

## CHAPTER III IMPLEMENTATION

This chapter articulates the long range goals for the Town of Plymouth, and identifies the steps necessary for acting upon those goals. It is intended to provide direction for making municipal decisions and reaching conclusions regarding the town's future growth and development. While the information and analysis presented elsewhere in the plan provides an important framework for setting a vision for Plymouth's future, the goals and suggested implementation tasks provide the basis for measurable actions.



**It is important to make clear that the policies that may be proposed will be, in the final analysis, the result of decisions made by the voters of the town. Only the product of the voters' decisions will result in new or modified zoning ordinances. The Master Plan described below is a planning guideline for**

**consideration of possible future zoning ordinance revisions.**

The challenge to Plymouth residents and local officials is translating the following goals into specific actions and developing criteria to measure the community's success over time. To this end, implementation goals, policies, tasks, and strategies are provided to address Plymouth's *Sense of Community*, *Sense of Place*, *Serving the Community* as well as future land use, as follows:

- Goals, which serve as statements of aspiration related to Plymouth's long range vision;
- Policies, which should guide local decision making and serve as community position statements on a range of topics; and
- Implementation Tasks and Strategies, which describe specific actions to be undertaken by designated bodies. These actions are identified as being of highest priority (to be undertaken within 1-3 years), medium priority (3-5 years), and lowest priority (5-10 years) as a means of providing guidance with regard to the allocation of community resources.

Implementation of the Plymouth Master Plan will occur gradually and will require a wide range of efforts. Communication, investment, regulation, leadership and support will be necessary to build consensus and devote the resources necessary to carry out the Plymouth Master Plan's vision for the future.

## I. Sense of Community

<b>A. Community Profile Goal:</b> The accommodation of a reasonable rate of population growth in Plymouth.	
<b>Community Profile Policies, Tasks and Strategies:</b>	<b>Responsibility/Time</b>
(1) Anticipate and plan for a projected annual population growth rate of 1% for the next five to ten years. <i>[Note - annual population growth rate between 1990-2000 = 0.14% annually]</i>	Planning Board/2011
(2) Work cooperatively with other towns in the area, the County and North Country Council to plan for the projected population growth in order to accommodate the associated demand for housing, economic opportunity and community services.	Planning Board, Selectboard, North Country Council (NCC) representative/2011
(3) Take steps through planning, zoning, and capital improvements to ensure that growth and development in excess of the projected growth rate does not over-burden town services and facilities or adversely affect the town's character.	Planning Board/2009
<b>B. Economic Goal:</b> Economic development that meets the needs of Plymouth today without compromising the ability of future Plymouth generations to meet their own needs.	
<b>Economic Policies, Tasks and Strategies:</b>	<b>Responsibility/Time</b>



<p>(3) Promote economic activities which:</p> <ul style="list-style-type: none"> <li>a. maximize the use of local resources in a manner that does not deplete those resources;</li> <li>b. are energy efficient, and emphasize the use of local renewable energy sources;</li> <li>c. maintain high standards of environmental health and do not degrade the quality of our water, air and soils or the viability of native wildlife populations;</li> <li>d. provide goods and services that are needed locally, and which provide an alternative to goods produced outside of our community or region;</li> <li>e. reinforce local, historical, traditional settlement patterns;</li> <li>f. employ local residents and pay a livable wage;</li> <li>g. are locally owned and controlled, and reinvest in the community;</li> <li>h. contribute to the vitality of our community, including the social fabric and well being of the entire population; and</li> <li>i. encourage/facilitate patronage by pedestrians, bicycle riders and accommodations for the handicapped.</li> </ul> <p>To the extent that the town may exercise discretion when working with businesses, industries, and local and regional development agencies, local officials should always seek to promote economic activities that exhibit the characteristics listed above.</p>	<p>Selectboard, TIF District Advisory Board, Main Street Plymouth/ Economic development groups/2009 &amp; Ongoing</p>
<p>(4) Encourage recreational development around Tenney Mountain Resort by revising land use regulations to support recreation, "second home" residential development, and four season resort facilities.</p>	<p>Planning Board/2009</p>
<p>(5) Encourage partnerships between the town, businesses, development agencies and educational systems to meet labor force needs through career programs, apprenticeships, internships, and cooperative programs to encourage compatible business growth.</p>	<p>Selectboard, SAU 48, PSU, Trade/Industrial/ Occupational Assocs/2009</p>
<p>(6) Develop and upgrade local telecommunications technology and infrastructure provided that the new facilities do not diminish the town's character. As new technologies emerge, promote their local accessibility to sustain and grow the economy at affordable costs.</p>	<p>Selectboard, Planning Board/2011, Economic development groups, Cable Access Advising Board</p>
<p>(7) Support home-based businesses that are compatible with residential uses and do not adversely affect adjoining properties.</p>	<p>Planning Board, Zoning Board of Adjustment (ZBA)/ 2011</p>
<p><b>Economic Policies, Tasks and Strategies (continued):</b></p>	<p><b>Responsibility/Time</b></p>

