## **Appendix C: Implementation Matrix**

Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Community Design, the Built Environment, and Healthy Food Access					
TRORC should organize and host a regional public health summit.	TRORC/VDH	Low	Ongoing	Medium	Various
TRORC should partner with schools that have limited access to nutritious food and would like to partner with local farms.	TRORC/VDH	Low	Ongoing	Medium	Various
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 by 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) Overlaying public cransportation routes to food stores and shelves.  C) Location of low-income census tracts.	TRORC/State	High	Long-term	Medium	Various
Municipalities should promote and expand farmers markets and community gardens by identifying locations for such activities and etting potential organizers know of these sites.	Municipalities	Low	Ongoing	Low	Various
Municipalities should support the preservation of large and small blocks of productive 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
FRORC will support Towns in establishing community nursing /community health worker services.	TRORC/ Municipalities	N/A	Ongoing	Medium	N/A
FRORC will support Towns in planning for built environments that are ADA compliant.	TRORC/ Municipalities	N/A	Ongoing	Medium	N/A
Healthy Places					
RORC will encourage towns to implement greenhouse gas reduction strategies in their plans.	TRORC/ Municipalities	Low	Ongoing	Low	Various
TRORC and municipalities should participate in health impact assessments for development projects.	Municipalities	Moderate	Mid-term	Medium	Grants



Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
TRORC should assist municipalities in assessing and remediating brownfields, especially those with hazardous building materials.	State/Other	High	Ongoing	High	State/Private
Municipalities should encourage the renovation of existing housing stock and development of new housing stock in compliance with healthy home and energy efficiency best practices.	Municipalities	High	Ongoing	High	Various
Active Living and Transportation					
When requested, the State and/or TRORC assist municipalities with mapping connectivity to essential services, walkable routes, recreation 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, if feasible.	TRORC/VTrans/ Municipalities	High	Ongoing	Low	VTrans
Municipalities should conduct walkability and bikability assessments.	TRORC	Low	Ongoing	Low	VTrans
The State and TRORC will educate decision makers on links between safe streets and health.	TRORC/State	N/A	Ongoing	Low	N/A
TRORC will collaborate with local agencies and communities to explore 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 and ensure that residents without cars have access to outdoor recreation opportunities.	Municipalities	N/A	Ongoing	Medium	N/A
Social Inclusion					
Municipalities should evaluate how to make public gathering spaces more accessible and welcoming to people of all abilities and identities.	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
TRORC will provide training for neighborhood residents to participate in boards and commissions.	TRORC/State	Low	Short-term	High	Various
Municipalities should support diversity, equity, inclusion, and justice initiatives such as audits or surveys, committees, celebration events, etc.	Municipalities	Low	On-going	Medium	Various



HEALTHY COMMUNITIES (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Substance Misuse Prevention					
With the help of public health professionals, municipalities should assess the types of substance use problems within their community.	TRORC/ Municipalities/ VDH	High	Ongoing	Low	VTrans
Municipalities should continue to 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, review current programs already in place, and identify service gaps and barriers.	Municipalities	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 to promote clear expectations around substance use for youth.	Municipalities / VDH	Low	Ongoing	Medium	N/A
Municipalities should provide plenty of substance-free recreational opportunities for youth and overall community participation.  Municipalities should consider establishing substance-free public spaces, events, and buffer zones around sensitive areas (e.g., libraries, community centers, etc.) to reduce youth exposure and support those who are in recovery.	Municipalities	N/A	Short-term	High	N/A
Healthcare Facilities					
TRORC and municipalities should evaluate and address barriers to health care access, including but not limited to transportation, service gaps and redundancy, education, language, cost of services, immigration status, and providers' competency and sensitivity in working with underserved populations.	TRORC/ Municipalities	Low-Moderate	Short-term	High	Various
TRORC should review local zoning and subdivision regulations to ensure that they do not prohibit healthcare facilities in appropriate areas and should assist with bylaw revisions as needed.	TRORC	Low	Ongoing	High	Various
TRORC will provide support for the development of new facilities by reviewing any potential projects before they are submitted to the District Environmental Commission to reduce the possibility that a permit will be denied, delayed, or heavily conditioned.	TRORC	Low-Moderate	Short-term	High	Various



