XI. IMPLEMENTATION

A. INTRODUCTION

This element was not included in the original 1991 Comprehensive Plan. However, it was determined that unifying all the actions contained in the Goals, Policies, and Recommendations sections of the preceding elements would make the implementation strategy for Cumberland's Comprehensive Plan more straightforward.

Section B of this element contains a table with each of the actions established in the preceding elements, including:

- Parties responsible for implementing the actions,
- whether the action is on-going or to be implemented, and
- the corresponding recommendation from the 1991 Plan (if applicable).

Section C summarizes those recommendations set forth in the 1991 Plan that are not included in the current action plan either because they have already been implemented.

B. 2003 ACTION PLAN

ID	Action	Responsible Party	Status
	HOUSING ELEMENT		
HS.1.1.1	Ensure that new residential construction is in, or adjacent to, established residential villages or neighborhoods.	Town Council, Planning Department, Planning Board	On-going (see 1991 Plan III-1)
HS.1.2.1	Continue implementing the residential site plan review process that requires evaluation of environmental impacts of large-scale residential projects.	Mayor's Office, Town Council, Planning Department, Planning Board, Zoning Board	To be implemented
HS.1.2.2	Require residential projects to provide all necessary infrastructure improvements, including off site drainage, pedestrian and vehicular routes, sanitary sewers and water extensions.	Mayor's Office, Town Council, Planning Board, Planning Department	To be implemented (see 1991 Plan III-4)
HS.1.3.1	Review the Zoning Ordinance to ensure that infill residential development in established residential areas is consistent with existing densities and the Town need for affordable housing.	Planning Department, Planning Board, Zoning Board	On-going (see 1991 Plan III-7)
HS.1.4.1	Establish a Housing Advisory Board consisting of housing advocates, realtors, Conservation Commission members, Historic District Commission members, residential builders, Council members and Town officials so that community housing policy, especially the Growth Cap, can be modified in response to changing market/regional conditions and personal agencies interested in developing land under the Comprehensive Permit process and others may be directed to appropriate locations.	Mayor's Office, Town Council	On-going (see 1991 Plan III-15)
HS.1.4.2	Review land use controls to seek ways to encourage creative land planning concepts to preserve open space and environmentally sensitive areas not otherwise protected by local, State, and federal law.	Mayor's Office, Town Council, Planning Department, Planning Board, Zoning Board	On-going (see 1991 Plan III-6)

ID	Action	Responsible Party	Status
HS.2.3.1	Continue to develop and enforce buffers and transition zones to prevent industrial and commercial intrusion into residential neighborhoods.	Mayor's Office, Town Council, Planning Board, Zoning Board	On-going (See 1991 Plan III-2
HS.3.1.1	Satisfy the State's minimum affordable housing requirement (or greater goal as based on the Cumberland Housing Board's annual determination) by working with public, private and non-profit housing developers to develop affordable housing in areas in Town that would lend themselves to affordable housing.	Mayor's Office, Town Council, Planning Department	To be implemented
HS.3.1.2	As the population grows, in order to accommodate the need for more affordable housing in conformance with the State's minimum affordable housing requirement, the Zoning Ordinance and Subdivision Regulations should be reviewed and revised to facilitate the creation of affordable housing.	Mayor's Office/Town Council/Department of Planning & Community Development	To be implemented
HS.3.1.3	Review and Revise the Zoning Ordinance and Subdivision Regulations as the population gorws, in order to accommodate the need for more affordable housing in conformance with the State's minimum affordable housing requirement.	Mayor's Office, Town Council, Zoning Board, Planning Department	To be implemented
HS.3.1.4	Vigorously support budget allocations to subsidized and public housing and work with the appropriate federal and State funding agencies to protect and, ultimately, increase those funds.	Mayor's Office, Cumberland Housing Authority, Planning Department	On-going (see 1991 Plan III-9)