<p>(8) Strategies to maintain and improve the continued economic viability of local agriculture and forest should continue to be supported. These include maintaining an adequate land base (e.g., through land conservation and land use regulations), maintaining and expanding economic incentives (e.g., current use), and allowing for value-added production locally.</p> <p>(9) The town and local schools should promote local businesses, and buy locally - purchasing competitively priced goods and services from local producers and vendors, whenever feasible.</p>	<p>Planning Board, Ag &amp; Forestry Assoc, Trade Groups/2011</p> <p>Selectboard, SAU 48/2009 &amp; Ongoing</p>
<p><b>C. Housing Goal #1:</b> To sustain a rate of housing development that ensures safe and affordable housing for all Plymouth residents in a manner that does not overburden public services and maintains the town's character and natural resources.</p>	
<p><b>Housing Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Monitor population and housing estimates, prepared by NH OEP and North Country Council, on an annual basis and track annual permit data to identify the rate of housing development.</p> <p>(2) Identify a rate of housing development for the next 10 years and where housing should be located to allow for growth without overburdening the taxpayer.</p> <p>(3) Adopt a building code, with occupancy permit provisions and staff a qualified building code compliance office that could be self-funded through building permit fees.</p>	<p>Planning Board, Community Planner/2009</p> <p>Planning Board/2011</p> <p>Selectboard, Planning Board, Land Use Enforce Officer/ 2011</p>
<p><b>C. Housing Goal #2:</b> To refine town ordinances to deal with demand for new housing.</p>	
<p><b>Housing Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Revise the residential districts and uses in the Zoning Ordinance to better maintain neighborhoods and reflect modern planning practices.</p> <p>(2) Create a more-protected, single-family zone to encourage the renovation/development of higher-quality housing.</p> <p>(3) Explore options for improving standards for manufactured housing (mobile home) parks.</p> <p>(4) Consider adoption of a Rental Housing Ordinance with annual or bi-annual inspections. This could be self-funded through an inspection fee.</p>	<p>Planning Board/2009</p> <p>Planning Board/2009</p> <p>Planning Board, Community Planner/2011</p> <p>Selectboard, Planning Board, Community Planner, Land Use Enforce Officer/2009</p>

<b>Housing Policies, Tasks and Strategies for Goal #2 (continued):</b>	<b>Responsibility/Time</b>
(5) Examine multi-family housing regulations and incorporate a provision to allow more units in a structure for elderly and student housing, by special exemption.	Planning Board/2009
(6) Adopt driveway, walkway, and access permit standards to improve pedestrian safety and help preserve traditional residential neighborhoods.	Selectboard, Planning Board/2011, Highway Department Manager
(7) Create incentives for renovating/developing existing structures or sites to reduce the inclination to develop new sites.	Planning Board/2011
<b>C. Housing Goal #3:</b> To better address student housing issues.	
<b>Housing Policies, Tasks and Strategies:</b>	<b>Responsibility/Time</b>

<p>(1) Schedule regular meetings between the Planning Board and PSU to encourage communication and coordination of town and university plans.</p>	<p>Selectboard, Planning Board, PSU/2009</p>
<p>(2) Revise the town's zoning ordinance to better address the challenges associated with surreptitious conversion of single-family homes to multi-family units. This may include changing the occupancy provision related to unit size and bedroom count, lot size and parking availability as well as limiting zones for conversion and aggressive enforcement.</p>	<p>Planning Board, Selectboard, Police Dept, Land Use Enforce Officer/2009</p>
<p>(3) The town, PSU, and Property Managers/Landlords should continue to work together to educate and enforce regulations regarding noise and disruptions with student tenants.</p>	<p>Selectboard, PSU, Prop Mgrs. Landlords, Police Dept, Land Use Enforce Officer/2009</p>
<p>(4) Encourage PSU and Property Managers/Landlords to adopt, distribute and enforce (with town police) off-campus housing policies and town regulations concerning noise, parking and number of non-related tenants per unit.</p>	<p>same as above</p>
<p>(5) Revise the Disorderly Actions Ordinance to include registering the name of the housing unit manager with the town so that multiple violations at the same address would hold landlords responsible and consider reducing the number from 50 persons to 10 or 20 per party.</p>	<p>same as #3</p>
<p>(6) Monitor the pace of new housing development with an eye toward growth controls in the event the pace of new construction exceeds the town's ability to provide services in an orderly manner.</p>	<p>Planning Board, Community Planner/2009</p>
<p>(7) Encourage PSU to track on-campus and off-campus addresses and make the data available.</p>	<p>Selectboard, PSU/2009</p>
<p>(8) Encourage Property Managers/Landlords to provide data to the town concerning student rentals.</p>	<p>Selectboard, Prop Mgrs, Landlords, Land Use Enforce Officer/2011</p>

<b>Housing Policies, Tasks and Strategies for Goal #3 (continued):</b>	<b>Responsibility/Time</b>
(9) Explore educational opportunities to improve understanding of student occupancy limits and related issues. Establishing a better relationship with realtors will help avoid future conflicts and could help the town inform new owners of student housing regulations and requirements.	Land Use Enforce Officer, Realtors/2009
(10) Explore incentives for PSU to keep students on campus.	Selectboard, Planning Board, PSU/2011
(11) Explore disincentives to converting single-family homes or non-residential property to student housing (i.e., tax, zoning.)	Planning Board, Ad Hoc Hsg Com/2011
(12) Regulate driveways, walkways, and parking areas to limit curb cuts, maintain lawns, and enhance safety for pedestrians as well as vehicles backing into the street.	Highway Department Manager, Planning Board/2009
(13) Encourage PSU to cap or decrease enrollment until adequate on-campus housing is available	Selectboard, Planning Board, PSU/2009
<b>C. Housing Goal #4:</b> To expand opportunities to develop workforce housing.	
<b>Housing Policies, Tasks and Strategies:</b>	<b>Responsibility/Time</b>
(1) Consider relaxing certain development requirements and or providing density bonuses when new housing units will be permanently affordable.	Planning Board, Selectboard/2011
(2) Inventory town property (land and structures) to identify, protect and encourage the development of housing sites and or commercial sites that can accommodate higher paying jobs in manufacturing, selected service industries and research/technology sectors.	Planning Board/2009
(3) Encourage additional creative site design to minimize development costs; allow for a mix of housing while preserving natural resources and open land; and, in appropriate instances, provide a density bonus to projects which include affordable housing units or permanent land preservation.	Planning Board/2009

## II. Sense of Place

**A. Historic Resources Goal:** The preservation of Plymouth's rural character, traditional settlement patterns, historic resources, and cultural heritage.

