

## **CHAPTER XI** **IMPLEMENTATION**

### **INTRODUCTION**

In the 2002 New Hampshire legislative session, the statutes relative to Master Plans, RSA 674:2-3, were rewritten to reflect the need for closer coordination among municipal Master Plan elements and for coordination of local, regional and state projects and processes. The new statute recommends having an Implementation Chapter, which the Planning Board has decided to include in its 2005 Master Plan.

This Chapter summarizes all of the recommendations contained in the other chapters of the Plan and groups them by type – regulatory or non-regulatory – and by responsible Boards, Commissions, Committees, etc. including the time frame in which the work should be complete. The recommendations are diverse and pose a challenge to the responsible entities.

A Master Plan is not a sequence of rigid, rightly organized steps guaranteed to produce a specific result; rather it is both a reference and policy document which should be the most complete source of information about current conditions and trends within the community. Accordingly, this Master Plan is a compilation of facts, goals, and recommendations to be adopted by the Planning Board.

Any changes to Zoning Ordinances or recommendations to buy or sell land will require explicit vote at Town Meeting. Many changes will be carried out by various Town Boards and will require public hearing and review process as well. Some of the changes will be implemented at the household level, as residents decide whether to protect their wetlands buffers, whether to plant native species, whether to recycle more, and so on.

### **PRIORITIZED GOALS**

The following is a list of the prioritized goals set by the Planning Board according to their intended implementation time-frame. Each of the following goals has a subset of specific objectives which have their own time-line recommended by the Planning Board.

**Table XI-1 Prioritized Goals**

<b>Goal</b>		<b>Proposed Time-Frame</b>
1.	Use a scientific approach to identify future growth areas	Immediate
2.	Plan for new or renovated Town Hall, Police Department, and Highway Department facilities	Immediate
3.	Pursue use of Town owned properties in the downtown area	Immediate
4.	Preserve the rural character of the Town by protecting scenic vistas and open spaces	Immediate
5.	Protect valuable resources; including water, agricultural, forestry and geologic resources	Immediate
6.	Improve the effectiveness of open-space residential development regulations in the Town	Immediate
7.	Plan the future of Bradford's transportation system	Immediate
1.	To appropriately guide future Town development by identifying historic sites and resources that are integral to the community and character of Bradford.	Mid Term
2.	To develop measures for retaining the visual quality and character of the landscape of Bradford.	Mid-term
3.	To preserve valuable wildlife habitat in Town.	Mid-term
4.	To ensure that Bradford residents will be able to continue to live in the Town if they so choose.	Mid-term
5.	To plan for future pedestrian, bicycle and transit systems	Mid-term
1.	To raise awareness of the historic resources in the community.	Future
2.	To educate residents about existing community facilities	Future
3.	To increase the number of Fire Department and EMT volunteers	Future
4.	To educate the citizens of the Town regarding Bradford's natural resources.	Future
5.	To preserve and enhance natural recreational resources.	Future
6.	To educate and instill the value of the natural environment in the youth of the Town.	Future
7.	Explore methods to encourage energy efficient housing construction	Future
8.	Gather data to enhance Bradford's transportation network.	Future

## Regulatory Recommendations

The recommendations listed below are specifically for changes or additions to the Zoning Ordinance, Site Plan Regulations and/or Subdivision Regulations. The recommendations are broken down and prioritized by the timeframe in which they are to be accomplished. Each recommendation includes the responsible board for implementing each item, and a proposed funding source, if any.

The timeframe in which the categories are broken down are “Ongoing”, “Immediate”, “To be completed within 1-3 years”, and “To be completed within 3-5 years”. **These timeframes are flexible and can be adjusted depending on Town priorities, Committee and Board preferences, and other circumstances.**

### Ongoing Regulatory Recommendations

#### *Historic Resources*

- Require in the Subdivision Regulations that developers contact the NH Division of Historical Resources to ascertain if any known archeological sites are within the vicinity of new development. [Planning Board, no funding required]
- Require within the Site Plan Review and Subdivision Regulations that developers identify the historic and cultural resources of the property, possibly including photographs for posterity. [Planning Board, no funding required].

#### *Transportation*

- Discourage development on roads that do not meet Class V standards. [Planning Board, no funding required].

### Immediate Regulatory Recommendations

#### *Natural Resources*

- Pass municipal regulations and Zoning Ordinances to regulate light pollution. [Planning Board, budget item].
- Include provisions for the retention of scenic vistas in the Subdivision Regulations. [Planning Board, budget item].
- Encourage native landscaping in housing development subdivisions and site plans. [Planning Board, no funding required].

