mitigation actions such as elevation/relocation or purchase and demolition. | TRORC/ Municipalities/ ANR | High | ASAP | Medium | HMGF |
| To fully address flood risks, towns should add areas not designated in either FEMA's maps or in VT ANR's maps but that are flooded during a weather event to local flood regulations. | Municipalities/ ANR | Low | Ongoing | Medium | N/A |
| Watershed-level planning should be done by towns with assistance from TRORC to evaluate natural and constructed flood storage options upstream of existing areas of concentrated development that are at risk of flooding. | TRORC/ Municipalities | Moderate | Mid-term | Medium | ANR |
| TRORC will work with VT ANR, towns, and landowners to lessen flood risk by restoring natural channel functions through berm or dam removal or intentional lowering of streambanks. | TRORC/ANR/ Municipalities | High | Ongoing | Medium | Various |
| TRORC will work with towns to understand the impact stormwater runoff has on the Region and on specific towns, and then work to address impacts from impervious surfaces through increased retention and infiltration. | TRORC/ANR | Moderate | Ongoing | High | Various |
| The State should institute a permanent buyout program to continue to lessen flood risk. | State | High | Ongoing | High | Various |
| TRORC will work with VT ANR to adjust the boundaries of river corridors in developed areas per the Vermont Flood Hazard Area and River Corridor Protection Procedure. | TRORC/ANR | Moderate | Ongoing | Medium | Various |

TRANSPORTATION: CHAPTER 4

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|-----------------------------|----------------|------------|----------|---------------------|
| Overall Transportation | | | | | |
| TRORC will assist towns to develop capital improvement plans that address paved and gravel road maintenance costs. | TRORC | Low | Ongoing | High | VTrans |
| Towns and the State should maintain roads and bridges in good condition and must design new transportation facilities to be flood resilient. | Municipalities/ State | Moderate-High | Ongoing | High | Local/ State |
| Towns should consider options to reduce winter maintenance costs, including, but not limited to, downgrading winter road maintenance policies, combined with a public information campaign to alter traveler expectations of snow removal. | Municipalities | N/A | Ongoing | Low | N/A |
| Towns should identify dead-end Class 3 town roads that serve few structures and consider reclassification to Class 4 to reduce town expenses. | Municipalities/ TRORC | Low | Ongoing | Low | N/A |
| Towns should identify any local bridges that are redundant and can be abandoned or removed, or need not to be rebuilt if destroyed. | Municipalities | N/A | Short-term | High | N/A |
| TRORC will work with others to better estimate the full cost of the transportation system. | TRORC | N/A | Ongoing | Medium | N/A |
| TRORC will support regional coordination efforts by transit providers to achieve cost efficiencies, provided that services are not negatively affected. | TRORC/VTrans | Low | Ongoing | Low | State |
| Land Use and Transportation | | | | | |
| TRORC will continue to review and participate in Act 250 permit proceedings. | TRORC | Low | Ongoing | High | ACCD |
| TRORC will continue to work with towns to ensure Town Plans are consistent with the Regional Plan and state policy. | TRORC/ Municipalities | Low | Short-term | High | State |
| TRORC will work with towns and the Vermont Agency of Transportation to achieve context-sensitive solutions that enhance historic, scenic, and agricultural properties of roadways consistent with public safety through transparent public processes and project development. | TRORC/State/ Municipalities | Low | Ongoing | Medium | VTrans |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------|-------------------|----------|----------|------------------------|
| The Natural Resources Board must revise Act 250 rules regarding Master Plans to make Master Plans a mandatory requirement for large-scale, multi-phase developments that have the potential for substantial regional impacts. | State | N/A | ASAP | High | N/A |
| TRORC shall support efforts to develop context-sensitive municipal parking facilities in Regional and Town Centers. | TRORC | Moderate | Ongoing | Medium | State |
| TRORC will encourage communities to develop land use regulations that promote reduced density in rural areas. | TRORC | N/A | Ongoing | Medium | N/A |
| TRORC will seek out new ways its municipalities can approach issues of density in rural areas. | TRORC | N/A | Mid-term | High | N/A |
| TRORC will update this Transportation chapter to coincide with any future updates to the Land Use chapter. | TRORC | Low | Ongoing | High | VTrans |
| <i>Housing and Transportation</i> | | | | | |
| TRORC will work with housing providers and developers to ensure that new multi-family housing, assisted living facilities, and health and human service facilities be located in close proximity to services in village and urban centers or along public transportation fixed routes. | TRORC | Low | Ongoing | Medium | Various |
| TRORC will work with member towns during plan and bylaw revisions to further connect housing needs to transportation system efficiency, reducing the need to travel solely by car and increasing access to goods and services. | TRORC | Low | Ongoing | High | Various |
| <i>Environmental Considerations</i> | | | | | |
| Vermont Agency of Transportation and the Transportation Advisory Committee will work to reduce wildlife crossing collisions through improved signage and wildlife passage facilities. | TRORC/State | Moderate | Ongoing | Low | Various |
| TRORC will work with local highway departments as requested to assist with compliance with the Municipal Roads General Permit to minimize stormwater runoff, minimize road/river conflicts, and minimize roadway erosion. | TRORC/ Municipalities | High | Ongoing | High | State/ Federal |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------|----------------|----------|----------|---------------------|
| Towns should consider minimizing the use of impervious surfaces for parking through shared parking, reduced parking requirements when supported by data, or phased parking development when demand arises. | Municipalities | N/A | Ongoing | Medium | N/A |
| The Vermont Agency of Transportation, FEMA, ANR, the Vermont Department of Public Safety, and others involved in flood recovery should address wildlife and aquatic passage needs in new construction and upgrades of bridges and culverts when feasible. | State/Federal | High | ASAP | Medium | VTrans/ ANR/FEMA |
| TRORC will pursue funding opportunities to advance the planning and construction of projects that preserve or enhance water quality. | TRORC/ANR | High | Ongoing | Medium | Various |
| TRORC shall encourage agricultural and silvicultural businesses to use best management practices that minimize damage to roadways, land, and waterways. | TRORC | N/A | Ongoing | Medium | N/A |
| With support from the State, TRORC will work with towns to implement the strategies and actions outlined in the <i>Regional Energy Implementation Plan</i> , thereby helping to shift the Region to more energy efficient and less polluting transportation systems. | TRORC/ Municipalities | Moderate | Ongoing | High | Various |
| Towns should track damages to highways during all hazard events. | Municipalities/ State | Low | Ongoing | High | Taxes |
| <i>Economic Development and Transportation</i> | | | | | |
| TRORC will continue to assist towns with their efforts to improve public access to outdoor recreational opportunities, while ensuring consistency with local and regional land use plans. | TRORC/ Municipalities | Low | Ongoing | High | Various |
| TRORC will continue to ensure that regional transportation planning activities are integrated with land use planning and economic development planning efforts. | TRORC | Low | Ongoing | Medium | N/A |
| <i>Driving</i> | | | | | |
| TRORC will offer support to towns in capital budgeting for transportation facilities and related equipment. | TRORC/ Municipalities | Low | Ongoing | Medium | State |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|----------------------------|-------------------|----------|----------|------------------------|
| TRORC will continue to work with towns to identify and address road safety risks through the Vermont Agency of Transportation's Systemic Local Roads Safety Program. Focus on roads that have development proposals and/or are expected to support increased development. If the State declares a road or intersection a high accident location, then conduct a road safety audit and advocate for those improvements to be implemented. | TRORC/State | Low | Ongoing | Medium | VTrans |
| TRORC will continue conducting speed studies as requested by towns. | TRORC | Low | Ongoing | High | VTrans |
| TRORC will work with towns to promote traffic calming, including development of road standards that promote traffic calming in private development. | TRORC | Low | Ongoing | Medium | VTrans/ MPG |
| TRORC will work with towns and Vermont Agency of Transportation to identify poor pavement conditions for improvement. TRORC will continue collaborating with Vermont Agency of Transportation on paving projects and district leveling prioritization. | TRORC/VTrans | Low- Moderate | Ongoing | Medium | VTrans |
| TRORC will offer town support as needed as liaisons for Vermont Agency of Transportation projects. | TRORC | Low | Ongoing | High | VTrans |
| VTrans should take over Route 132 as a state highway. | VTrans | High | Ongoing | Medium | VTrans |
| Public Transportation | | | | | |
| TRORC will advocate for increased funding for more robust transit services that encourage increased ridership. | TRORC/Transit Providers | N/A | Ongoing | High | N/A |
| TRORC will support funding increases to meet demand in transportation services for the elderly and people with disabilities. | TRORC/Transit Providers | N/A | Ongoing | High | N/A |
| TRORC will advocate for increased capital investments for commuter and human service public transportation. | TRORC/Transit Providers | N/A | Ongoing | High | N/A |
| TRORC will continue coordination with agencies in providing transportation services for the elderly and people with disabilities. | TRORC/Transit Providers | N/A | Ongoing | High | VTrans |
| TRORC will support the development of the Upper Valley U.S. Route 4 commuter bus service. | TRORC | N/A | Ongoing | High | N/A |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|-------------------------|----------------|----------|----------|---------------------|
| TRORC shall assist interested communities with studies and planning designed to improve multi-modal networks in Regional and Town Centers. | TRORC | Low | Ongoing | Medium | Various |
| TRORC will assist transit providers in assessing unmet transit needs and developing strategies to meet those needs. Strategies could include, but are not limited to, improving coordination between providers to identify and address underutilized capacity of existing services. | TRORC/Transit Providers | Moderate | Ongoing | High | State |
| TRORC will advocate for and support providers in continuing to adopt technologies that help reduce costs, improve efficiency, and enhance service quality. | TRORC | Moderate | Ongoing | High | State |
| TRORC will support regional efforts to disseminate public information about available transit options. | TRORC | Moderate | Ongoing | High | State |
| <i>Carpooling and Park and Rides</i> | | | | | |
| The Transportation Advisory Committee (TAC) shall continue to identify park and rides in need of state investments and improvements, including the lot at the Hartford I-89/I-91 interchange (CMG PARK(12)SC). | TRORC | Moderate | Ongoing | High | State |
| Towns should apply to the Municipal Park and Ride Program and expand the regional park and ride network. | Municipalities | N/A | Ongoing | Medium | VTrans |
| TRORC and towns should continue to support public transportation and ride-share programs to reduce the Region's dependency on single-occupant vehicle trips. | TRORC/ Municipalities | N/A | Ongoing | High | N/A |
| Towns should consider shared parking lots with other properties that may become formal or informal park and ride lots. | Municipalities | N/A | Ongoing | Low | N/A |
| TRORC shall support efforts to develop and improve park and ride lots in village areas. | TRORC | N/A | Ongoing | Medium | N/A |
| TRORC will advocate for more state funding for park and ride lots. | TRORC | N/A | Ongoing | High | State |
| TRORC will support efforts to incorporate electric vehicle charging infrastructure into formal park and ride lots and other appropriate locations, as practicable. | TRORC | Moderate | Ongoing | High | State |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|--------------------------|-------------------|------------|----------|------------------------|
| <i>Walking and Biking</i> | | | | | |
| TRORC will work with towns and the Vermont Agency of Transportation to institutionalize pedestrian and bicycle accommodations (including transit connectivity) in all of its planning, engineering, and construction related activities (i.e., implement “Complete Streets”), especially in regional, town, and village centers. In addition to the existing local land use regulations, this work will include development of free-standing Bicycle and Pedestrian Plans for interested towns. | TRORC/State | Low- Moderate | Ongoing | Medium | Various |
| TRORC will work with towns to support land use regulations that increase the density and mixed use development pattern that improves walking and bicycling conditions by shortening trips between where people live, work, and recreate. | TRORC/ Municipalities | N/A | Ongoing | High | N/A |
| TRORC will cooperate with private and public initiatives that seek to market walking and bicycling in towns and the Region and participate in state and local initiatives that promote bicycling and walking. | TRORC | N/A | Ongoing | Low | N/A |
| TRORC will use objective measures to gauge the potential for walking and bicycling to assess priorities for investments in these modes. These measures could include population density, employment density, and block sizes or intersection density. | TRORC | N/A | Ongoing | Low | N/A |
| TRORC will continue to support municipal planning for safe routes to school, especially within densely settled villages or town centers. | TRORC | N/A | Ongoing | High | N/A |
| TRORC will advocate that commercial and other development projects invest in transportation infrastructure and services to increase use of alternative modes such as bicycling, walking, or transit, or provide necessary rights-of-way to allow later investment in those facilities. | TRORC | N/A | Mid-term | Medium | N/A |
| TRORC will provide education and training to large employers as opportunities arise on the benefits of providing showers and bike lockers for employees that commute by biking. | TRORC | Low | Short-term | Low | Various |