ID	Action	Responsible Party	Status
HS.3.1.5	Continue offering CDBG housing rehabilitation grants and loans to low and moderate-income residents and other programs designed to promote affordable housing and preservation of existing housing stock.	Mayor's Office, Town Council, Planning Department	To be implemented
HS.3.2.1	Assign the Planning Director the additional title of Housing Coordinator and be required to work with the Building Inspector, Planning Board and Zoning Board to ensure that residential growth conforms to the goals of the Community Comprehensive Plan specifically in the area of increasing the supply of affordable housing.	Mayor's Office, Town Council	To be implemented (see 1991 Plan III-13)
HS.3.2.3	Research and maintain electronic data base on federal, State, regional and local housing subsidy programs in order to effectively refer residents and potential developers of affordable housing to the appropriate agencies for assistance.	Planning Department	On-going (see 1991 Plan III-14)
HS.3.3.3	Enhance grant writing capabilities to strengthen local housing subsidy programs for low income and elderly individuals.	Planning Department	On-going (see 1991 Plan III-15)
HS.4.1.1	Implement a modernization program which would direct federal and State funding to interior, access and safety improvements for residential units occupied by elderly tenants and owners.	Town Council, Planning Department, Planning Board	To be implemented (see 1991 Plan III-11)
HS.4.2.1	Continue the property tax exemptions for the elderly and disabled population of Cumberland.	Mayor's Office, Town Council, Planning Department	Ongoing (see 1991 Plan III-8)

ID	Action	Responsible Party	Status
HS.4.2.3	Extend eligibility for elderly and disabled property tax relief to include landlords who provide rental units that are occupied by elderly and disabled tenants and that are certified as meeting the unique physical and lifestyle needs of those tenant groups.	Mayor's Office, Town Council, Tax Assessor, Planning Department	To be implemented (see 1991 Plan III-12)

ECONOMIC DEVELOPMENT ELEMENT			
ED.1.1.1	Actively pursue economic development which diversifies and ultimately strengthens and expands Cumberland's tax base.	EDC, Planning Department	On-going (see 1991 Plan IV-7)
ED.1.1.2	Investigate the possibility of utilizing the New England Economic Development Corporation's inventory of currently vacant, developable commercial and industrial space as a method of targeting specific sites for economic development initiatives.	Planning Department, NEEDS	To be implemented
ED.1.3.1	Develop a marketing brochure which will explain the strengths of Cumberland as a business location; in addition, the Town should produce a companion developers' guide which will clearly explain the permitting procedures and available sites in Cumberland.	Planning Department	To be implemented (see 1991 Plan IV-9)
ED.2.2.1	Encourage small commercial businesses to grow or to relocate within the Town. Existing non-conforming commercial uses should be considered for rezoning to reflect existing conditions.	Cumberland Planning Board, Zoning Board of Review, Town Council.	To be implemented (see 1991 Plan IV-2)

ID	Action	Responsible Party	Status
ED.2.2.2	Permit density and/or occupancy transfers between the land on which a business is currently located and the land to which it intends to move in order to encourage the expansion of existing small businesses.	Planning Board, Town Council.	To be implemented (see 199 Plan IV-3)
ED.2.3.1	Form a task force responsible for pursuing grant money for the renovation of mill buildings	Planning Department, Finance Department, Mayor's Office	To be implemented
ED.3.1.1	Concentrate commercial zones in village centers in those areas that are properly served by transportation and other infrastructure.	Planning Board, Zoning Board of Review, Town Council	On-going (see 1991 Plan IV-1)
ED.3.1.2	Develop neighborhood commercial overlay districts which will permit the expansion and addition of low order, small scale commercial enterprises to serve the needs of the surrounding community.	Mayor's Office, Town Council, Planning Board	To be implemented (see 1991 Plan IV-5)
ED.3.1.3	Draft comprehensive commercial and industrial performance standards to be applied to the development and expansion of economic development sites that are located within or close to sensitive environmental and/or residential areas.	Mayor's Office, Town Council, Planning Board	To be implemented (see 1991 Plan IV-6)
ED.4.2.1	Identify appropriate uses for economic development sites and create and apply zoning classifications which permit greater flexibility and control over choices of economic activities to be located on designated economic development sites.	Mayor's Office, Town Council, Planning Board	To be implemented (see 1991 Plan V-4)