**Historic Resources: Policies, Tasks and Strategies:**

**Responsibility/Time**

<p>(1) To insure the protection of landmark structures such as the Plymouth Railroad Station/Senior Center downtown, the Rollins Block, Holmes House, Rounds Hall, and the Draper-Maynard Building on the University campus would be their nomination for inclusion in the National Register for Historic Places. Such would expand the existing Historic District.</p>	<p>Planning Board, Historical Society/2009</p>
<p>(2) With regard to architectural features outside of the downtown area, undertake a photographic update of the George Clark Collection of photographs of Plymouth houses.</p>	<p>Historical Society/2009</p>
<p>(3) Preserve rural elements by designating “scenic roads.” RSA 231:157 provides for such designations. One such road unofficially considered by some as "scenic" is Old Hebron.</p>	<p>Historical Society, Con Com/2009</p>
<p>(4) The further acquisition of easements and the further establishment of Environmental Safety Zones should be considered as protection strategies.</p>	<p>Con Com, Planning Board/2009</p>
<p>(5) Include an historic preservation item in the Capital Improvement Plan; such an indication of Town support for variations of historic preservation would be an important “match” item in funding proposals.</p>	<p>Con Com, Planning Board, Historical Society/2009</p>
<p>(6) Create an ordinance establishing a review process when a building considered to be of historic or architectural significance is designated for demolition.</p>	<p>Selectboard, Planning Board/2009</p>
<p>(7) Consider extending the present historic district to include significant historic structures in the downtown area, as noted in #1.</p>	<p>Selectboard, Planning Board, Historical Society/2009</p>
<p>(8) Consider enhancing the Plymouth section of the NH Heritage Trail with improved ADA access, walkways, and interpretive identification markers so that trail walkers will not have to rely on a brochure to understand the historical significance.</p>	<p>Selectboard, Planning Board, Historical Society/2009</p>
<p>(9) The town and the Historical Society, should embark on a follow-up of the 1990 North Country Council historic resource study which included the following suggestions:</p> <ul style="list-style-type: none"> <li>a. Complete a survey of historic resources downtown; refer to #'s 1 and 2.</li> <li>b. Survey and map (via GPS) cellar holes and other historical archaeological sites in order to document evidence of early dwellings and other structures.</li> </ul>	<p>Selectboard, Historical Society, Con Com, Planning Board/2009</p>

<p>c. Consider establishing overlay districts or zones where views, scenic roads, and agricultural lands will be protected via easements or tax incentives, refer to 4 and 5.</p> <p>(10) Planning Board considerations regarding protecting historic resources:</p> <p>a. Create an advisory committee to the Planning Board to assist in decisions relating to development in overlay districts or subdivision of land with special qualities or historic/archaeological values. Committee could advise on threatened properties.</p> <p>b. Establish a site plan review provision that, in addition to setbacks, creates guidelines for height, mass, and fenestration.</p> <p>c. Investigate a means by which certain criteria must be considered when subdivision could intrude on historic or cultural resources.</p> <p>d. Explore the possibility of establishing adaptive re-use provisions as a means of protecting historic buildings in accordance with guidelines provided by the US Department of the Interior.</p>	<p>Planning Board, Selectboard, Historical Society/2011</p>
<p><b>B. Natural Heritage Goal #1:</b> Responsible stewardship and sustainable use of Plymouth's natural resources in a manner that protects and enhances the town's natural environment for the benefit of current and future generations.</p>	
<p><b>Natural Heritage Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Protect and manage for sustainability the town's natural resources by:</p> <ul style="list-style-type: none"> <li>• Ensuring that the removal of sand, gravel, and other mineral resources does not permanently degrade the landscape, or adversely impact ground or surface waters;</li> <li>• Minimizing the loss of productive farm, forest and open land;</li> <li>• Guiding growth to priority development areas; and</li> <li>• Minimizing the impact of development to preserve the landscape.</li> </ul> <p>(2) Manage and protect Plymouth's natural heritage to maintain clean water, unpolluted air, and native wildlife population and to minimize noise and "dark sky" pollution.</p> <p>(3) Prevent degradation of water resources by:</p> <ul style="list-style-type: none"> <li>• Evaluating current zoning setbacks from rivers and streams for adequacy, and make changes as deemed necessary;</li> <li>• Preventing potential adverse impacts to groundwater resources, including depletion and degradation of water quality, from groundwater extraction;</li> </ul>	<p>Planning Board, Selectboard, Con Com/2009-2011</p> <p>Planning Board/2009</p> <p>PVWSD Source Protect Com, Con Com, Planning Board/2009</p>