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 Economic Development 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 (continued)	 Lead/	Estimated			Detential
Action	Lead/ Partner	Cost	Timeline	Priority	Potential Financing
TRORC will work with VTrans on advocating for and improving the flood capabilities of state- or town-owned transportation infrastructure.	TRORC/VTrans	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	HMGP
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					
Towns should identify dead-end Class 3 town roads that serve few structures and consider reclassification to Class 4 to reduce town expenses.	Municipalities/ State	Low	Ongoing	Low	N/A
TRORC will work with towns during plan and bylaw revisions to connect housing needs to transportation systems.	TRORC	Low	Ongoing	High	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/Federa
TRORC will assist the towns in 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/ TRORC	N/A	Ongoing	Medium	N/A
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
TRORC will offer support to towns in capital budgeting for transportation facilities and related equipment.	TRORC/ Municipalities	Low	Ongoing	Medium	State
TRORC will work with towns and Vermont Agency of Transportation to identify poor pavement conditions for paving projects.	TRORC/VTrans	Low-Moderate	Ongoing	Medium	VTrans
TRORC will continue to work with towns to identify and address road safety risks through the Vermont Agency of Transportation's Strategic Highway Safety Plan and through town requested Road Safety Audits.	TRORC/State	Low	Ongoing	Medium	VTrans
TRORC shall assist interested communities with studies and planning designed to improve multi-modal networks in Regional and Town Centers, such as the development of the Upper Valley U.S. Route 4 commuter bus service.	TRORC	Low	Ongoing	Medium	Various
TRORC will assist public transit providers in assessing unmet transit needs, such as bike storage for riders and better connections to destinations. 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



TRANSPORTATION (continued)							
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing		
The Transportation Advisory Committee (TAC) shall continue to identify park and rides which are in need of state investments and improvements.	TRORC	Moderate	Ongoing	High	State		
TRORC will work with towns and the Vermont Agency of Transportation to implement pedestrian and bicycle accommodations (including transit connectivity) in all its planning, engineering, and construction related activities. This may include the development of free-standing Bicycle and Pedestrian Plans.	TRORC/State	Low-Moderate	Ongoing	Medium	Various		
TRORC will work with towns to support land use regulations (i.e. increasing the density and mixed-use development pattern) that improves walking and bicycling conditions, and also bring parking regulations into compliance with recent legislation.	TRORC/ Municipalities	N/A	Ongoing	High	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		
VTrans should take over Route 132 as a state highway.	VTrans	N/A	Ongoing	Low	N/A		
TRORC will work with towns during plan and bylaw revision to ensure road infrastructure takes account of the needs of all road users and is designed to facilitate safe behaviors (i.e., clear road signage and markings, traffic calming designs, and promotion of physical barriers of road users including use of protected bicycle lanes and pedestrian-only zones	TRORC	Moderate	Ongoing	Medium	N/A		

<b>ECONOMIC DEVELOPMENT: CHAPTER</b>	5				
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Healthcare Facilities					
TRORC will assist towns with Act 250 support, zoning bylaw revisions, and grant and loan management to further the development of desired job growth and workforce housing close to our Region's core economic areas.	TRORC	Low-Moderate	Ongoing	High	Various
TRORC will assist towns in asset management, capital budgeting, and shared services/purchasing to lower costs and stabilize taxes.	TRORC	Low	Ongoing	High	Various



ECONOMIC DEVELOPMENT (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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 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/ Nonprofits	Low	Ongoing	Medium	Various
Public agencies, schools, and private businesses should expand workforce training and education that aligns with the strategic needs of our Region's current and future employers.	TRORC/State/ Municipalities/ Non-profits	N/A	ASAP	High	N/A
TRORC will work with the Vermont Arts Council to support regional and statewide creative zones.	TRORC/VAC	Low	Ongoing	Medium	Various
TRORC will work with towns and development organizations in the Region to identify and undertake brownfields assessments to rehabilitate underutilized sites and buildings most suitable for nearterm commercial and residential development in existing downtowns and villages where water, sewer, power, Internet, and roadways have capacity.	TRORC/ Nonprofits	Low	Ongoing	Medium	Various
TRORC should work with local producers, development corporations, educational programs, the Vermont Agency of Agriculture, and other organizations to study, identify, and create needed processing, storage, and distribution capacity for locally made food and forestry products; and other types of incubator/maker spaces	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 strongly supports property tax reform efforts at the local and state levels that would reduce the costs of land ownership for farming and forestry, while protecting against the Current Use Program's use as a low-cost vehicle for speculative holding of property for future development.	Municipalities/ States	N/A	Short-term	Medium	N/A