TRANSPORTATION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-------------------------------------|-------------------|----------|----------|------------------------|
| Telecommuting | | | | | |
| Towns, the State, telecommunications providers, and TRORC should map existing cellular and broadband services in the region, identify gaps, and work to provide coverage in those gap areas. | TRORC/State/ Municipalities | Low- Moderate | Mid-term | Low | Various |
| Private businesses should support telecommuting and teleconferencing options where practical for employees. | Private Sector | N/A | Ongoing | Medium | N/A |
| As opportunities arise, TRORC will provide education to employers on the benefits of allowing some telecommuting for employees. | TRORC | N/A | Ongoing | Low | N/A |
| TRORC will support efforts to develop community-owned fiber optic Internet service. | TRORC/ Municipalities | Low | Ongoing | High | State |
| TRORC will support efforts to provide public access to teleconferencing equipment. | TRORC | Low | Ongoing | High | Various |
| Passenger and Rail Freight | | | | | |
| TRORC will support the implementation of the Northern New England Intercity Rail Initiative final recommendations for a Boston/New Haven to Montreal passenger rail service. | TRORC | High | Ongoing | Medium | Federal/ State |
| TRORC will support improved rail service along the I-91 corridor. | TRORC | High | Ongoing | Medium | Federal/ State |
| TRORC will work with towns to consider land use and transportation investment policies that make rail-based industries a viable commercial activity. | TRORC/ Municipalities/ VTrans | Low | Ongoing | Medium | Federal/ State |