<ul style="list-style-type: none"> <li>• Ensuring that development within wellhead protection areas is carefully designed to prevent adverse impacts to groundwater supplies;</li> <li>• Requiring proper erosion control measures and storm water management during all development, including road construction and maintenance; and</li> <li>• Controlling road salt storage areas and snow dumps to prevent contamination of waters.</li> </ul> <p>(4) Work with large landowners to identify alternatives to development; and use acquisition methods to protect important natural resources, especially environmentally sensitive areas.</p> <p>(5) Support the efforts of local, regional and statewide conservation organizations to protect important properties in town through voluntary programs.</p> <p>(6) Work with private conservation organizations to inventory wildlife habitat, including wildlife travel corridors, and to develop strategies for the preservation of that habitat.</p> <p>(7) Increase the public’s awareness of its role in protecting natural resources and minimizing impacts on the natural environment. Provide information about appropriate water usage, non-point pollution sources (i.e., lawns, storm drains), maintenance of catch basins, sedimentation pools, waste disposal, invasive plants vs. native species, land protection options and other conservation issues.</p> <p>(8) Encourage an integrated natural resource protection strategy that links the most environmentally sensitive areas of town to protect groundwater resources, surface waters, important wildlife habitat, softwood forests, farmland, recreation resource lands, and greenways through land acquisition/conservation, education, application of "best management practices," and/or "low-impact development" strategies.</p> <p>(9) Protect fragile resources and environmentally sensitive areas and reduce environmental hazards by updating the Environmentally Sensitive Overlay Zone and through other land use regulations. At a minimum, such regulations shall:</p> <ul style="list-style-type: none"> <li>• Allow development on slopes of 15 to 25% only in accordance with strict standards to limit site disturbance and avoid erosion and sedimentation of surface waters;</li> <li>• Restrain the creation or the development of parcels that will result in development on steep slopes, wetlands, floodplain and/or natural heritage sites;</li> </ul>	<p>Planning Board, Con Com/2009</p> <p>Con Com/2009</p> <p>Con Com/2009</p> <p>Con Com/2009</p> <p>Planning Board, Con Com/2009</p> <p>Planning Board, Con Com, ZBA/2009</p>
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<p><b>Natural Heritage Policies, Tasks and Strategies (continued):</b></p>	<p><b>Responsibility/Time</b></p>
<ul style="list-style-type: none"> <li>• Require the designation of building envelopes (the area of a parcel where structures may be sited) and clustering of development;</li> <li>• Minimize the fragmentation of important agricultural land (including prime and statewide important soils), large softwood forest blocks and critical wildlife habitat;</li> <li>• Prevent the emission of excessive light, fumes, dust, odor, smoke and noise from all non-agricultural land uses; and</li> <li>• Explore land use regulations that clearly define areas unsuitable for development.</li> </ul>	
<p><b>B. Natural Heritage Goal #2:</b> To protect and enhance Plymouth's visual character and aesthetic resources.</p>	
<p><b>Natural Heritage Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Encourage open space development and siting of development away from scenic resources and such physical features as open fields, ridgelines and hillsides.</p> <p>(2) Where agricultural lands and open space are developed, enhance and use zoning and subdivision regulations to require subdivision designs that maintain the scenic quality of these parcels.</p> <p>(3) Identify specific scenic or unique areas (e.g., 'viewscales') and explore measures to protect these from uses, which may detract from the aesthetic character of the landscape.</p>	<p>Planning Board/2009</p> <p>Planning Board, ZBA/2009</p> <p>Planning Board, Con Com/2009</p>
<p><b>B. Natural Heritage Goal #3:</b> To create a useable inventory of the town's natural resources including: wildlife, vegetation, minerals, soils and waters.</p>	
<p><b>Natural Heritage Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Obtain, develop or maintain the following maps and corresponding database to catalog the natural assets of Plymouth.</p> <ul style="list-style-type: none"> <li>• Soils</li> <li>• Slopes</li> <li>• Water Resources</li> <li>• Conservation Land (Federal, State, Municipal &amp; private easements)</li> <li>• Current Use for Agriculture and Forestry</li> <li>• Topography</li> <li>• Wildlife Habitat and Associated Corridors</li> <li>• Environmentally Sensitive Areas.</li> </ul>	<p>Con Com, Planning Board/2009</p>

### III. Serving the Community

**A. Community Facilities and Services Goal:** Providing and maintaining community facilities and services, utilities and energy to meet present and future demands of Plymouth residents in a cost efficient and environmentally sound manner.

**Community Facilities and Services Policies, Tasks and Strategies:**

**Responsibility/Time**

<p>(1) Plan for adequate facilities and services to accommodate anticipated future demands, so that those demands do not create an unreasonable burden on the town's ability to provide them. To this end:</p> <ul style="list-style-type: none"> <li>• the scale and timing of development should be managed to ensure that the resulting demand for services and facilities does not exceed the town's ability to provide them;</li> <li>• the provision of new or expanded capital facilities should be planned and coordinated to avoid sharp annual fluctuations in the property tax rate;</li> <li>• in the event new or expanded public facilities required to accommodate new development are not available or planned, the developer shall fund the proportional cost of the facility(s) needed to accommodate the new development unless the municipality determines that the proposed development will provide community benefits which outweigh or offset the cost of facilities.</li> </ul>	<p>Selectboard, Planning Board-Capital Planning Committee (CPC), Town Depts/2009</p>
<p>(2) Maintain and enhance existing town properties to meet the current and anticipated needs of the community. To the extent feasible, the most effective and efficient use of existing services, structures, facilities and utilities should be made before expanding capacity or constructing new buildings or facilities.</p>	<p>SAU 48, PVWSD, Selectboard, Planning Board-CPC, Town Depts/2009 &amp; Ongoing</p>
<p>(3) Continue to update annually the Capital Improvements Plan that forecasts needs for fire and police protection, ambulance service, solid waste management, recreation, land purchase, roads, walkways, schools and general governmental costs, including appended plans for educational needs and PVWSD needs.</p>	<p>Planning Board-CPC, Selectboard/2009</p>
<p>(4) Implement the recommendations of the 2004 Pease Library Long Range Plan.</p>	<p>Library Trustees, Selectboard/2011</p>
<p>(5) Ensure that all development is accessible to emergency service vehicles and require all new development to provide fire protection facilities as deemed necessary.</p>	<p>Planning Board/2009</p>
<p>(6) Establish a procedure to evaluate new development proposals for demands on municipal facilities and services to ensure that the developer funds the costs associated with new development, and to prevent development from overburdening the town's ability to provide services and facilities in a cost effective manner.</p>	<p>Planning Board/2009</p>

