

Chapter III

Implementation



"Vision without action is a dream.
Action without vision is simply passing the time.
Action with vision is making a positive difference."

~Joel Barker

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Implementation

The success of a Master Plan in shaping future growth patterns and influencing public policy decisions is dependent upon the degree to which the Plan is actually carried out by those responsible for its implementation. To assist the Town of Tamworth in carrying out the many recommendations contained in this Master Plan, the following implementation strategy has been developed. Implementation actions are organized by Master Plan chapter. Details can be found in individual chapters.

The implementation plan outlined below may seem daunting for a town the size of Tamworth, but it is important to keep in mind that it is meant to be (as set forth in the enabling legislation, RSA 674:2) “a *long range* action program (emphasis added) of specific actions, time frames, allocation of responsibility for actions, description of land development regulations to be adopted, and procedures which the municipality may use to monitor and measure the effectiveness of each section of the plan.” The Master Plan is designed to be carried out in stages over a number of years, with ongoing monitoring and annual review.

3. Implementation

- A. The Planning Board should annually review the Master Plan and report progress on Implementation in the following town Annual Report.

4. Land Use

- A. The Planning Board Should:
 - 1. Organize a Community Profile, as offered by UNH Cooperative Extension, or a similar facilitated event, to achieve consensus on land use issues.
 - 2. Perform a “Cost of Services Study” of all expenses by line item, and revenues by source, to understand the consequences before recommending ordinances or adopting regulations that would change the mix of land use categories.
 - 3. Develop and recommend for adoption by the voters a Comprehensive Zoning Ordinance (RSA 674:16-34) that addresses the following:
 - a. Four village districts (Tamworth Center, South Tamworth, Whittier and Chocorua).
 - b. Commercial/Industrial and Rural Districts.
 - c. Overlay Districts for steep slopes, flood plains and aquifer.
 - d. Agriculture Conservation District.
 - e. A Sign Ordinance.
 - f. A Groundwater Protection Ordinance.
 - g. Site Plan Review Regulations (RSA 674:43-44) for review of development, except one-or-two-family residential dwelling units.
 - 4. Perform a build-out analysis of the proposed zoning options.

5. Transportation

- A. The Board of Selectmen should develop a comprehensive, long term road maintenance and management program to address existing road conditions.
- B. The Board of Selectmen should establish a Road Committee to identify and evaluate roads and make recommendations to the Selectmen.
- C. The Board of Selectmen and the Planning Board should adopt road construction design standards for public roads.
- D. The Board of Selectmen and the Planning Board should work with property owners and existing and future businesses in the village districts to provide adequate off street parking areas and parking for the handicapped.
- E. The Board of Selectmen and the Planning Board should continue development of a bicycle path/walkway along Route 113 between Tamworth Village and Whittier in order to improve the link between the villages and provide safe access for children to the elementary school and its recreational facilities.
- F. The Board of Selectmen should construct sidewalks in the villages, where appropriate.
- G. The Planning Board and the Board of Selectmen should plan and create additional bike paths/walkways for increased safety and accessibility.
- H. The Board of Selectmen should complete the Class VI Road study, initiated by the 2006 town meeting, and establish development policies for the use of Class VI roads.
- I. The town should participate in regional efforts to assess the need for public transportation, especially transportation for the elderly and infirm.

6. Community Facilities

- A. The Planning Board should approve a Capital Improvement Plan and annually, update it before the budget process begins.
- B. The Capital Improvement Plan Committee should conduct an in-depth review of a different department each year, examining costs, and seeking long term efficiencies to reduce taxes.
- C. Each municipal department should review operations, looking for ways to reduce costs through innovation, efficiencies, increased productivity, automation, economies of scale, synergy, multi-town or regional collaborations, and energy savings.
- D. The School Board should establish a task force to evaluate the efficiency of the school system in Town to determine how it can be made more efficient based on enrollment trends, projected enrollment, related staffing, adequacy of the school facilities to handle anticipated growth, and overall performance of the school system as determined by the accomplishments of the students. The evaluation should include recommendations to improve efficiency with the objective of reducing costs, while maximizing educational programs.
- E. The Planning Board and Selectmen should review the need to upgrade municipal facilities to accommodate anticipated growth and evaluate the suitability of various properties for those needs.
- F. The Board of Selectmen should acquire property for the purpose of housing municipal services and equipment.
- G. The Board of Selectmen and the Planning Board should explore acquiring a municipally owned source for sand and gravel.
- H. The Board of Selectmen should require all residents using the Town Transfer Station to separate refuse for recycling (RSA 31:39 and RSA 149-M).
- I. The Board of Selectmen should provide for more frequent disposal of hazardous materials.

- J. The Health Officer and the Board of Selectmen should adopt a Local Health Ordinance (RSA 147-1 and 128-3).

7. Economic Development

- A. The Board of Selectmen should establish an Economic Development Committee with defined objectives regarding the sustainability of the existing businesses in Tamworth and the attraction of new businesses which will not conflict with the overall rural character of the Town.
- B. The Economic Development Committee should:
 - 1. Promote low-impact, environmentally sensitive business, industry and commercial development.
 - 2. Encourage businesses which most closely match the labor skills of Tamworth residents.
 - 3. Encourage businesses which would benefit from the Town's existing natural resources.
 - 4. Create an economic environment that is inviting to business by offering regulatory certainty.