WORKING LANDSCAPES: CHAPTER 5

| Action | Lead/Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|---|----------------|----------|----------|---------------------|
| TRORC, as part of its ongoing Technical Assistance Program, will provide planning advice and support to town planning commissions, conservation commissions, nonprofit conservation organizations, and other groups interested in sustaining agriculture and forestry. | TRORC | Low | Ongoing | Medium | Various |
| The Natural Resource Conservation Service, Conservation Districts, University of Vermont Extension, and others should continue efforts to educate landowners as to the benefits of maintaining and improving streambank vegetation and shoreline buffer. | Nat. Res. Conserv. Service/ Conserv. Dist./ UVM | Low | Ongoing | Medium | Various |
| The State and others should strengthen programs that are designed to provide new farmers access to farms and farmland, as well as programs designed to assist retiring farmers with the transition to a new generation. | TRORC/State | Low | Ongoing | Medium | Various |
| Streambank stabilization erosion control projects to protect farmlands from erosion should use vegetation and other natural materials when practical to protect wildlife habitat and water quality as well. | TRORC | Low | Ongoing | Medium | Various |
| Invasive species that threaten forestry and agriculture should be closely monitored by state and federal governments, and education and prevention methods shared with landowners. | NGOs | Moderate | Ongoing | High | Various |
| In order to keep land in production, the State should work to ensure that there are price supports, better marketing, or other mechanisms so that producers of food and fiber are able to be assured they will at least get paid their production costs. | State/Federal | High | Ongoing | High | Various |
| Local land use planning should consider the following as ways to promote agriculture and forestry: Agricultural zoning, Cluster development, Impact fees, Overlay districts, Performance standards, Purchase of development rights, Transfer of development rights. | TRORC/ Municipalities | Low | Ongoing | Medium | State |
| To promote a better understanding of the farming and forestry practices, and natural resource management in general, the industry, conservation organizations, public schools, and the tourism and recreation industries should sponsor continuing educational opportunities to the public. | Other | N/A | Ongoing | Low | N/A |
| TRORC should organize a regional committee of stakeholders to focus on how TRORC can support the local agricultural and forest products industry. | TRORC | Low | Ongoing | Medium | Various |



WORKING LANDSCAPES: CHAPTER 5

| Action | Lead/Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|----------------|----------------|----------|----------|---------------------|
| Towns should set up a town fund for conservation purposes to purchase lands or easements outright that are important to the town, or to leverage other public funds or donations for conservation purposes. | Municipalities | Moderate | Ongoing | Low | Local funds |

NATURAL RESOURCES: CHAPTER 6

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|------------------|-------------------|----------|----------|------------------------|
| Groundwater | | | | | |
| TRORC will work with the Agency of Natural Resources and with towns to identify and map aquifers and aquifer protection areas. | TRORC/ANR | Medium | Mid-term | Medium | Various |
| Towns are encouraged to develop Source Protection Plans for public water supplies or aquifers that have been identified. Such programs may include limiting or prohibiting development and other land uses within wellhead or aquifer protection areas. | Municipalities | Low-to-Moderate | Mid-term | Low | State/ Municipal |
| The Legislature must keep the Petroleum Cleanup Fund at a level sufficient to meet all cleanup needs. | Legislature | High | Ongoing | High | Federal/ State |
| TRORC will work with the Agency of Natural Resources, town officials, and others on educational outreach about the proper use of floor drains and local spill response capacity. | TRORC/ANR | Low | Ongoing | Low | State/ Regional |
| TRORC will coordinate with the Agency of Natural Resources, other state agencies, and local officials in the assessment, cleanup, and redevelopment of contaminated (brownfield) sites. | TRORC/ANR | Low | Ongoing | Low | State/ Regional |
| TRORC will assist towns when requested to identify, monitor, and protect important local groundwater resources as part of their planning programs. Aquifers, public water supplies, and recharge areas should be mapped whenever possible in order to determine critical areas for protection of drinking water supplies. | TRORC/DEC | Moderate | Ongoing | Medium | State |
| Surface Water | | | | | |
| Municipalities need to review existing and proposed water quality classifications of surface waters within town boundaries, or within basins, to determine if classifications meet the uses and needs. Both TRORC and the Agency of Natural Resources are available to provide support. | Municipalities | N/A | Ongoing | Medium | N/A |
| Municipalities must play an active role in the basin planning process and prepare water resources elements in municipal plans that are in compliance with state and federal laws. | Municipalities | Low | Ongoing | Medium | MPG |
| The Vermont Department of Environmental Conservation's listing of threatened and impaired waters must be targeted for immediate attention. | ANR | N/A | ASAP | High | N/A |
| Towns in the Region are encouraged to cooperate on a watershed-wide basis when planning for surface water quality and use. | Municipalities | N/A | ASAP | High | N/A |



NATURAL RESOURCES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|--------------------------|-----------------|-----------------|----------|---------------------|
| TRORC, in cooperation with the Vermont Watershed Management Division, the Agency of Natural Resources, Vermont Local Roads Program, and the Agency of Transportation, should advise town officials on cost-effective road erosion and sediment control. | TRORC/ANR | Low | Ongoing | Medium | VTrans/ANR |
| TRORC shall continue to participate in watershed and basin planning efforts. | TRORC | Low | Ongoing | High | ANR |
| Unless there are specific public benefits to lower classifications, the Agency of Natural Resources shall adopt the highest possible classification and uses for water bodies based on their actual conditions and uses or that which is reasonably attainable. | TRORC/ANR | N/A | Per Basin Plans | High | N/A |
| Public and private sectors should refrain from activities that spread invasive plants such as ill-timed roadside mowing, transporting invasive plants in ditch soil, and the cleaning of mowing and earthmoving equipment after working in an infested area. Road maintenance personnel should be trained to recognize the invasive plants on the Vermont Noxious Weed Quarantine List and Watchlist. | Towns/ VTrans | Low | ASAP | High | N/A |
| The Agency of Natural Resources and local watershed groups are encouraged to monitor water quality, and when monitoring indicates a water quality violation, to promptly locate and address the source of degradation when possible. | ANR/ Watershed Groups | N/A | Ongoing | Medium | N/A |
| In preparation for writing any basin plans, the Agency of Natural Resources must conduct a comprehensive assessment of water quality in such basins and identify the source(s) of any known water quality problems. | ANR | N/A | Ongoing | Medium | N/A |
| Proper erosion control procedures shall be applied in all construction activities, and all stormwater shall be treated through natural or mechanical systems to remove nutrients and sediments and to attenuate flood flows to natural levels before any stormwater reaches streams. | Various | Low | Ongoing | High | Various |
| To protect high-quality forested riparian (riverbank, streambank, or lakeshore) habitat, towns should prohibit development near these areas and regulate the disturbance of vegetation in riparian zones through general, conditional use, and/or site plan standards. | Municipalities | Low-to-moderate | ASAP | High | MPG |
| The Agency of Agriculture, Food, and Markets must revise the Required Agricultural Practices to manage animal uses in buffer areas. | Agency of Ag | Low | Ongoing | High | State |