<b>Community Facilities and Services Policies, Tasks and Strategies (continued):</b>	<b>Responsibility/Time</b>
(7) Continue to investigate, plan and implement operational strategies to keep solid waste disposal costs as low as possible; also to expand the storage capacity for existing or new recycling programs.	Selectboard, Town Depts/2011, Recycling Center Manager
(8) Continue to support regional and not-for-profit organizations that provide important community services and betterment projects.	Selectboard, Planning Board/2009
(9) Manage the pace and the scale of development to ensure the adequacy of facilities and services and to protect fragile areas (e.g., wetlands, natural habitats, agricultural areas, scenic vistas, historical and cultural resources, river quality.)	Planning Board/2009 & Ongoing
(10) Finalize plans and actions to construct a new Public Safety Complex to meet the existing and future needs of the community.	Selectboard/2011
(11) Monitor firefighting, rescue services and police protection needs.	Selectboard, Town Depts/2009 & Ongoing
(12) Acknowledging that undeveloped land does not burden the town with demands for services and facilities, evaluate the fiscal impact of public investment in land conservation and act accordingly to maximize the positive impacts of such investments.	Planning Board, Selectboard/2011, Conservation Commission
(13) Consider impact fees for public facilities to apportion the costs of planned new or expanded public facilities that are necessary to support proposed new development.	Planning Board, Selectboard/2009
(14) Explore alternative funding mechanisms for local facilities, services and education to reduce on the property tax impact. Establish a strong and visible commitment to energy efficiency and sustainability.	Selectboard, Planning Board, Local State Legislators/2009 & Ongoing
(15) Sustain forestlands as a renewable local resource.	Con Com, Planning Board, Selectboard/2011
<b>B. Education Goal #1:</b> Promote timely coordination and cooperation of public school and town planning efforts.	
<b>Education Policies, Tasks and Strategies:</b>	<b>Responsibility/Time</b>

<p>(1) Schedule periodic meetings between Planning Board and School Boards to encourage communication and coordination of town and school plans.</p> <p>(2) Continue to share residential development proposals with the SAU and School Boards for collaborative impact analysis.</p> <p>(3) Revisit school enrollment projections on an annual basis using the most current information available including birth data, building permit activity, and annual inventories of taxable properties. Track data on behalf of the town and in concert with the SAU.</p>	<p>Community Planner, SAU 48 Supt/2009</p> <p>Planning Board/2016, SAU 48</p> <p>Town Administrator, Town Clerk, SAU 48 Supt/2011</p>
<p>(4) Coordinate major school capital expenditures with the town's capital budget in order to minimize the tax rate increase in any one-year. Continue to improve the Capital Improvements Program.</p> <p>(5) Encourage the School Boards to continue to share information on their budgets and meet quarterly with the town.</p>	<p>Town Administrator, SAU 48 Supt/2009</p> <p>Selectboard, SAU 48 Supt/2009</p>
<p><b>B. Education Goal #2:</b> Foster mutual respect and understanding between the town government and PSU administrators so that the actions of either do not dominate or have a long term adverse impact on the other.</p>	
<p><b>Education Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Enhance interaction between town government, residents of Plymouth, and PSU.</p> <p>(2) Plymouth administrators, boards, commissions, and committee should work closely with PSU on land use and development issues, through shared master planning results and conceptual project plans, and regular discussion of issues of common concern.</p> <p>(3) Attention should be paid to the "boundary" between PSU activities and adjoining neighborhoods. Careful planning, setbacks and where possible buffers should be considered to provide reasonable transition from institutional use to residential use, to protect the character of the neighborhood and to protect residents from noise, light, activity, odor, university pedestrian traffic and vehicle traffic.</p> <p>(4) Encourage the town and university to work together to promote safe walking and cycling routes.</p>	<p>Selectboard, PSU President, College Com Council/2011</p> <p>Planning Board, Selectboard, SAU 48, PSU/2009</p> <p>Selectboard, Planning Board, College Com Council, PSU President's Office/2009</p> <p>Selectboard, PSU, Plymouth Elementary School/2009 &amp; Ongoing</p>

**C. Transportation Goal:** A safe, efficient and cost effective transportation network that provides accessibility for all residents and is designed to maintain the historic, rural character of the community.