<b>ECONOMIC DEVELOPMENT</b> (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
The Natural Resource Conservation Service, Conservation Districts, University of Vermont Extension, and others should continue efforts to educate landowners on the benefits of maintaining and improving the health of forests.	Municipalities/ Nonprofits	High	Ongoing	Medium	N/A



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 to determine critical areas for protection of drinking water supplies.	TRORC/ANR	Medium	Mid-term	Medium	Various
Towns should 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/Municipa
The Legislature must keep the Petroleum Cleanup Fund at a level sufficient to meet all cleanup needs, including enforcement.	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/Regiona
TRORC will coordinate with EPA, 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/Regiona
RORC will assist towns when requested to identify, monitor, and search or federal funding programs to conserve and protect important local groundwater resources as part of their planning programs.	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 passins, to determine if classifications meet their 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 comply 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 by the Department.	ANR	N/A	ASAP	High	N/A
owns 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



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 must adopt the highest possible classification, water management types, and uses for water bodies based on their actual conditions and uses, or that which is reasonably attainable if higher.	TRORC/ANR	N/A	Per Basin Plans	High	N/A
Public and private sectors should refrain from activities that spread nvasive 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 water quality violation, to promptly locate and address the source of degradation when possible.	ANR/Watershed Groups	N/A	Ongoing	Medium	N/A
n preparation for writing any basin plans, the Agency of Natural Resources must conduct a comprehensive assessment of water quality n 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
o protect high-quality forested riparian (riverbank, streambank, or akeshore) 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



Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
TRORC will help Municipalities employ road maintenance techniques to prevent soil erosion and road surface deterioration to comply with the Municipal Roads General Permit.	Agency of Ag	Low	Ongoing	High	State
Wetlands					
The State of Vermont must 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 all types of wetlands, including seeps and vernal pools, and to adopt mechanisms for their increased protection, including formal petitions to be shown on the Vermont Wetlands Inventory Map, and adding Vernal pools to the Vernal Pools Atlas (VPAtlas). This information can increase the effectiveness of local, state, and federal regulatory process.	TRORC/ ANR/ Municipalities	Low-to- Moderate	Ongoing	Medium	State
Vernal pools should be protected in local zoning from development by establishing an overlay district that identifies vernal pools and their surrounding terrestrial amphibian habitat.	Municipalities	Moderate	Mid-term	Low	MPG/VTFW
Wildlife					
With the help of specialists from the Department of Fish and Wildlife or the Vermont Institute of Natural Science, towns in the Region should 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



Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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 cluster zoning, conservation districts, transferring or purchasing of development rights, or purchasing of land containing critical habitat areas to maintain large forest blocks and preserve critical habitat and habitat connectors.	Municipalities	High	Ongoing	High	Private/Federa
Towns should work cooperatively with 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
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.	Municipalities	Moderate	Ongoing	Medium	MPG/VTFW
Towns should time roadside mowing to limit spread of plants such as wild chervil and wild parsnip.	Municipalities	Moderate	Mid-term	Low	MPG/VTFW
When using heavy machinery near streams, machinery operators must clean them before and after use to avoid the spread of invasive species.	Municipalities	Low	Ongoing	High	Municipalities
Towns should conserve large tracts of bear habitat and adopt cluster land use concepts in zoning bylaws as a mechanism for maintaining contiguous areas of forest cover.	Municipalities	Low	Ongoing	High	Municipalities
TRORC should work with municipalities to distribute information on Lyme disease and prevention.	TRORC	Low	Ongoing	Low	N/A
Air Quality					
Install and maintain a regional air quality monitoring network in cooperation with the Vermont Agency of Natural Resources 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



NATURAL RESOURCES (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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 engage in projects outside the Region that may potentially impact air quality within the Region.	TRORC	Low	Ongoing	Medium	State
Mineral Resources					
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 burden 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

HISTORICAL, ARCHAEOLOGICAL, AND SCENIC RESOURCES: CHAPTER 7								
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing			
Historical Structures and Sites								
TRORC will continue to support efforts to designate National Historic Register Districts and Sites. In so doing, TRORC will coordinate with the State and affected municipalities.	TRORC	Low	Ongoing	Medium	State			



