

Appendix 23
Governance Analysis Methodology
December 5, 2012

An important consideration in implementation of the Plan is how its various components and initiatives will be governed. Specifically, this includes who will implement each initiative, how it will be implemented, and what level and scale of government is most appropriate for implementation.

To address these issues, the project team reviewed each topic area's initiatives and evaluated how each initiative could most effectively be implemented. This evaluation is intended to provide guidance to local jurisdictions in the region on what specific steps they can take to implement initiatives, as well as direction to the ultimate regional governing body for the Plan.

As a first step, the project team identified the most effective processes to implement each initiative. This step is intended to provide clear guidance to local and regional entities on specific code changes, resolutions, technical assistance, and other mechanisms that will be required for each initiative. In some cases, these will require formal adoption by a jurisdiction, while in other cases a multi-phased process will be necessary consisting, for example, of developing programs and pursuing funding combined with enacting code changes.

With 49 initiatives spanning across the Plan's topic areas, the governance analysis also included applying a systems approach to their implementation so that each initiative could be evaluated for its relationships to all of the other initiatives. The purpose of this exercise was to identify where there are related policies - helping to identify potential synergies among initiatives - and conversely where there is the potential for them to work at cross purposes if not appropriately coordinated.

For each initiative, the project team systematically reviewed all of the other 48 initiatives to identify related initiatives and potential synergies. For example, several of the Plan's initiatives include changes to municipal codes as an implementation mechanism. This suggests an opportunity to coordinate code-related initiatives across each topic area so that updates can be synchronized and completed together. In other cases, broader assessments identified in particular initiatives can help inform more specific actions in other topic areas; for example, the Water topic area's initiative to conduct watershed assessments for stormwater management can help inform the enhancement of floodplain ordinances identified in the Adaptation topic area.

In a related exercise, the project team reviewed each initiative to identify where there may inadvertently be barriers created by any of the other 48 initiatives and where there is the potential for initiatives to be working at cross purposes. For example, those initiatives focused on land conversation could potentially work against those that encourage greater density in certain areas if such initiatives are implemented in isolation of one another. By proactively identifying such potential conflicts between initiatives actual implementation challenges can be minimized.

Finally, the project team identified the appropriate government level of implementation for each initiative. In some cases, initiatives are more appropriately implemented at the regional level, while in other cases implementation at the county, city, and town level is more appropriate. This will help identify who should be involved in implementing each initiative in both a lead and supporting role.

The summary table of governance issues in each topic area chapter should be used as a reference guide for initiative implementation. Those tasked with implementing of various topic areas are encouraged to work collaboratively, particularly where this table identifies other specific initiatives where there are synergies or the potential to work at cross purposes.