**Transportation Policies, Tasks and Strategies:**

**Responsibility/Time**

<p>(1) Continue to maintain the town road network in a manner that maintains safe and efficient traffic conditions for current and future demand.</p>	<p>Selectboard, Highway Dept/2009 &amp; Ongoing</p>
<p>(2) Retain the current scale, rural quality and capacity of town roads when undertaking improvements and maintaining roads. Address the needs of pedestrians and cyclists whenever road reconstruction projects are undertaken or new roads are built.</p>	<p>Selectboard, Planning Board/2011 &amp; Ongoing</p>
<p>(3) Coordinate with local, regional and state entities – including the North Country Council’s Transportation Advisory Committee (TAC) – to plan for Plymouth’s transportation needs in a comprehensive manner. Continue to designate a representative to the North Country Council’s TAC, and be active in transportation proposals.</p>	<p>Selectboard, Town Administrator, Community Planner/2009 &amp; Ongoing</p>
<p>(4) Seek state and/or federal transportation funds to help make the downtown core safer for residents, pedestrians and school children (KidsWalk - Safe Routes to School.)</p>	<p>Selectboard, NCC, Town Administrator, Community Planner /2011 &amp; Ongoing</p>
<p>(5) Continue the town’s active involvement in all NH DOT proposals to improve roads and bridges to ensure that any proposal enhances Plymouth’s rural character and in no way detracts from it, also, to ensure actions by NH DOT in surrounding towns in no way diminishes Plymouth’s quality of life.</p>	<p>Selectboard, Town Administrator, Highway Manager, Community Planner/2011 &amp; Ongoing</p>
<p>(6) New development shall not result in adverse impacts to traffic or pedestrian safety or a significant decline in the level of service of the impacted road network. The cost of mitigation to avoid such impacts will be the responsibility of the developer.</p>	<p>Planning Board/2009 &amp; Ongoing</p>
<p>(7) The intersection of Highland Street and Langdon Street should be reviewed to address increasing traffic volumes at the intersection, and proximate on street parking. Future development in the Thurlow Street area and in Downtown needs to look at impacts on this intersection.</p>	<p>Planning Board, Highway Safety Com/2009</p>
<p>(8) Ensure safe and efficient traffic movement along principal roads by controlling access, concentrating development within designated villages and avoiding strip development.</p>	<p>Planning Board, NHDOT/2009 &amp; Ongoing</p>
<p>(9) Explore opportunities to slow traffic, to increase opportunities to safely cycle and to provide for pedestrian access downtown and between the downtown and TMH along Highland Street. Cost effective solutions (e.g., traffic calming including sidewalks, bike paths and trails) should be developed before new infrastructure (e.g., new roads).</p>	<p>Planning Board, Selectboard, Highway Safety Com/2009 &amp; Ongoing</p>

<p>(10) Support the efforts of local, regional and state organizations, including the Heritage Trail, to provide safe alternative transportation opportunities.</p>	<p>Selectboard, Town Administrator, Community Planner, Highway Safety Com/2011</p>
<p>(11) Consider working with NH Department of Transportation to establish a park-and-ride lot near Exit 25 or 26 and related public transit connectivity and facility needs.</p>	<p>Selectboard, Town Administrator, TIF District/2011</p>
<p>(12) Maintain the public’s interest in Class VI roads and access to legal trails. At a minimum, require that new development served by a Class VI road be only permitted if the road is upgraded to town standards, costs of community services are addressed, and that the developer funds the cost of the upgrade. Consider re-designating currently undeveloped portions of Class VI roads to Class A trails.</p>	<p>Planning Board, Selectboard/2011 &amp; Ongoing</p>
<p>(13) Develop a Class VI road policy to clearly set forth the terms under which such roads may be upgraded and property served by such roads developed.</p>	<p>Selectboard, Planning Board/2009</p>
<p>(14) New development should provide adequate parking opportunities to accommodate employees, delivery trucks, residents and/or patrons.</p>	<p>Planning Board/2009 &amp; Ongoing</p>
<p>(15) Continue to work with PSU to provide sufficient parking to alleviate stress on local residential streets.</p>	<p>Selectboard, Planning Board/2009 &amp; Ongoing</p>
<p>(16) Currently downtown area has no parking requirements per the zoning ordinance. Explore the need to require parking for residential uses in the downtown.</p>	<p>Planning Board, Highway Manager/2009</p>
<p>(17) Require driveway regulations that are administered by the Planning Board in accordance with RSA 236:13.</p>	<p>Selectboard, Community Planner, Highway Mgr/2011</p>
<p>(18) Given the high cost of road construction, the town needs to develop a long-term capital improvement plan based on a thorough inventory of town roads, bridges, and sidewalks for the Board of Selectmen and town to use in budgeting. Include proposed municipal road and bridge reconstruction projects in annual capital budget and program.</p>	<p>Selectboard, Planning Board, Town Administrator, Highway Manager, Community Planner/2011 &amp; Ongoing</p>
<p>(19) Develop a database to better understand the condition and use of Plymouth roads, walkways, bikeways, as well as parking and driveways. Data, at a minimum, should include:</p> <ul style="list-style-type: none"> <li>• location of road, walkways, bikeways development activity,</li> <li>• # of curb cuts and driveway permits issued, traffic volumes by site,</li> </ul>	<p>Highway &amp; Police Depts, Highway Safety Com/2009 &amp; Ongoing</p>

<ul style="list-style-type: none"> <li>• condition of town roads, walkways, and bikeways, and</li> <li>• other data that may be available and relevant.</li> </ul> <p>(20) Support and expand alternative transportation networks.</p> <p>(21) Apply for technical support grants from the New Hampshire Department of Transportation as well as Transportation Enhancement funds for pedestrian and bike path improvements and park/ride facilities.</p> <p>(22) Consider forming an Ad Hoc Committee to work with the Planning Board to develop a sidewalk/walkway/bikeway improvement plan, priorities, and implementation goals and strategies.</p> <p>(23) Appoint a Plymouth Airport Advisory Committee chartered by Selectboard to:</p> <ul style="list-style-type: none"> <li>• Oversee operations and maintenance of facility</li> <li>• Delineate duties and responsibilities of part-time airport manager</li> <li>• Identify facility needs and improvement priorities to enhance operations and safety of pilots and field visitors</li> <li>• Promote field use and further private investment in aircraft facilities.</li> <li>• Provide annual budget recommendations for sustaining operations</li> <li>• Formulate a “strategic business/operations plan” to facilitate future applications for state and federal funding to help attain future goals and objectives.</li> </ul>	<p>Selectboard, Planning Board/2016</p> <p>Selectboard, Town Administrator, Community Planner, NCC Rep/2009</p> <p>Planning Board, Establish Ad Hoc Com, Selectboard/2009 &amp; Ongoing</p> <p>Selectboard/2009</p>
<p><b>D. Arts and Recreation Goal #1:</b> Enhance and expand the recreational opportunities in Plymouth.</p>	
<p><b>Arts and Recreation Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>