HISTORIC, ARCHAEOLOGICAL, AND SCENIC RESOURCES (continued)							
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing		
TRORC will 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.	TRORC	Low	Ongoing	Medium	State/VTrans		
Towns are encouraged to outline in their town plans historic resources deemed worthy of protection. Town officials can then use this to participate in the Act 250 process, thus influencing decisions affecting historic sites in their community. Local historical societies should continue research, documentation, education, and advocacy efforts.	Municipalities	Low	ASAP	High	MPG		
Developers should incorporate historic structures and important architectural details into their project planning.	Contractors	Medium	Ongoing	Medium	N/A		
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 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 interested groups are encouraged to incorporate an archeological plan for their community in their town plan. Such a plan could be an important step in planning future development in identified areas.	Municipalities	Low	Ongoing	Low	MPG		
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		
Scenic Resources							
TRORC should employ a process for evaluating impacts to scenic resources in the development proposals.	TRORC	N/A	Ongoing	Medium	N/A		
Outdoor Lighting Design and Management							
TRORC should provide technical guidance and support to municipalities and others on lighting trends, needs, and opportunities.	TRORC/ Municipalities	Low	Ongoing	Low	MPG		



HISTORIC, ARCHAEOLOGICAL, AND SCENIC RESOURCES (continued)							
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing		
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/ Municipalities/ States	Medium	Ongoing	Medium	N/A		
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 or a separate ordinance to cover lighting installations in all or parts of the town.	TRORC/ Municipalities	Low	Ongoing	Low	N/A		
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		

<b>HOMES IN THE REGION: CHAPTER 8</b>					
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



HOMES IN THE REGION (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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
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



HOMES IN THE REGION (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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 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			
Water and Wastewater								
Municipal plans, per Vermont statute, shall identify and prioritize future capital improvements and major repairs, as well as estimate costs and 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 repairs, grant writing, and project management.	TRORC	Low	Ongoing	High	Various			
TRORC will continue to offer capital budgeting services to the towns.	TRORC	Low	Ongoing	High	ACCD			
Water efficiency programs and codes should be adopted at the state or local level to reduce demand for 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 to calculate infiltration and losses.	Municipalities	Low-Moderate	Ongoing	Medium	Various			



UTILITIES, FACILITIES AND SERVICES	(continued)				
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Solid Waste					
TRORC will support and participate in any future discussions regarding the development of regional waste management services.	TRORC	N/A	Ongoing	Medium	N/A
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
Educational Facilities and Services					
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
Towns should consider adaptive reuse of vacant school facilities that occurs in a manner that enhances villages and downtowns and stimulates the local economy.	TRORC	N/A	Ongoing	High	N/A
Towns should consider applying for funding opportunities enhancing educational facilities as early as possible (i.e., a year in advance) in order to request help from TRORC, if needed.	Municipalities	Low	Ongoin	High	MPG
Childcare Services					
TRORC should encourage major employers (employing more than 35 employees) to provide childcare services and create a partnership with a local childcare service.	TRORC/ Municipalities, Businesses	Low-Moderate	Short-term	Low	Various
TRORC should work collaboratively with childcare providers and towns to help them locate childcare services in convenient and safe areas.	TRORC/ Municipalities/	Low	Ongoing	High	State



UTILITIES, FACILITIES AND SERVICES (continued)								
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing			
TRORC should work with towns to address identified needs for childcare facilities or services by: A) Identifying publicly owned buildings throughout the Region; and B) Evaluating and prioritizing their suitability to serve as childcare facilities after considering Vermont regulations.	TRORC	Low	Short-term	Medium	State			
Towns should review their zoning regulations (if adopted) to increase the ability of the regulations to allow childcare providers to be located in the town.	Municipalities	Low-Moderate	Mid-term	Medium	N/A			
Telecommunications								
TRORC should continue to participate actively in 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			
Recreational Facilities								
TRORC will assist communities with the establishment of Conservation Commissions and will support existing Conservation Commissions when possible.	TRORC	Low	Ongoing	Medium	Various			
TRORC will 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 will 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			
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	Moderate	Ongoing	Low	N/A			
Shared Services and Infrastructure								
TRORC will assist communities with the development of interlocal agreements, union municipal districts, and other cooperative agreements whenever possible.	TRORC/ Municipalities	Low-Moderate	Ongoing	High	State			