ID	Action	Responsible Party	Status
	NATURAL RESOURCES ELEMENT		
NR.1.1.1	Prepare and Adopt a Blackstone River Valley National Heritage Corridor Overlay District in the Zoning Ordinance.	Planning Board, Town Council	To be implemented (see 1991 Plan V-1)
NR.1.2.1	Acquire, through fee simple land purchase, conservation easements, or purchase of development rights unique ecological areas, watershed areas, and special natural resource areas.	Conservation Commission, Recreation Commission, Planning Board	On-going (see 1991 Plan V-7)
NR.1.2.2	Encourage land owners to participate in the Town's Farm, Forest, and Open Space taxation program.	Conservation Commission , public and private funding agencies	To be implemented
NR.1.2.3	Assist the Cumberland Conservation Commission and organizations such as The Cumberland Land Trust and the Nature Conservancy, in encouraging property owners to protect environmentally sensitive areas by easements or donations to the Town.	Water Departments, Planning Boards, Town Councils	To be implemented
NR.1.3.1	Prepare, adopt and implement a Watershed Protection Ordinance.	Water Departments, Planning Boards, Town Councils	To be implemented (see 1991 Plan V-2)
NR.1.3.2	Identify and include a Water Quality Protection Zone in the Watershed Protection Ordinance.	Cumberland and Pawtucket Water Departments, Planning	To be implemented (see 1991 Plan V-3)
NR.1.3.3	Establish a Waste Water Management District within the Cumberland and Pawtucket Reservoir Watershed	Water Department, Planning Board, Town Council	To be implemented (see 1991 Plan V-4)
NR.1.3.4	Continue to acquire properties that are in close proximity to reservoirs and reservoir tributaries to protect public drinking water supplies for the future.	Conservation Commission, Recreation Commission, Planning Board	To be implemented

ID	Action	Responsible Party	Status
NR.1.4.1	Improve the Development Plan Review Ordinance (formerly known as Site Plan Review, administered by the Design Review Commission) which requires consideration of the impact of development on Natural Resources.	Planning Board, Conservation Commission, Town Council	To be implemented
NR.1.4.2	Clarify the Town's Zoning Ordinance regarding Residential Cluster Subdivisions in order to encourage more of this innovative land development technique, or consider adopting the State guidelines for Conservation Development as defined in the Rhode Island Conservation Development Manual, June 2003.	Planning Department	To be implemented

CULTURAL RESOURCES ELEMENT			
CR.1.1.1	Enhance the Design/Development Plan Review which includes a review of the effects of each proposed development on adjacent historical and cultural resources.	HDC, Planning Board, Town Council	To be implemented
CR.1.1.2	Examine the feasibility of adopting a Demolition Delay Ordinance in order to give the Town a window during which a means may be found to protect and preserve a historic structure.	HDC, Planning Board, Town Council	To be implemented (see 1991 Plan VI-2)
CR.1.2.1	Integrate Historic Preservation Planning concerns with other areas of municipal planning and decision-making.	HDC, Planning Board	On-going (see 1991 Plan VI-5)
CR.1.2.2	Regularly update the inventory of Historical and Architectural Resources.	HDC	On-going (see 1991 Plan VI6)
CR.5.1.1	Design, produce and distribute interpretive materials that describe the historical, cultural and recreational resources of the Town.	Blackstone Valley Tourism Council	On-going (see 1991 Plan VI-7)