NATURAL RESOURCES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------------------|-----------------|----------|----------|---------------------|
| Wetlands | | | | | |
| The State of Vermont must more accurately identify and map significant wetland areas not currently classified as Class 1 or 2 wetlands and petition the Agency of Natural Resources to have such areas reclassified at a higher level. | State | Medium | Mid-term | Medium | State |
| TRORC should work with towns to establish a priority list of wetlands for protection and/or acquisition. | TRORC/Local Conservation Commissions | Low | Ongoing | Low | MPG |
| The State should provide property tax relief incentives for the protection of designated wetlands. | Municipalities | N/A | Ongoing | Low | N/A |
| To protect wetland functions, native biological diversity, and the loss of habitat, towns should adopt zoning and/or subdivision regulations that discourage development near wetlands and vernal pools that are not already protected under state or federal law. They should consider restricting development within 500 feet of all wetlands in conservation districts. | TRORC/ Municipalities | Low-to-Moderate | Mid-term | Medium | MPG |
| TRORC supports and encourages community efforts to identify and inventory wetlands, including vernal pools, and to adopt mechanisms for their increased protection, including formal petitions to be shown on the Vermont Wetlands Inventory Map. This information can increase the effectiveness of the state and federal regulatory process. | TRORC/ ANR/ Municipalities | Low-to-Moderate | Ongoing | Medium | State |
| Wildlife Resources | | | | | |
| With the help of specialists from the Department of Fish and Wildlife or the Vermont Institute of Natural Science, towns in the Region should work to inventory wildlife species; sensitive areas including wetlands, vernal pools, bogs, and fens; mature oak trees; and critical habitats for birds, deer, bear, bobcats, heron, and threatened or endangered plant species. | Municipalities | Moderate | Mid-term | Low | MPG/VTFW |
| Towns should establish Conservation Commissions that work alongside VTrans, Vermont Fish and Wildlife, and nonprofit conservation organizations to maintain wildlife corridors. | Municipalities | N/A | Ongoing | Medium | N/A |
| Towns are encouraged to use mechanisms such as cluster zoning, conservation districts, transferring or purchasing of development rights, or purchasing of land containing critical habitat areas in order to maintain the integrity of large forest blocks and preserve critical habitat and habitat connectors. | Municipalities | High | Ongoing | High | Private/ Federal |



NATURAL RESOURCES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|---|-------------------|----------|----------|------------------------|
| Towns should work cooperatively and seek assistance from land trusts to maintain large tracts of undeveloped habitat that cross political boundaries. | Municipalities/ State | N/A | Ongoing | Low | N/A |
| Town Plans and zoning regulations should protect significant natural features and sensitive habitat areas by using setbacks and buffers. | TRORC/ Municipalities | Low | Ongoing | High | State |
| Local officials are encouraged to work with staff from regional offices of the Vermont Department of Fish and Wildlife and wildlife biologists from VINS to assist in identifying and creating inventories of the critical habitat areas and significant natural communities in their municipalities. | Municipalities | Moderate | Ongoing | Medium | MPG/VTFW |
| Towns should attempt to identify critical bear habitat areas within the broader areas identified on Vermont bear habitat maps. | Municipalities | Moderate | Mid-term | Low | MPG/VTFW |
| VTrans and towns should always consider terrestrial and aquatic wildlife passage as part of a design when constructing bridges and culverts, especially in areas along known wildlife corridors. | VTrans/ Municipalities/ Fish & Wildlife | High | Ongoing | Medium | VTrans |
| Towns should time roadside mowing to limit spread of plants such as wild chervil and wild parsnip. | Municipalities | Low | Ongoing | High | Municipalities |
| When using heavy machinery near streams, machinery operators must clean them before and after use to avoid inadvertent spread of species such as Japanese knotweed. | Municipalities | Low | Ongoing | High | Municipalities |
| Air Quality | | | | | |
| Install and maintain a regional air quality monitoring network in cooperation with the Vermont Agency of Natural Resources so as to determine current and potential threats to air quality. Potential impact areas include village centers or other areas of traffic congestion and high elevations, where pollutants and acidic levels are potentially greater and more harmful to fragile vegetation. | ANR | Moderate | Mid-term | Low | State |
| Municipalities and state agencies should educate communities about the impacts of trash burning and develop more effective mechanisms to enforce laws prohibiting backyard burning of trash, including the adoption of civil ordinances. | ANR | Low | Ongoing | Low | State/ Municipal |
| Woody debris from site clearing or forestry operations should be left on site or chipped, instead of being burned, in order to reduce pollution and to enable this material to contribute to soil formation. | Various | Low | Ongoing | Low | Various |
| TRORC should be prepared to comment upon projects outside the Region that may potentially impact air quality within the Region. | TRORC | Low | Ongoing | Medium | State |



NATURAL RESOURCES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|------------------|-------------------|----------|----------|------------------------|
| <i>Mineral Resources</i> | | | | | |
| All sites must plan for their eventual rehabilitation so that slopes are stable and the surface is revegetated. To that end, topsoil shall not be removed from sites and excavations shall stop early enough so that stable slopes can be established on the property. | Contractors | Low | Ongoing | Medium | N/A |
| Mineral extraction and processing facilities must be planned and developed so they do not place an excessive or uneconomic burden on local and state highways and bridges. | Contractors | Low | Ongoing | Medium | N/A |
| All extraction sites must maintain at least a 50-foot buffer of undisturbed land by any wetland or surface water and sufficient additional land above the grade of adjacent streams to preclude a danger of avulsion of the stream into any working areas under flood conditions. | Contractors | Low | Ongoing | Medium | N/A |

HISTORIC, CULTURAL, ARCHEOLOGICAL & SCENIC RESOURCES: CHAPTER 7

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|----------------|----------------|----------|----------|---------------------|
| Historic Resources | | | | | |
| TRORC should continue to support efforts to designate National Historic Register Districts and Sites. In so doing, TRORC should coordinate with the State and affected municipalities. In accordance with Section 106 of the National Historic Preservation Act, TRORC must review all federally funded projects in the Region that affect Register properties or places to ensure that such publicly assisted projects are planned with due consideration to the resource. | TRORC | Low | Ongoing | Medium | State |
| TRORC, as part of its Transportation Planning Program, should continue its work with the Agency of Transportation, town officials, its Transportation Advisory Committee, and other groups and organizations to ensure that design standards and plans for proposed transportation projects are reasonably compatible with historic resource needs and values. (See Transportation chapter.) | TRORC | Low | Ongoing | Medium | State/ VTrans |
| Towns are encouraged to clearly outline in their plans those resources deemed worthy of protection. Town officials can participate in the Act 250 process, thus influencing decisions affecting historic sites in their community. | Municipalities | Low | ASAP | High | MPG |
| Archeological Resources | | | | | |
| To increase public awareness of archeological resources, TRORC encourages archeologists, local and regional groups, towns, and landowners to organize educational programs focused on Vermont's ancient history. Such a program could be made a part of an overall cultural heritage program through public schools. | TRORC | N/A | Mid-term | Low | N/A |
| Local planning commissions, conservation commissions, historical societies, and other interest groups are encouraged to develop an archeological plan for their community as part of the overall master planning program. Such a plan could be an important step in planning for future development in identified areas or areas most likely to contain sites. Assistance and guidance are available from the state archeologist within the Division for Historic Preservation. | Municipalities | Low | Ongoing | Low | MPG |