<p>(1) Continue to provide, enhance and expand recreation activities balancing cultural/arts programs and athletics to meet town needs for people of all ages.</p> <p>(2) Emphasize and support "life-time" or "carryover" sports and activities.</p> <p>(3) Annually track number and types of recreational users at town facilities. Create and maintain a database to facilitate recreational planning.</p> <p>(4) Ensure facility maintenance is adequately funded and safety issues are addressed.</p> <p>(5) Coordinate and cooperate with the school district, PSU, neighboring communities, and private organizations in providing recreational opportunities and developing new facilities.</p> <p>(6) Explore options for swimming through public access to Loon Lake, the rivers (i.e., Baker River near Langdon Park) and/or development of a pool.</p> <p>(7) Explore the feasibility of new facilities including a community center, a skateboard park, and a year-round recreational facility.</p>	<p>Parks &amp; Rec Dept/2009</p> <p>SAU 48/2011</p> <p>Parks &amp; Rec Dept/2011</p> <p>Selectboard, Parks and Rec Dept/2009</p> <p>Parks &amp; Rec Com/2011, Civic Groups and organizations</p> <p>Selectboard, Parks &amp; Rec Com/2009</p> <p>Selectboard, Parks &amp; Rec Com/2009</p>
<p>(8) Encourage, and when appropriate, require developers to set aside land for the provision of future residents' recreation needs.</p> <p>(9) Establish a capital reserve account as a capital improvement budget item to provide for the development of new facilities.</p> <p>(10) When available, use federal, state and private funding sources to support capital development of needed recreation facilities.</p>	<p>Planning Board/2009</p> <p>Budget Com, CPC/2011</p> <p>Town Administrator, Parks &amp; Rec Director/2009</p>
<p><b>D. Arts and Recreation Goal #2:</b> Enhance the climate that values arts and culture as an important component of community life.</p>	
<p><b>Arts and Recreation Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>

<p>(1) Develop and enhance programs that recognize and publicize Plymouth's cultural assets.</p> <p>(2) Identify people and sites that have historic, cultural, natural, architectural, and artistic significance. Regularly update "Treasures" directory and publicize it.</p> <p>(3) Consider starting a local awards program to recognize achievements of individuals and organizations in the arts and cultural fields.</p> <p>(4) Provide a clearinghouse for the coordination of all Plymouth's cultural activities.</p> <p>(5) Support seasonal events such as festivals that feature local history, artists, writers, and craftspeople.</p> <p>(6) Friends of the Arts should work to eliminate barriers to residents' participation in cultural programming.</p>	<p>Cultural Arts Com, Cable Access Advisory Board/2011</p> <p>Historical Society/2011</p> <p>Cultural Arts Com/2016</p> <p>Cultural Arts Com/2016</p> <p>Friends of the Arts/Cultural Arts Com/2011</p> <p>Friends of the Arts/2011</p>
<p><b>D. Arts and Recreation Goal #3:</b> Identify and develop resources to support local artists and cultural organizations.</p>	
<p><b>Arts and Recreation Policies, Tasks and Strategies:</b></p>	<p><b>Responsibility/Time</b></p>
<p>(1) Consider establishing a permanent, independent cultural commission of no more than 10 members that can apply for, and receive funding.</p> <p>(2) Continue to assess current cultural facility needs.</p>	<p>Selectboard/2009</p> <p>Parks &amp; Rec Director/2011</p>
<p>(3) Encourage incubator space for artists.</p> <p>(4) Support an outdoor performance and education center.</p> <p>(5) Encourage expansion of venues for cultural activities.</p>	<p>Friends of the Arts/2016</p> <p>Parks &amp; Rec Com/2011</p> <p>Parks &amp; Rec Com, Friends of the Arts, Cultural Arts Com, Main Street Plymouth, Cable Access Advisory Board/2011</p>
<p><b>D. Arts and Recreation Goal #4:</b> Engage community members in life-long learning using arts and culture.</p>	