ID	Action	Responsible Party	Status
CR.5.2.1	Prepare and adopt a Blackstone River Valley National Heritage Corridor Overlay District in the Zoning Ordinance to improve public access and awareness of the river's historical and material qualities.	Planning Board, Town Council	To be implemented (see 1991 Plan VII-1)

PUBLIC SERVICES AND FACILITIES ELEMENT			
FS.1.1.1	Revisit the issue of fire department consolidation, central phasing of service, and Town oversight.	Mayor's Office, Fire Departments	To be implemented
FS.1.1.2	Continue providing Fire Chiefs with the opportunity to comment on the fire prevention issues related to new developments within the Town.	Planning Department, Planning Board, Zoning Board	To be implemented
FS.3.1.1	Develop a systematic program of public building improvements and capital equipment acquisition in order to upgrade and improve existing facilities and to accommodate needs necessitated by any anticipated development including compensatory development impact fees for capital improvement (CPB 1998 resolution).	Municipal Departments, Planning Department, Mayor, Council.	To be implemented (see 1991 Plan VII-5)
FS.3.4.1	Perform a Departmental Baseline Evaluation and regular staff reviews to determine whether goals are being met and how Departments can improve.	Municipal Departments, Planning Department, Mayor, Council.	To be implemented
FS.3.5.1	Initiate a proactive effort with State and private organizations on litter reduction.	Department of Public Works	To be implemented
FS.3.5.2	Enforce existing Zoning regulations on litter and clutter.	Department of Public Works,	To be implemented
FS.6.1.1	Adopt a Watershed Protection Ordinance.	Cumberland and Pawtucket Water Departments, Planning Board, Town Council.	To be implemented (see 1991 Plan VII-2)

ID	Action	Responsible Party	Status
FS.6.2.1	Have a Cumberland board member serve on Pawtucket's Water Board.	Cumberland and Pawtuctet Water Department	To be implemented
FS.6.3.1	Conduct an assessment of Cumberland's water system needs.	Water Department	To be implemented
FS.6.3.2	Develop a water supply management plan including a land use classification and development of mitigation measures.	Water Department	To be implemented
FS.6.4.1	Continue to encourage water conservation.	Water Department	To be implemented
FS.7.1.1	Develop a systematic program of sanitary sewer expansion to service those areas where wastewater disposal needs cannot be met by individual on-site systems.	Planning Board, Finance Director, Town Administration, Town Council	To be implemented (see 1991 Plan VII-3)
FS.7.3.1	Examine the feasibility of adopting a Waste Water Management District within the Cumberland and Pawtucket Watershed Reservoirs to monitor and regulate septic system maintenance within watershed areas.	Water Department	To be implemented
FS.8.2.1	Develop a program of public school improvements and renovations to accommodate the anticipated increase in capacity required by increased development.	School Superintendent, Planning Department, Finance Director etc.	To be implemented (see 1991 Plan VII-9)
FS.8.2.2	Evaluate and consider innovative methods of financing such as compensatory development impact fees for capital development (CPB 1998 resolution).	Planning Board, Town Council	To be implemented (see 1998 amendment)
FS.8.2.3	Create a school Bond Oversight Committee.	Finance Committee	To be implemented
FS.8.2.4	Mandate faster physical building improvements.	Department of Public Works	To be implemented
FS.9.1.1	Establish a strong education program for recycling.	Recycling Coordinator	On-going (see 1991 Plan VII-10)
FS.9.1.2	Provide ample facilities to make recycling relatively easy for all citizens.	Recycling Coordinator	On-going (see 1991 Plan VII-10)

ID	Action	Responsible Party	Status
FS.9.2.1	Regularly schedule collection of large items to avoid unsightly curb deposits.	Department of Public Works	To be implemented
FS.9.2.2	Provide a community grass and clipping collection area.	Department of Public Works	To be implemented