HISTORIC, CULTURAL, ARCHEOLOGICAL & SCENIC RESOURCES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------|----------------|----------|----------|---------------------|
| <i>Outdoor Lighting Design and Management</i> | | | | | |
| TRORC should assist local and state policymakers in evaluating lighting options. TRORC will consider sponsorship of educational workshops for planning commissions, design professionals, and others to acquaint them with the principles of good lighting design. | TRORC | Low | Mid-term | Low | Various |
| Towns interested in planning for outdoor lighting in their communities should consider using their municipal plans to establish goals and objectives for lighting. Additionally, consideration should be given to incorporating a lighting section into a town's zoning ordinance to cover lighting installations in all or parts of the town. | TRORC/ Municipalities | Low | Ongoing | Low | MPG |
| TRORC staff should continue to work with Vermont's public utilities and design professionals to evaluate lighting technologies and efficiencies. | TRORC | N/A | Ongoing | Medium | N/A |

HOMES IN THE REGION: CHAPTER 8

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------------|----------------|------------|----------|---------------------|
| TRORC will continue to assist nonprofit housing organizations in the development of affordable housing projects and programs when such efforts are consistent with the policies of the Regional Plan. | TRORC/ Nonprofits | Low | Ongoing | High | Various |
| TRORC will continue to provide professional assistance to member municipalities in the identification of housing needs and implementation of local housing assistance programs, including revising regulations to encourage more housing to meet town needs and minimize development costs while still protecting community values and to qualify for a Neighborhood Development Area designation. | TRORC/ Municipalities | Low | Ongoing | Medium | Various |
| Community leaders within the Region will work with state housing agencies, nonprofit organizations, and lending institutions to ensure the availability of loan or grant funds for Vermonters to purchase, acquire, or improve their primary homes. | Others | N/A | Short-term | Low | N/A |
| TRORC will continue to work with the State and towns on regulatory efforts to make quality construction happen. | TRORC/State/ Municipalities | Low | Short-term | High | State |
| Towns within the Region should actively cooperate with local and regional nonprofit housing trusts to develop and preserve new and existing housing, with mechanisms to assure the perpetual affordability of that housing. | Municipalities/ Others | N/A | Ongoing | High | N/A |
| Community leaders, housing advocates, and TRORC must work to retain Vermont's innovative publicly financed home mortgage lending and housing assistance programs. | VHCB/VHFA/ TRORC | Low | Ongoing | High | Various |
| TRORC will assist towns in writing strong housing components in Town Plans that are based on current data that address proven needs. TRORC will actively help identify land that is suitable for development so that towns may work with developers and existing property owners to promote mutually beneficial partnership opportunities. | TRORC/ Municipalities | Low | Short-term | High | Various |
| TRORC will educate communities on density allowances in towns, encourage communities to allow for ADU approval at the municipal staff level, and enhance local awareness of the need for workforce housing in the Region through community forums. | TRORC | Low | Short-term | Medium | Various |



HOMES IN THE REGION *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-----------------------------------|----------------|------------|----------|---------------------|
| TRORC should offer assistance to towns to address aesthetic concerns about housing in ways that reduce permitting obstacles while resulting in quality projects. | TRORC/ Municipalities | Low | Short-term | Medium | State |
| TRORC will facilitate discussions with local land developers, bankers, and community leaders to better understand the structural and institutional impediments to providing new housing throughout the Region. | TRORC | N/A | Short-term | Medium | N/A |
| TRORC will work with housing providers and adjacent regional planning commissions to understand our neighbors' growth pressures and increase housing production that meets our joint needs. | TRORC/ Municipalities/ NGOs | Moderate | Short-term | High | Various |
| Towns and the State should provide incentives to property owners to rehabilitate existing vacant structures for housing in town, village, and hamlet centers that are compatible with existing neighborhoods. Towns should incentivize affordable housing through a variety of methods, including regulatory bonuses, easier permitting, and minimizing lot size, parking, and other requirements. | Municipalities/ State | High | Ongoing | High | Various |
| TRORC will represent the Regional Plan's housing policies to the Vermont State Legislature. | TRORC | N/A | Ongoing | High | N/A |
| TRORC will support the public awareness campaign of the Vermont Housing and Finance Agency and facilitate the education of our towns on the Federal Fair Housing Law. | TRORC | N/A | Ongoing | Low | N/A |
| TRORC should work with towns facing pressure for Short-term rentals so that they retain housing for residents while allowing such a business model to produce income for residents. | TRORC/ Municipalities | Low | Ongoing | Low | State |

UTILITIES, FACILITIES, AND SERVICES: CHAPTER 9

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|--------------------------|------------------|-----------|----------|---------------------|
| Overall Utilities, Facilities, and Services | | | | | |
| TRORC will foster partnerships between public investment planning and implementation activities and the private sector in a manner which advances the goals and policies set forth in this Plan. | TRORC | N/A | Ongoing | Medium | N/A |
| TRORC should look into developing a capital budget for the Region. | TRORC | Moderate | Long-term | Low | N/A |
| Water and Wastewater Systems | | | | | |
| Municipal plans, per Vermont statutes, shall identify and prioritize future capital improvements and major repairs and estimate costs and means of financing for maintenance and future capacity. | Municipalities | Low | ASAP | High | MPG |
| TRORC will assist communities with the identification and prioritization of future capital improvements and major repairs. | TRORC | Low | Ongoing | High | Various |
| TRORC will offer capital budgeting workshops throughout the Region. | TRORC | Low | Ongoing | High | ACCD |
| Water efficiency programs and codes should be adopted at the state or local level to reduce demand on municipal water systems. | State/ Municipalities | Low | ASAP | High | Various |
| TRORC shall seek grant opportunities to map water and wastewater systems throughout the Region. | TRORC | Low | Mid-term | Medium | Various |
| When funding is available, municipal plans should inventory water and wastewater systems to identify current and projected capacity gaps. | Municipalities | Low | Long-term | Medium | MPG |
| Municipalities should conduct periodic auditing of all water and wastewater distribution systems for calculation of infiltration and losses. | Municipalities | Low- Moderate | Ongoing | Medium | Various |
| Municipalities are encouraged to adopt regulations or amend current regulations that promote dense development in areas with public sewer and water. | Municipalities | Low | Ongoing | Medium | State |
| Solid Waste | | | | | |
| TRORC will continue to assist member towns, alliances, and the Greater Upper Valley Solid Waste Management District in the update and implementation of municipal and regional solid waste plans. | TRORC | Low | Ongoing | Medium | Various |
| TRORC will support and participate in any future discussions regarding the development of regional waste management services. | TRORC | N/A | Ongoing | Medium | N/A |