Arts and Recreation Policies, Tasks and Strategies:	Responsibility/Time
<p>(1) Support and establish comprehensive arts-in-education program for the public schools.</p> <p>(2) Develop consistent, affordable, year-round arts and culture classes for adults and children, novices and experts (e.g., consider establishing a system to coordinate all non-school based classes, workshops, and activities offered by institutions and individuals.)</p> <p>(3) Collaborate with Plymouth State University to expand cultural programs.</p>	<p>SAU 48/2009</p> <p>Friends of the Arts, Parks and Rec Dept, <b>Cable Access Advisory Board/2009</b></p> <p>Friends of the Arts/2011</p>
<p><b>D. Arts and Recreation Goal #5:</b> Promote local arts and culture as a key component of Plymouth's economic vitality.</p>	
Arts and Recreation Policies, Tasks and Strategies:	Responsibility/Time
<p>(1) Promote the quality of life in Plymouth as enriched by its cultural assets.</p> <p>(2) Support the creation of a cultural identity for Plymouth and the region.</p> <p>(3) Encourage collaboration among arts and cultural organization as well as the Chamber of Commerce, Main Street Plymouth, Inc., local, regional, and state planning organizations, tourist groups, hospitality industry and economic development councils.</p> <p>(4) Enhance Plymouth's information services enabling audiences to locate and use cultural programs. Create more effective directional information.</p> <p>(5) Examine the impact of cultural nonprofits and related spending by arts audiences on Plymouth's economy and explore further development.</p>	<p>Selectboard, SAU 48, PSU/2011</p> <p>Cultural Arts Com/2011</p> <p>Selectboard, PSU, Main Street Inc, Chamber of Commerce/2009</p> <p>Chamber of Commerce, Main Street Inc., Cable Access Advisory Board/2009</p> <p>Selectboard/2011</p>

## IV. Plymouth's Land Use

<p><b>A. Land Use Goal:</b> To preserve the town's historic pattern of development with the traditional mixed-use downtown, limited mixed-use transportation corridors and residential areas surrounded by rural countryside.</p>	
Land Use Policies, Tasks and Strategies:	Responsibility/Time
<p>(1) Retain the rural qualities of the town by discouraging sprawl and by preserving the existing patterns of development.</p>	<p>Planning Board/2009</p>
<p>(2) Conduct a thorough public process using the suggestions provided in the Future Land Use Plan and then based on public input make changes to the land use regulations to better reflect the type of development desired in town. Such changes may include:</p> <ul style="list-style-type: none"> <li>• the creation of new zones (i.e., Resort, Forest Reserve) and expansion of existing zones (Single Family Residential) to address the different needs within the existing Agricultural District;</li> <li>• adjustment of existing zoning boundaries to correct discrepancies (i.e., change "Burger King" triangle from Agriculture to Industrial/Commercial);</li> <li>• expansion of single family residential district to include the residential areas of Clay Brook, Ledgeside and Reservoir Heights;</li> <li>• Delineation of the areas that do not have the capacity to support residential growth and limit growth in these areas (Forest Reserve and Environmentally Sensitive Areas);</li> <li>• Encouragement of growth in areas that have the capacity to support higher densities (south side of Tenney Mountain Highway); and</li> <li>• Thorough review of uses and dimensional standards in all zoning districts.</li> </ul>	<p>Planning Board, Community Planner, Selectboard, Con Com/2009</p>
<p>(3) Establish conservation easements in appropriate areas and allow for public access.</p>	<p>Planning Board, Con Com/2011</p>
<p>(4) Identify superior scenic views/vistas and develop ways to promote and protect these assets.</p>	<p>Planning Board, Con Com/2011</p>
<p>(5) Establish an overall site feasibility/management strategic plan for the airport and surrounding agricultural lands.</p>	<p>Selectboard, Airport Advisory Committee/Director, Planning Board/2011</p>
<p>(6) Promote recreational uses, where appropriate (see Arts &amp; Recreation Goals.)</p>	<p>Planning Board, Parks &amp; Rec Dept, Con Com/2011</p>

<p>(7) Maintain and enhance the downtown as a compact mixed-use village. Explore and implement ways to conserve single-family homes within the downtown area.</p> <p>(8) Develop and promote the waterfront park along Green Street.</p> <p>(9) Designate economic development sites and areas that can support larger commercial development (this should include sites for new development as well as existing buildings).</p> <p>(10) Consider opportunities for improving development along Tenney Mountain Highway and Route 3 outside of the Downtown by:</p> <ul style="list-style-type: none"> <li>• refining the boundaries of the districts to concentrate activities;</li> <li>• adopting design guidelines to create a more pedestrian-friendly development (integrating network of sidewalks and a pedestrian scale of building development);</li> <li>• promoting parking to the side and rear of buildings;</li> <li>• sharing parking and driveway access wherever possible;</li> <li>• locating buildings close to roads, with entrances and facades oriented toward the road to create a defined streetscape;</li> <li>• requiring multi-story buildings designed to include varied roof forms and traditional building materials;</li> <li>• exploring dimensional standards that may allow for more intensive use of land (i.e., increased height standards);</li> <li>• encouraging architecturally aesthetic structures with screened outdoor storage and outdoor industrial processing;</li> <li>• regulating signs to enhance attractiveness of the transportation corridors;</li> <li>• encouraging the design of unique buildings that fit the context of the area;</li> <li>• promoting buildings with a-footprints that complement the scale of abutting developments; and</li> <li>• refining and enhancing subdivision and site plan regulations.</li> </ul>	<p>Planning Board, Selectboard, Main Street Plymouth, TIF District, Ad Hoc Hsg Group/2009</p> <p>Selectboard, Parks &amp; Rec Com, Planning Board, Con Com/2011</p> <p>Planning Board, Selectboard, Economic Dev Groups, Chamber of Commerce, Main Street Plymouth/2009</p> <p>Planning Board, Selectboard, Economic Dev Groups, Business Owners/2009</p>
<p>Explore the possibility of limited, mixed-use commercial development along the</p>	<p>Planning Board,</p>

<p>(11) Explore the possibility of limited, mixed-use highway commercial development along the southern Route 3 corridor and Route 3A. Consider the implications to existing zoning districts including the downtown area and Tenney Mountain Highway as well as existing residences.</p>	<p>Planning Board, Economic Dev Groups, NHDOT Districts 2 &amp;3/2009</p>
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