### Regulatory Recommendations to Complete Within 1-3 Years

#### *Population and Economics*

- Develop architectural design guidelines for commercial development outside of the Main Street area. [Planning Board, no funding required].

#### *Natural Resources*

- Require a wildlife management assessment inventory for all major subdivisions, as appropriate. [Planning Board, no funding required].

*Transportation*

- Develop road standards that are appropriate for new rural developments, based on size of development, using the UNH Road Technical Standards as a guideline [Planning Board and Road Agent, no funding required].

Regulatory Recommendations to Complete Within 3-5 Years*Housing*

- Consider creating regulations that address multi-unit housing guidelines, including condominiums, apartments and townhouses [Planning Board, no funding required].
- Maximize opportunities for the housing of seniors by developing a senior housing ordinance [Planning Board, no funding required].

*Population and Economics*

- Specific commercial services permitted should be listed in the Zoning Ordinance, and all others would be allowed by special exception only [Planning Board, ZBA, no funding required].

**Non-Regulatory Recommendations**

The following are non-regulatory recommendations for achieving the Master Plan vision. The recommendations are broken down and prioritized by the time frame in which they are to be accomplished. The potential funding source for the project is noted, and for each recommendation, a responsible party has been identified to initiate the recommendation listed.

The timeframe in which the categories are broken down are “Ongoing”, “Immediate”, “To be completed within 1-3 years”, and “To be completed within 3-5 years”. **These timeframes are flexible and can be adjusted depending on Town priorities, Committee and Board preferences, and other circumstances.**

Ongoing Non-Regulatory Recommendations*Natural Resources*

- Document best locations for future growth areas based on development characteristics such as slopes, soils, wetlands, watersheds, view sheds, transportation, town services and other considerations. [Planning Board / Conservation Commission, budget item].
- Educate landowners about backyard burning laws. [Selectmen, Conservation Commission, no funding required].
- Educate landowners on the merits of sustainable, active forests and the value of agricultural land as open space. [Conservation Commission, no funding required].
- Raise awareness of exotic species of plants and animals, and measures to prevent their spread. [Conservation Commission, no funding required].
- Provide information on topics including the natural resources in Town, habitats, forest management, exotic species, etc. [Conservation Commission, no funding required].

- Increase awareness of the impact of development on stormwater and drainage. [Planning Board, Conservation Commission, no funding required].
- Continue to monitor for exotic weeds at the boat ramp and through the NH DES Weed Watcher program along the shoreline. [Conservation Commission, Lake Massasecum Improvement Association, no funding required].
- Encourage landowners to follow best management practices for proper water quality management practices of enterprises (for example, hairdressers, agriculture, livestock, junkyards). [Selectmen, Conservation Commission, no funding required].
- Maintain the inventory of threatened and endangered wildlife and plant species and their habitats in Town. [Conservation Commission, budget item].
- Coordinate with the NH Fish and Game to draw on their local knowledge of wildlife and preservation [Planning Board, Conservation Commission, no funding required].
- Promote knowledge of trails and encourage responsible use of the walking and hiking trails in Town. [Conservation Commission, no funding required].
- Encourage the monitoring of potential exotic species by Boy Scouts or students fulfilling community service requirements. [Conservation Commission, no funding required].
- Recruit elementary, middle and high school teachers to assign projects with the Conservation Commission. [Conservation Commission, no funding required].
- Encourage local teachers to focus their curriculum on the local environment. [Conservation Commission, no funding required].

#### *Historic Resources*

- Encourage developers and landowners, by promotion and education, to consider preserving the historic and cultural resources found upon the landscape. [Planning Board, no funding required].
- Protect and preserve stone walls along roads and property lines, and encourage landowners to consider retaining or rebuilding stone walls during alteration or development. [Planning Board, no funding required].
- Encourage town administration to distribute materials to property owners and builders relating to historic and cultural resources and grant opportunities for preserving these features. [Planning Board/Historical Society, no funding required].
- Communicate with the NH Division of Historical Resources on a regular basis to obtain current information on resource preservation that can be disseminated to the public. [Planning Board/Historical Society, no funding required].

#### *Transportation*

- Encourage the Police Department to track accident locations and types of accidents to help in evaluating the transportation system and intersections. [Selectmen, no funding required].

#### *Population and Economics*

- Document best locations for future growth areas based on development characteristics such as slopes, soils, wetlands, watersheds, view sheds, transportation, town services and other considerations [Planning Board/Conservation Commission, Planning Board budget].

## Immediate Non- Regulatory Recommendations

### *Community Facilities*

- Conduct a full evaluation of space needs, identify a town owned site for the construction of a new facility [Facilities Committee, Bond/taxes].
- Continue to support awareness campaign about Fire Department and EMT needs [All Boards, no funding required].