UTILITIES, FACILITIES AND SERVICES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|-----------------------------------|-----------------|------------|----------|---------------------|
| TRORC should assist towns in meeting the Universal Recycling Law requirements through outreach and education, with assistance from the Agency of Natural Resources. | TRORC | Low | Short-term | Medium | Various |
| All towns or districts of this Region are encouraged to contact TRORC offices regarding their current planning activities and determine if their SWIP revisions meet the overall goals and policies of this Plan. | Municipalities/ Districts | Low | Ongoing | Medium | N/A |
| TRORC should study the affordability of solid waste services in the Region. | TRORC | Moderate | Mid-term | Low | State |
| <i>Educational Facilities and Services</i> | | | | | |
| Town and school authorities should create and maintain safe pedestrian access and transit opportunities to educational facilities, in line with Safe Routes to School efforts. | Municipalities/ TRORC | Low | Ongoing | Medium | VTrans |
| Towns must assess and incorporate the needs of disabled children and staff into educational facility and budgetary planning efforts to ensure the provision of free and appropriate education for all children. | TRORC/ Municipalities | N/A | Ongoing | High | N/A |
| <i>Child Care Services</i> | | | | | |
| TRORC should work with towns to address identified needs for child care facilities or services by identifying publicly owned buildings throughout the Region and evaluating and prioritizing their suitability to serve as child care facilities after considering Vermont regulations. | TRORC/ Municipalities, Businesses | Low-Moderate | Short-term | Low | Various |
| Towns should review their zoning regulations (if adopted) to determine the ability of the regulations to allow child care providers to be located in the town. | Municipalities | Low | Ongoing | High | State |
| Develop business “how-to” guides for providers to navigate local permitting. | State | Low | Short-term | Medium | State |
| Conduct a child care needs assessment in the Region. | TRORC | Low-to-Moderate | Mid-term | Medium | State |
| <i>Telecommunications</i> | | | | | |
| TRORC should continue to participate actively in the Section 248a permitting process. | TRORC | Low | Ongoing | High | ACCD |
| Communities should seek out funding to implement new or sustain existing Wi-Fi zones in villages and downtowns. | Municipalities | Low | Short-term | Medium | Various |
| The State should continue to support programs that achieve universal broadband and cellular communication access. | State | High | Ongoing | High | State |



UTILITIES, FACILITIES AND SERVICES *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-------------------------------------|---------------------|----------|----------|------------------------|
| <i>Municipal Buildings and Properties</i> | | | | | |
| Towns should assess expected maintenance and upgrades for town buildings and create reserve funds to cover these so that these buildings remain in good condition. | Municipalities | Moderate | Ongoing | High | Various |
| TRORC should assist towns with planning, public dialogue, and grant writing, if requested, when considering constructing new buildings so that they meet community needs and are located wisely. | TRORC/ Municipalities | Low-to- Moderate | Ongoing | Medium | State |
| The State must consider effects on the Region and our towns if they are considering siting new buildings so they fit well with the Region's needs. | State | N/A | Ongoing | Medium | N/A |
| <i>Recreational Opportunities</i> | | | | | |
| TRORC will assist communities with the establishment of Conservation Commissions and will support existing Conservation Commissions when possible. | TRORC | Low | Ongoing | Medium | Various |
| TRORC should help towns develop highway policies that address recreation needs and should encourage the adoption of walkable communities programs within the Region. | TRORC/ Municipalities/ VTrans | Low | Ongoing | High | State/ Federal |
| TRORC should assist towns with establishing and managing town forests. | TRORC/ Municipalities | Low | Ongoing | Medium | State |
| TRORC should work with the State, White River Partnership, and the Vermont River Conservancy on increased river access. | TRORC/NGOs/ State | Moderate | Ongoing | Medium | Various |
| <i>Shared Services/Infrastructure</i> | | | | | |
| TRORC will assist communities with the development of inter-local agreements, union municipal districts, and other cooperative agreements whenever possible. | TRORC/ Municipalities | Low-to- Moderate | Ongoing | High | State |

EMERGENCY MANAGEMENT: CHAPTER 10

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|-----------------------------|----------------|----------|----------|---------------------|
| State and federal governments must continue funding and operation of warning systems, including the National Weather Service's Emergency Alert System, NOAA weather radio and USGS river and precipitation gauges. | State/Federal | Moderate | Ongoing | High | State/Federal |
| Towns should pursue the use of capital programs and reserve accounts to properly budget for emergency vehicles and other large capital costs, as well as coordinate and share services to achieve overall efficiencies. | Municipalities/ TRORC | Low | Ongoing | High | Municipalities |
| Towns should encourage sprinkler systems in residential structures to reduce loss from fire. | Municipalities | High | Ongoing | Medium | Various |
| TRORC will continue to work with all communities to annually update Local Emergency Operations Plans, ensuring that these plans take into account the varied needs of people with disabilities, pets, and those without access to transportation. | TRORC/ Municipalities | Moderate | Ongoing | High | DHS/VT DEMAS |
| TRORC will continue to work with all communities on hazard mitigation efforts, including updating mitigation plans, enhancing road and bridge standards for resiliency, and addressing flood resilience in Town Plans. | TRORC/ Municipalities | Low | Ongoing | High | FEMA |
| TRORC will continue to work cooperatively with local emergency response organizations, VEM, LEPC #12, social service agencies, long-term recovery organizations, community resilience organizations, and others to help improve emergency planning response and recovery. | TRORC/DEHMS/ Municipalities | Low | Ongoing | High | DEHMS |
| The federal and state governments should increase funding for preparedness and mitigation planning and actions at the local level in order to reduce escalating response and recovery costs. | VEM/ Federal | Moderate | ASAP | High | Federal |
| FEMA should modernize flood maps, especially in Orange County and in unnumbered A zones, and incorporate newer flood frequency predictions into maps. | FEMA | High | ASAP | High | FEMA |
| TRORC should assist towns and VT ANR in refining river corridor maps. | TRORC/ANR | Low | Mid-term | High | Various |



EMERGENCY MANAGEMENT *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|------------------|-------------------|----------|----------|------------------------|
| TRORC should work to ensure that new hazard assessment data from the state and federal levels is disseminated to the public and local officials so that capacity is risk based. | TRORC | Low | Ongoing | High | Various |
| Communities should work to ensure that important local facilities that provide emergency services, water, food, and gas or that act as emergency shelters are able to function during power outages. | Municipalities | Moderate | Ongoing | Medium | Various |
| TRORC should work with towns and other organizations to coordinate land use, transportation, and energy policies and actions to result in more resilient communities. | TRORC | Low | Ongoing | High | Various |
| TRORC should assist towns in response and recovery stages through damage documentation assistance and navigating federal and state grants. | Municipalities | High | Ongoing | High | FEMA |
| TRORC will continue to do outreach on preparedness by individuals and continuity planning for businesses so they are better prepared for expected incidents. | TRORC/VEM | Low | Ongoing | High | FEMA |
| Vermont should look into statewide building codes for residential wood heating systems. | State | Low | Mid-term | Low | State |

ENERGY: CHAPTER 11

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|---------------------|----------------|-----------|----------|---------------------|
| Electricity Conservation and Renewable Generation | | | | | |
| TRORC will provide education and outreach to municipalities on energy generation. | TRORC | Low | Ongoing | High | DPS |
| TRORC will advocate for continued incentives that lead to the retirement of Renewable Energy Credits in state. | TRORC | Low | Long-term | High | DPS |
| TRORC will help interested towns meet the standards set forth in Act 174 for Enhanced Energy Planning so that local preferences receive “substantial deference” in the Public Utility Commission’s Section 248 proceedings. “Substantial deference” is a term used in statute but has not been further defined in proceedings or litigation. | TRORC | Moderate | Ongoing | High | DPS |
| TRORC should promote the use of programs such as eHome and Zero Energy Now! in conjunction with Green Mountain Power and the Building Performance Professionals Association of Vermont (BPPA-VT) through outreach and education. | TRORC | Low | Ongoing | Medium | DPS |
| The Department of Public Service (DPS) should work with BPPA-VT to encourage HVAC and weatherization providers to join the organization to provide holistic energy advice to the Region. | DPS | Low | Long-term | Medium | DPS |
| DPS and TRORC should support and provide outreach for Energy Action Network’s Community Energy Dashboard and Efficiency Vermont’s customer engagement web portal and home energy reports. | DPS/TRORC | Moderate | Ongoing | Medium | DPS |
| TRORC and DPS should support efforts to develop programs that encourage energy conservation through behavioral change by advocating for a roll-out of smart rates in the Region. | TRORC/DPS | Low | Long-term | Medium | DPS |
| TRORC should fully integrate energy planning into the technical assistance it provides its member towns. | TRORC | N/A | Ongoing | Medium | State |
| TRORC will work with partners to promote a wide variety of renewable energy generation types, including adding photovoltaic solar installations and wind turbines, optimizing existing hydroelectric dams, promoting sustainable use of biomass and bio-digesters, and encouraging passive solar building designs. | TRORC/Efficiency VT | Low | Ongoing | High | DPS |