8. Natural Resources

- A. The Conservation Commission should continue to use all available tools to protect natural resources, including wetlands, wildlife, agriculture, forests, open space, recreation areas, and view sheds.
- B. The Board of Selectmen should explore acquiring a town forest to be managed by the Conservation Commission.
- C. The Conservation Commission should encourage agricultural landowners to consider conservation easements.
- D. The Planning Board should allow agricultural activities throughout the community.
- E. The Conservation Commission should encourage all woodlot owners to develop a management plan for sustainable forestry using best management practices and consultation with a licensed forester.
- F. The town Timber Monitor should monitor clear cutting of forests and ensure that timber harvesting is in accordance with accepted forest management practice and State forestry laws.
- G. The Conservation Commission, the Planning Board and the Board of Selectmen should establish Wildlife Corridors by means of conservation easements and managed development in order to foster the migration and enhance the habitat of area wildlife.
- H. The Planning Board should recommend, for adoption by the voters, an ordinance that prohibits development of steep slopes (over 25%).

9. Natural Hazards

- A. The Emergency Management Director should publish and otherwise make Tamworth residents and business owners aware of the Tamworth Emergency Management Plan.
- B. The Planning Board should require that development meet the Hazard Mitigation Goals described in the Town of Tamworth Hazards Mitigation Plan.
- C. The Planning Board, Fire Chief and the Board of Selectmen should require that developments and general construction of buildings and infrastructure conform to all safety codes.

- D. The Planning Board should present to the voters for adoption a Building Code and Fire Safety Code (RSA 155-1, RSA 153-5).
- E. The Planning Board should prohibit development in areas subject to flooding or wildfire.
- F. The Board of Selectmen with the Emergency Management Director should provide for the frequent inspection of roads, dams, culverts and bridges to verify that they are safe and take the appropriate action if they are not.

10. Recreation

- A. The Recreation Director should post recreational opportunities on the Tamworth web site which can be accessed at www.tamworthnh.org.
- B. The Conservation Commission should coordinate efforts to expand and publicize the network of hiking, horseback riding, cross country ski, and snowmobile trails, thereby enhancing outdoor activity opportunities for both town residents and visitors.
- C. The Conservation Commission and the Recreation Director should coordinate efforts to establish a network of trails connecting Hemenway State Forest, Tamworth Village, Jackman Pond, Chocorua Lake, White Lake State Park and other recreational areas. These trails should provide linkages between Tamworth's largest village and the major recreational resources of the town, thereby promoting recreational use while preserving natural beauty and maintaining wildlife corridors and habitats.

11. Utility and Public Service

- A. The Board of Selectmen and Health Officer should adopt a Local Health Ordinance to protect water quality for reasons of public health and safety. (RSA 147:1) (see also Community Facilities)
- B. The Board of Selectmen should work with Lakes Region Water Company to see that meters are installed for customers of the Tamworth Water Company and the Tamworth Village Association.
- C. The Planning Board should make special provisions to require developments in the village districts to provide Community Water systems.
- D. The Planning Board should make special provisions to require developments in the village districts to provide community septic or sewage disposal systems.
- E. The Board of Selectmen and the Planning Board should study the possibility of purchasing or acquiring a protected water source for the use of the town.
- F. The Board of Selectmen should use all methods at their disposal to see that high speed/broadband internet service is available to all residences and businesses.
- G. The Planning Board should ensure that any future Land Use, Planning and Zoning Ordinances include incentives for building "green."

12. Cultural and Historic Resources

- A. The Planning Board should establish a Heritage Commission or Historic District Commission (RSA 673:1).
- B. The Planning Board should adopt a Historic District(s) (RSA 674:45-50).
- C. The Heritage or Historic District Commission should identify and encourage the recognition of historic structures and sites by listing and publicizing these sites.

13. Regional Concerns

- A. The Tamworth Commissioners on the Lakes Region Planning Commission should work with representatives of neighboring towns and the LRPC on a regular basis to discuss initiatives regarding issues of regional impact.
- B. Tamworth's members of the LRPC Transportation Technical Advisory Committee (TAC) should work with TAC and NHDOT to make recommendations concerning regional transportation issues.

14. Housing

- A. The Planning Board should manage future growth through reasonable design standards for size, type, quality, safety and location of residential development, both to satisfy the need for new housing units and remain in harmony with the traditional qualities of the town.
- B. The Planning Board should adopt regulations which:
 - 1. Allow smaller lot sizes in the village districts in order to concentrate future residential development there.
 - 2. Allow subdivisions to accommodate cluster housing.
 - 3. Encourage the construction of single family homes, elderly housing, affordable housing, cluster developments, and a reasonable amount of low and moderate-cost housing.
- C. The Planning Board should establish criteria for the laying out and approval of manufactured home subdivisions.
- D. The Planning Board should encourage new subdivisions to orient streets and lots so that all structures have maximum south-facing exposure.
- E. The Fire Chief should enforce the National Fire Protection Act and the New Hampshire State Fire Code.
- F. The Planning Board should develop and recommend for adoption by the voters building codes and ordinances to improve fire protection and safety such as requiring the installation of alarms and fire escapes, prohibiting flammable materials on roofs, and limiting building heights so that they can be adequately serviced by town-owned fire equipment.
- G. The Board of Selectmen should explore funding and appointing a Town Building Inspector.