### *Natural Resources*

- Encourage a diverse representation on the Conservation Commission, such as recruitment of hunting and fishing enthusiasts, members of the logging community, conservatives, etc [Conservation Commission, no funding required].
- Continue to contact landowners about the benefits of open space and conservation easements [Conservation Commission, no funding required].
- Develop a current listing of tree farms/managed forests by using current use forms and forest management plans as a starting point [Conservation Commission, Land Use Change Tax].
- Make the utilization of the land use change tax more effective in preserving the Town's prime natural resources [Conservation Commission, Land Use Change Tax].
- Encourage native landscaping in housing development subdivisions and site plans [Conservation Commission, developer].

## Non-Regulatory Recommendations to Complete Within 1-3 Years

### *Housing*

- Identify areas which may be suitable for development [Planning Board, no funding required].
- Provide developers with information on open space development techniques for new housing development, including recommendations for meeting the open-space criteria [Planning Board, no funding required].
- Reassure residents that built open space development cannot be changed in the future to allow more units or more density of units than the original plan permitted [Planning Board, no funding required].
- Consider innovative types of open space development [Planning Board, no funding required].
- Educate property owners on the benefits of energy-efficient construction.
- Promote the use of Energy-Star qualified products and partners to build energy-efficient homes [Planning Board, no funding required].

### *Community Facilities*

- Add renovation or new construction to the Capital Improvements Program (CIP) [Planning Board, no funding required].
- Pursue current proposal that includes the renovated Marshall Barn, a new Historical Society building, and a bandstand [Selectmen, donations/taxes].

- Explore other future options for the remainder of the properties, including Brown Shattuck Park, the old Marshall Property, and the 40 acre tract of land where the solid waster transfer station is located [Selectmen, no funding required].
- Solicit people who have home businesses to fill the gap created by Fire Department volunteers who work out of Town [All boards, no funding required].

#### *Transportation*

- Identify future transportation system priorities using the Road Surface Management System program through University of New Hampshire Technology Transfer Center. The UNH Technology Transfer Center provides technology, services, products, and education resources to municipal public works and highway departments. The Road Surface Management System helps users prepare multiyear maintenance plans [Road Agent, Town funds or grant].
- Request traffic counts from the Central NH Regional Planning Commission on key roadways [Planning Board Road Committee, no funding required].

#### Non-Regulatory Recommendations to Complete Within 3-5 Years

#### *Population and Economics*

- Integrate small (convenience) services into residential planning [Planning Board, no funding required].
- Future residential and retail services should be planned in consolidated locations in town (a new village) [Planning Board, no funding required].
- Continue to investigate alternative solutions to the water and sewer problems in the Main Street area [Selectmen, grants].

#### *Transportation*

- Develop a plan for upgrading existing sidewalks and constructing new sidewalks in strategic locations to link the sidewalk system together [Planning Board/Road Agent, possible grant].
- Work with the School District to review existing and proposed school bus routes and plan for the most effective system [School Board Representative, no funding required].

#### *Community Facilities*

- Make announcements about community facilities at public meetings [All boards, no funding required].

#### *Housing*

- Consider incentives to builders to include limited numbers of affordable housing units as part of a larger housing development [Planning Board, no funding required].

#### *Historic Resources*

- Identify and designate scenic roads within the community to protect shade trees, stonewalls, and other cultural landscape features [Planning Board, no funding required].

### Non-Regulatory Recommendations to Complete Within 5-10 Years

#### *Transportation*

- Include funding of the long range transportation plan in the capital improvements program [Planning Board, no funding required].
- Investigate possibilities of connecting Bradford to a public transit system [Selectmen, State Representatives, unknown funding source].

#### *Population and Economics*

- Locate future roadway networks or upgrade existing ones to serve new growth area in a plan created by the Town [Planning Board/Road Committee, no funding required].

#### *Historic Resources*

- Coordinate a town-wide survey of historic structures [Planning Board, grant funding].

#### *Community Facilities*

- Explore obtaining more Parks and Recreation funds to promote facilities [Selectmen, donations/grants].
- Plan for the eventual need to pay one or two firemen and/or EMTs [Selectmen, taxes].

### **STRATEGIES FOR IMPLEMENTATION**

Several of the recommendations in the Plan are dependent on other supportive influences, such as a Capital Improvement Program, revisions to the Subdivision Regulations or Site Plan Review Regulations, or Zoning Ordinance amendments. Project leaders, the Boards, Departments, Commissions, and entities within Town, play a key role in making sure the Recommendations get implemented in a timely manner. A consistent schedule which enables the Town to revisit this Chapter and the Master Plan will allow for an organized and expected timetable for implementing the Recommendations of the Master Plan.