ENERGY *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|------------------|-------------------|------------|----------|------------------------|
| TRORC will develop easy to understand materials about the State's energy goals and how they interact with local and regional planning. | TRORC | Low | Long-term | High | DPS |
| TRORC will maintain an enhanced energy compliant Regional Plan in order to play a stronger regional role in the Public Utilities Commission (PUC) permitting process. | TRORC | Low | Short-term | High | State |
| TRORC will work with member towns on exploring possible shared energy program services aimed at improving efficiency and adoption of electrification and conservation measures, including hiring a multi-town energy coordinator. | TRORC | Moderate | Ongoing | Medium | DPS |
| Transportation and Land Use | | | | | |
| TRORC will encourage compact development, particularly housing, within town villages and downtowns and encourage a reduction of planned density in more rural areas. | TRORC | Low | Ongoing | High | State |
| TRORC will encourage communities to develop bylaws that allow for the development of co-working spaces as a way to reduce VMT. | TRORC | Low | Ongoing | Medium | ACCD |
| Employers should invest in workplace incentives for carpooling, cycling, public transportation use, and telecommuting. | Businesses | Moderate | Ongoing | High | VTrans |
| TRORC will work with groups such as the Vermont Bicycle and Pedestrian Coalition (VBPC), Local Motion, Green Mountain Bicycle Club, and towns to encourage safe bicycling as a transportation alternative in the Region. | TRORC | Low | Ongoing | Medium | VTrans |
| TRORC will provide technical assistance to communities interested in implementing Complete Streets to increase density and mixed uses in compact settlements and to foster transit-oriented development along major roads in rural areas. | TRORC | Moderate | Ongoing | High | VTrans |
| TRORC will continue to identify locations for additional park and rides (state and municipal) and work to expand existing park and ride infrastructure. | TRORC | Low | Ongoing | High | VTrans |
| TRORC will push for increased capacity and continue to support local transit providers through technical assistance. | TRORC | High | Ongoing | High | VTrans |
| TRORC will work with VTrans and local transit providers to ensure a seamless regional transit system and to explore possibilities for additional buses or routes. | TRORC | Low | Ongoing | High | VTrans |



ENERGY *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|--------------------------|-------------------|-----------|----------|------------------------|
| TRORC will work with VTrans to investigate the feasibility of commuter rail along the I-91 corridor. | TRORC and VTrans | High | Long-term | Low | VTrans |
| TRORC will work with communities to incorporate the principles of smart growth into their municipal plans and bylaws and to support creative economic development concepts that allow residents to live and work in their communities. | TRORC and Municipalities | Low | Ongoing | High | VTrans |
| TRORC will promote and share information provided by Drive Electric Vermont, including their video highlighting the costs and benefits of EVs. | TRORC | Low | Ongoing | Medium | DPS |
| TRORC should identify locations for alternative fuel stations (electric, biodiesel, etc.) in the Region and modify the Regional Plan to include them as allowed uses in appropriate locations. | TRORC | Low | Long-term | Low | DPS |
| TRORC should support efforts to switch municipal medium and heavy duty vehicles to biodiesel blends. | TRORC | High | Long-term | Low | DPS |
| Thermal Energy | | | | | |
| TRORC will support programs such as Zero Energy Now!, Weatherize Upper Valley with Vital Communities, and GMP's eHome by providing outreach and education to local planning commissions and energy committees and their communities. | TRORC | Low | Ongoing | Medium | DPS |
| TRORC will support and promote the Energy Action Network (EAN) energy dashboard and educate towns as to its use and benefits. | TRORC | Low | Ongoing | Medium | DPS |
| TRORC will distribute information regarding the available financing mechanisms for weatherization assistance, including information about the financial advantages of energy improvements. | TRORC | Low | Ongoing | Medium | DPS |
| TRORC should seek funding for an energy planning staff person who can work with towns, homeowners, and businesses to implement weatherization, energy efficiency, and renewable energy projects. | TRORC | Moderate | Long-term | Low | DPS |
| TRORC will work with utilities to implement their Renewable Energy Standard (RES) Tier 3 fuel-switching mandates through education and outreach to help promote weatherization. | TRORC | Low | Ongoing | Medium | State |
| DPS should work with fuel dealers to encourage them to become energy service providers. | DPS | Low | Ongoing | Low | DPS |



ENERGY *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-------------------------|-------------------|-----------|----------|------------------------|
| Local energy committees should work with owners of rental housing to educate them on the financial benefits of weatherization investments and should connect owners with contractors to complete weatherization projects. | Local Energy Committees | Low | Long-term | Medium | N/A |
| DPS should support K-12, higher education, and vocational education initiatives to bring energy ideas and solutions into the classroom by working with organizations such as the Vermont Energy Education Program (http://veep.org/). | DPS | Moderate | Ongoing | Medium | DPS |
| Local energy committees should work with Neighborworks Heat Squad, COVER, and community action agencies to promote their weatherization services. | Local Energy Committees | Low | Ongoing | Medium | N/A |
| DPS should work with local educational institutions such as Vermont Technical College to encourage continued technical training related to energy efficiency improvements. | DPS | Low | Ongoing | Medium | DPS |
| TRORC and towns should support programs and initiatives that encourage the development of small homes (less than 1,000 square feet) as a way to reduce energy use. | TRORC | Low | Long-term | Medium | ACCD |
| TRORC will provide outreach to towns and contractors on the use and enforcement of residential and commercial building energy standards for all new construction. | TRORC | Low | Ongoing | High | DPS |
| TRORC will support statewide efforts to increase energy efficiency code standards and statewide energy code enforcement by communicating regional concerns about enforcement with the Legislature and encouraging communities that have zoning to include a certificate of occupancy when they revise their regulations if they do not already have one. | TRORC | Moderate | Ongoing | High | DPS |
| TRORC should provide outreach to communities with a COO to ensure that they are tracking submissions of the RBES certificate. | TRORC | Moderate | Ongoing | High | DPS |
| TRORC will partner with Efficiency Vermont, Green Mountain Power, HVAC contractors, and others to promote cold climate heat pumps. | TRORC | Low | Long-term | High | DPS |
| DPS should coordinate all outreach efforts with fuel dealers and electrical contractors (potentially creating opportunities for electrical contractors to work with fuel dealers). | DPS | Low | Long-term | Medium | DPS |