<b>EMERGENCY MANAGEMENT: CHAPTER 10</b>					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Agencies or organizations expected to respond in a unified manner should train and exercise together.	NGOs/ Municipalities/ Federal	High	Ongoing	Medium	Various
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
TRORC will continue to work with all communities to annually update Local Emergency Management 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, the TRORC REMC, 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
TRORC should assist towns and VT ANR in refining river corridor maps.	TRORC/ANR	Low	Mid-term	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.	FEMA	High	ASAP	High	FEMA
TRORC will 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



EMERGENCY MANAGEMENT (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
TRORC will assist towns in response and recovery stages through damage documentation assistance and navigating federal and state grants.	TRORC	Moderate	Ongoing	Medium	Various
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
Towns should develop recruiting and training programs for increasing emergency responder retention and sharing services.	Municipalities	Low	Mid-term	Low	State

<b>ENERGY: CHAPTER 11</b>					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Electricity Conservation and Renewable Generation					
TRORC will advocate for the continuation of policies that lead to the retirement of Renewable Energy Credits in state.	TRORC	Low	Ongoing	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.	TRORC	Low	Long-term	High	DPS
PSD 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.	TRORC	Moderate	Ongoing	High	DPS
TRORC and PSD should support efforts to develop programs that encourage energy conservation through behavioral change by advocating for smart grid technology and a pilot of advanced meter infrastructure and time-of-use rates in the Region.	TRORC	Low	Ongoing	Medium	DPS
TRORC will maintain an enhanced energy compliant Regional Plan in order to play a stronger regional role in the Public Utility Commission (PUC) permitting process.	TRORC	Low	Long-term	Medium	DPS
TRORC will work to expand its shared energy coordinator (SEC) program and encourage other RPCs to duplicate the model around the state.	TRORC	Moderate	Ongoing	Medium	DPS



ENERGY (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
Transportation and Land Use					
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
TRORC should work with large employers to create incentives for carpooling, cycling, public transportation use, and telecommuting.	TRORC/ 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
Thermal Energy					
TRORC should work with local energy committees, planning commissions, and developers in identifying potential users of district heating, Thermal Energy Networks (TENs), and combined heat and power systems—schools, college campuses, apartment complexes, shopping centers, industrial parks, and village centers—and incorporate this information into local plans.	TRORC	Low	Ongoing	Medium	DPS
TRORC will work with other organizations to distribute information regarding the available financing mechanisms, rebates, and incentives for weatherization assistance, electrification, and fuel-switching, focusing on those most in need.	TRORC	Low	Ongoing	Medium	DPS
TRORC will partner with Efficiency Vermont, Green Mountain Power, Washington Electric Coop, HVAC contractors, and others to promote cold climate heat pumps.	TRORC	Low	Ongoing	Medium	DPS
TRORC should work to expand its shared energy coordinator program and support other RPCs in replicating the program in their own regions.	TRORC	Moderate	Long-term	Low	DPS
TRORC and 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.	TRORC/ Local Energy Committees	Low	Ongoing	Medium	State
TRORC and its towns should support programs and initiatives that encourage the development of small homes (less than 1,000 square feet) as a means of reducing energy use.	TRORC/ Municipalities	Low	Long-term	Medium	ACCD



ENERGY (continued)					
Action	Lead/ Partner	Estimated Cost	Timeline	Priority	Potential Financing
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 encourage 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/ Local Energy Committees	Moderate	Ongoing	High	DPS
TRORC will work to maintain forest health as a prerequisite to a sustainable wood energy fuel supply and carbon sequestration.	TRORC	Low	Ongoing	Medium	DPS
TRORC can assist communities with continued outreach regarding code compliance. We can also support the PSD as they move forward on adoption of more effective energy efficiency codes.	TRORC	Low	Long-term	Medium	DPS
The State should support woodstove change-out programs to lower heat cost and reduce particulate emissions.	State	Moderate	Ongoing	High	State
Utility-Scale Renewable Energy Siting					
TRORC will encourage communities and residents to identify areas with the potential for renewable energy generation.	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	Moderate	Long-term	High	DPS
TRORC encourages ground-mounted solar array facilities to follow accepted best practices for maintaining wildlife-friendly grassland habitat, pollinator habitat40, or agrivoltaics within the facility's boundaries.	TRORC	Low	Ongoing	Medium	N/A



## RELATIONSHIP OF TRORC REGIONAL PLAN TO NEIGHBORING PLANS: CHAPTER 13

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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