RECREATION AND OPEN SPACE ELEMENT			
OS.1.2.1	Develop playgrounds in Planning Districts 2 and 3.	Recreation Department, Recreation Commission, Planning Department	To be implemented (see 1991 Plan VIII-5)
OS.1.2.2	Acquire additional parcels for the construction of needed recreational opportunities.	Recreation Department, Planning Department	To be implemented
OS.1.3.1	Coordinate the construction of new school facilities to include multiple purpose recreational areas for both school and Town use.	School Department, Recreation Department, Planning Department	To be implemented
OS.1.4.1	Continue the Recreation Department's aggressive program promoting awareness of Cumberland's recreational opportunities.	Recreation Department	On-going (see 1991 Plan VIII-6)
OS.3.1.1	Establish specific annual Open Space acquisition targets to continue the highly successful program of Open Space acquisition.	Recreation Department, Planning Department	On-going (see 1991 Plan VIII-7)
OS.3.1.2	Maintain an inventory of Open Space holdings	Planning Department	To be implemented
OS.3.1.3	Develop priority list for future potential acquisitions based on specific selection criteria and/or an open space ranking system.	Conservation Commission, Planning Department	To be implemented (see 1991 Plan VIII-8)
OS.3.1.4.	Update the *Open Space, Recreation, Conservation and Tourism Guide Plan 1990-1996.*	Planning Department, Conservation Commission, Planning Department	To be implemented (see 1991 Plan VIII-8)

ID	Action	Responsible Party	Status
OS.3.1.5	Coordinate efforts with the Cumberland Land Trust to identify and acquire tracts of land that will enlarge existing protected parcels in order to create a large area of contiguous open space from the Monastery to Diamond Hill State Park called the Cumberland Greenway.	Planning Department, Conservation Commission, Cumberland Land Trust	To be implemented
OS.3.2.1	Amend the present Cluster Conservation Development Zoning Ordinance for greater clarity and to promote the optimum location for buildings away from scenic views, slopes, and wetlands; and include the most meaningful contiguous high quality resource lands as the designated open space portion of subdivisions.	Planning Department, Zoning Board	To be implemented
OS.3.2.2	Modify the Town's Subdivision Regulations to require a mandatoryset aside for open space which consists of potentially buildable land, rather than wetland or other areas with building constrains.	Planning Department, Zoning Board	To be implemented (see 1991 Plan VIII-3)
OS.3.2.3	Adopt a Cumberland Greenspace Protection Strategy Overlay District in the Zoning Ordinance.	Planning Department, Conservation Commission	To be implemented
OS.3.3.1	Examine the use of impact fees and/or mandatory subdivision land dedication to either the Town, Land Trust or Homeowner's associations to provide areas for Open Space.	Planning Department,	To be implemented
OS.3.3.2	Establish a regular bond initiative for the purchase of Open Space.	Finance Committee, Town Council	To be implemented
OS.3.3.3	Establish a restricted Open Space account with annual funding from the Town's share of the State's conveyance tax.	Town Council	To be implemented
OS.3.4.1	Adopt a Blackstone River Valley National Heritage Corridor Overlay District in the Zoning Ordinance	Planning Board, Recreation Department, Tourism Council	To be implemented (see 1991 Plan VIII-10)

ID	Action	Responsible Party	Status
OS.3.4.2	Incorporate the Blackstone River Valley Regional Tourism Plan as an Element of this Comprehensive Plan.	Planning Board, Recreation Department, Tourism Council	To be implemented (see 1991 Plan VIII-10)
OS.3.4.3	Consider acquisition of lands adjacent to existing protected areas for protection of significant plant and animal populations and communities and to provide passive recreational opportunities.	Town Council	To be implemented
OS.3.4.4	Coordinate efforts with the John H. Chafee Blackstone River Natural Heritage Commission's plans for the Warner Trail extension from Diamond Hill State Park to the Blackstone River Bikeway.	Planning Department, BRVNHC	To be implemented
OS.3.4.5	Incorporate the goals and strategies of the DEM and Blackstone River Watershed Council's 'Blackstone River Watershed Action Plan' to protect water quality into the Town's Comprehensive Plan.	Planning Department	To be implemented
OS.4.1.1	Follow existing management plans for RIDEM assisted Town properties and develop management plans for other Town properties.	Planning Department, Land Trust, Conservation Commission	To be implemented
OS.4.1.2	Establish an Open Space Commission to oversee the acquisition and management of properties.	Town Council	To be implemented