#### **Revise the Capital Improvements Program (CIP)**

The CIP has a variety of purposes and should have many beneficial effects on Bradford's financial, budgetary, and planning functions. Its primary purposes are summarized below.

1. State Statutory and Other Legal Requirements: According to NH RSA 674:22, communities that wish to engage in regulating the timing of development through the establishment of growth controls must have adopted both a Master Plan and the Capital Improvements Program. With the adoption of the CIP, the Town may be able to regulate the rate of growth, should the need for such control become necessary. In the meantime, the CIP, in conjunction with the Master Plan, will enable the Planning Board to use its power under RSA 674:36 to deny subdivisions that are premature due to the lack of sufficient public services and/or infrastructure. The CIP demonstrates that the Town is attempting to accommodate growth, and that there is a good faith effort on the part of the Town to provide those services at some later date. If impact fees are assessed to a developer, the Town should request the fees in accordance with the CIP and should also fund its portion of the necessary infrastructure improvement.



2. Stability in Tax Rates and Budgets: The Capital Improvements Program will contribute to stabilizing the Town's tax rate and budget each year by planning and budgeting for major capital expenditures well in advance. Financing methods such as bonding and capital reserve funds are recommended in order to make annual capital expenditures more stable, predictable, and manageable. Wide fluctuations in annual Town budgets caused by sudden or large one-time capital expenditures will be reduced. Under NH RSA 33:4A, the Town's bonded indebtedness is limited to 1.75% of the Town's assessed valuation and the School bonded indebtedness is limited to 7.0% of the Town's assessed valuation.
3. A Management Tool for Town Officials: The 2004 Master Plan contains projections and analyses of the Town's demographic trends and finances which all local officials should find useful in planning and delivering public services. A comprehensive, longer-term picture of capital needs is created because all capital items are placed into one schedule. The Capital Improvements Program is designed to be used by officials as a management tool.
4. Citizens' and Developers' Guide to Planned Expenditures: The Capital Improvements Program will serve both citizens and developers as a useful guide for expenditures planned by the Town to accommodate projected growth. The citizen who wants to know when and at what costs a particular service will be expanded can consult the Capital Improvements Program, as can the developer who wants to know when, for example, school capacity will be expanded. The Town can limit the number of building permits issued each year if it can document the lack of municipal and school capacity to handle growth, along with the Town's intentions to remedy the situation.
5. Use by the Budget Committee: RSA 674:8 is not specific about how the Capital Improvements Program is actually used in preparation of the annual Town Budget. It simply requires the Planning Board "...submit its recommendations for the current year to the Mayor (Board of Selectmen) and Budget Committee... for consideration as part of the annual budget." This clearly means the Capital Improvements Program is not binding in any way upon Town appropriations and expenditures. The Capital Improvements Program is thus an advisory document without the force of law. A properly prepared Capital Improvements Program will, however, be effective and credible when annual consideration of the budget takes place.

Many of the Recommendations in the Master Plan will be dependent upon funding that should originate in a CIP.

### **Revise the Regulations**

The Planning Board now has a list, through the Master Plan Recommendations, of different regulatory or zoning changes that they themselves or other Boards or Commissions wish to implement. The Planning Board itself is in charge of creating and revising the Subdivision Regulations and Site Plan Review Regulations. In addition, the Planning Board is also charged with creating and bringing forth revisions to the Zoning Ordinance for approval at Town Meeting. The duty of the Zoning Board is to consider motions to vary from the Zoning Ordinance. A clear partnership exists where the resources of the Zoning Board could be tapped to assist with these numerous revisions.

### **Coordinate Activities**

Each Board, Department, and Commission has their priorities as determined from the Prioritized Action Plan for implementation. There are several factors which may inhibit the ability of the project leader to implement Recommendations as suggested in the Prioritized Action Plan, including funding and time. The Planning Board recognizes that it may not always be feasible to implement the Recommendations as suggested and understands that each Board, Department, and Commission will offer their best efforts to complete their Recommendations. Internally, each group can exercise discretion to reprioritize and work on which ever Recommendations are most important or most practical given time or monetary constraints.

As a cohesive Town endeavor, all Boards, Departments, and Commissions have a stake in the implementation of the Master Plan. Over the next several years, regular activities will need to be undertaken in order to accomplish the objectives of the Master Plan. Close coordination between different groups will be necessary to effectively continue working on the Master Plan and its Recommendations.

The Master Plan is a dynamic document which should be reviewed on a regular basis as to its relevancy and to add new tasks as old tasks are completed. The Capital Improvements Program, Zoning Ordinance, and regulations are all documents that need to be updated, or at least reviewed, annually.