ENERGY *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|--|-----------------------------------|-------------------|-----------|----------|------------------------|
| TRORC should provide communities with an analysis of potential areas that are suitable for geothermal ground source heat pumps when data is available. | TRORC | Low | Long-term | Low | DPS |
| Local energy committees should provide information to builders and developers regarding the benefits of geothermal systems (including heat pumps). | Local Energy Committees | Low | Long-term | Medium | N/A |
| TRORC, towns, and relevant nonprofits, including the Northern Forest Center, should conduct outreach and education by coordinating with advanced wood heat system vendors and contractors to hold informational public forums. | TRORC/ Municipalities/ NGOs | Low | Ongoing | Medium | Various |
| TRORC should provide outreach and education to communities to ensure residents are aware of existing incentives and rebates. | TRORC | Low | Ongoing | High | DPS |
| DPS should provide guidance to communities seeking to develop district heating systems. | DPS | Low | Long-term | Medium | DPS |
| DPS should conduct outreach efforts to public and nonprofit entities and housing organizations to provide information on biomass heating options. | DPS | Low | Long-term | Medium | DPS |
| Local energy committees should partner with project developers to promote the possibility of combined heat and power and district heating options. | Local Energy Committees | Low | Ongoing | Low | N/A |
| TRORC will support state efforts to provide additional funding for weatherization improvements, especially for low-and-moderate income populations. | TRORC | High | Ongoing | High | State |
| The State should support woodstove change, out programs to lower heat cost and reduce particulate emissions. | State | Moderate | Long-term | High | State |
| <i>Utility-Scale Renewable Energy Siting</i> | | | | | |
| TRORC will encourage communities and residents to identify areas with the potential for renewable energy siting. | TRORC | Moderate | Ongoing | High | DPS |
| TRORC should provide support for grid improvements that will allow improved renewable energy generation facility coverage in our Region by actively participating in the Act 250 and Section 248 review process. | TRORC | High | Long-term | High | DPS |

ECONOMIC DEVELOPMENT: CHAPTER 12

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|---|----------------|------------|----------|---------------------|
| TRORC will provide grant management, Act 250 support, and local regulatory reform assistance to further the development of job growth and workforce housing in areas close to employment and service opportunities. | TRORC | Low-Moderate | Ongoing | High | Various |
| TRORC will participate in discussions to improve the regulatory system at the state level and improve permitting coordination between local and state levels of government. | TRORC | N/A | Ongoing | Medium | N/A |
| TRORC will assist towns with village and downtown designation to provide incentives in these areas. | TRORC | Low | Ongoing | High | Various |
| TRORC will work in concert with towns and development organizations to provide technical support (such as support with permitting, funding, or brownfield assistance) to businesses wishing to stay in or relocate to core areas. | TRORC, Nonprofits | Low | Ongoing | Medium | Various |
| TRORC will work with Vermont state agencies, regional and local development groups, trade associations, Chambers of Commerce, planning commissions, and other groups to integrate land use planning with economic planning and development programs based on our Region's assets. | TRORC, State, Municipalities, Non-profits | N/A | ASAP | High | N/A |
| TRORC will review and recommend revisions to zoning bylaws and other land use guidelines to ensure they actively support vitality in town centers, including infill, adaptive reuse of structures, increased height limits, and density bonuses. | TRORC | Low | Short-term | High | ACCD |
| TRORC will offer assistance to towns in asset management, capital budgeting, and shared services/purchasing in order to lower costs and stabilize taxes. | TRORC | Low | Ongoing | High | ACCD |
| TRORC will assist towns to apply for and manage grants and loans for infrastructure repairs and/or upgrades that bolster the livability of core areas. | TRORC | Low | Ongoing | High | Various |



ECONOMIC DEVELOPMENT *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|--|----------------|------------|----------|---------------------|
| Public agencies, schools, and private businesses must expand workforce training and education that aligns with the strategic needs of our Region's current and future employers and expand linkages that allow the Region's youth to learn about local career opportunities and gain exposure to the workplace. | State, Municipalities, School Boards, Businesses | N/A | Short-term | Medium | N/A |
| TRORC and child care providers must work with member towns to address identified needs for child care facilities or services, including identifying publicly owned buildings throughout the Region suitable to serve as child care facilities. | TRORC, Municipalities, Businesses | Low-Moderate | Short-term | Low | Various |
| The State should map existing cellular and broadband services in the Region, identify gaps, and work with cellular companies to provide coverage in those gap areas, ensuring that all areas have good service that supports both current and future businesses and residents. | State | Low-Moderate | Short-term | Medium | Various |
| State, regional, and local economic development agencies should develop stronger financing/funding mechanisms for business expansion and entrepreneurship. | State, Nonprofits | N/A | Mid-term | High | N/A |
| The Small Business Development Center, Chambers of Commerce, and development corporations should develop a coordinated network of resources for businesses—including business coaching, financing, permitting assistance, and peer-to-peer networking—to equip current and would-be business owners with the skills needed to brand, promote, and effectively operate businesses. | Nonprofits, Businesses | N/A | Mid-term | Medium | N/A |
| TRORC will work with towns and development organizations in the Region to identify and inventory vacant and underutilized sites and buildings most suitable for near-term commercial and residential development in existing downtowns and villages where water, sewer, power, Internet, and roadways have capacity. | TRORC, Municipalities, Nonprofits | Low-Moderate | Short-term | Medium | Various |
| TRORC will support efforts to recognize businesses for excellence in creating better downtowns and villages. | TRORC, Businesses | N/A | Mid-term | Low | N/A |



ECONOMIC DEVELOPMENT *(continued)*

| Action | Lead/ Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|---------------------------------------|----------------|------------|----------|---------------------|
| TRORC should support and assist efforts that focus on how best to utilize our rivers as economic drivers while improving water quality and protecting the rivers' natural beauty, native animal and plant species, health, and unique character. | TRORC/Watershed Groups | N/A | Ongoing | Low | N/A |
| TRORC should work with local producers, development corporations, educational programs, the Vermont Agency of Agriculture and other organizations to identify and create needed processing, storage, and distribution capacity for locally made food and forestry products. | TRORC, State, Non-profits, Businesses | Low-Moderate | Short-term | Medium | Various |
| TRORC should work with land trusts and local conservation commissions to inventory farm and forest lands to understand where parcels are available that could provide opportunities for new farm and forest businesses and to assist towns in crafting regulations to reduce fragmentation and leave land available for farming, forestry, and other land-based businesses. | TRORC, Nonprofits | Low-Moderate | Short-term | Medium | Various |
| TRORC will work with the Vermont Arts Council to support regional and statewide creative zones. | TRORC/VAC | Low | Ongoing | Medium | Various |

RELATIONSHIP OF TRORC REGIONAL PLAN TO NEIGHBORING PLANS: CHAPTER 13

| Action | Lead/Partner | Estimated Cost | Timeline | Priority | Potential Financing |
|---|--------------|----------------|----------|----------|---------------------|
| TRORC will continue to actively coordinate with neighboring commissions and other organizations to achieve planning goals. | TRORC | Low | Ongoing | High | State |
| TRORC will work with other regional planning commissions to influence state and national policies that support our communities. | TRORC | Low | Ongoing | High | State |
| TRORC will actively participate in the permitting and planning of development, infrastructure, or services outside the Region that can impact the Region. | TRORC | Low-Medium | Ongoing | High | State |
| TRORC will work with member towns when updating their Town Plans in order to consider being compatible with plans of neighboring towns. | TRORC | Low | Ongoing | High | State |