CIRCULATION ELEMENT			
C.1.1.1	Establish a systematic and comprehensive program for road maintenance.	Town Engineer, Planning Department	To be implemented (see 1991 Plan IX-3)
C.1.2.1	Modify subdivision regulations to connect adjacent subdivisions when possible.	Town Engineer, Planning Department	To be implemented (see 1991 Plan IX-2)
C.1.3.1	Prepare and adopt a Traffic Impact of the Zoning Ordinance Revisions.	Town Engineer, Planning Department	To be implemented (see 1991 Plan IX-1)

ID	Action	Responsible Party	Status
C.1.3.2	Prepare, adopt, and implement design standards for local roads based on the functional classification of these roads as part of its revisions to the Subdivision Regulations.	Department of Public Works, Planning Department	To be implemented
C.3.1.1	Continue development of the pedestrian and bicycle trail in conjunction with the Blackstone River Valley National Heritage Corridor.	Traffic Commission, Planning Board, Recreation Commission	On-going (see 1991 Plan IX-5)

LAND USE ELEMENT			
LU.3.1.1	Formulate a regional partnership to discuss issues of mutual interests among Planning Departments of the Blackstone Valley Communities.	Planning Departments	To be implemented (see 1991 Plan X-4)
LU.4.1.1	Implement a Blackstone River Valley National Heritage Corridor Overlay District in the Zoning Ordinance.	Planning Department	To be implemented (see 1991 Plan X-1)
LU.4.1.2	Implement a Watershed/Aquifer Protection Overlay District in the Zoning Ordinance.	Planning Department	To be implemented (see 1991 Plan X-1)
LU.4.1.3	Implement a Wastewater Management Overlay District in the Zoning Ordinance.	Planning Department	To be implemented (see 1991 Plan X-1)
L.U.4.1.4	Develop a Capital Improvement Program (CIP)	Planning Department	To be implemented (see 1991 Plan X-2)

C. Implemented Recommendations (from 1991)

The following list consists of those recommendations contained in the 1991 Comprehensive Plan that have been implemented and have therefore not been included in the current action plan. It should be recognized that there has been progress on the majority of 1991 recommendations; however those efforts were identified as "on-going" in Section B.

III-2 Develop and enforce buffers and transition zones to prevent industrial and commercial intrusion into residential neighborhoods.

III-3 Implement a residential site plan review process which requires evaluation of environmental impacts of large scale residential projects.

III-5 Establish a special development district in the area known as the Berkley Industrial Park. Said area to be designated as a "Planned Unit Development" (PUD) which will include mixed residential use projects.

V-5 The Town should prepare and adopt a revised Storm Water Runoff Ordinance and a Soil Erosion and Sediment Control Ordinance.

V-6 The Town Should Establish a Site Plan Review Ordinance which requires consideration of the impact of development on Natural Resources.

VI-1 The Town should establish a Design Review Ordinance which includes a review of the effects of each proposed development on historical and cultural resources.

VII-6 The Town should identify a site for use as Senior and multi-purpose center. (Senior Center Opened in 1992).

VII-11 The Town should develop a plan to build a new library or improve existing library facilities based upon the 1991 Comprehensive Plan and the library's "Long Range Plan 1989-1995". The Town should strive to continue the high quality of service to meet the current and projected library needs. (Extensive Renovations completed in 2000).

VIII-2 Prepare and Adopt a Cluster Zoning Ordinance which can create Open Space and Recreational Areas.