

# Chapter 8

## Implementation



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According to RSA 674:2, III, the Master Plan may include the following sections:

“..(m) An implementation section, which is a long range action program 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.”

In terms of the recommended implementation section, the Town of Gorham felt it was important to create detailed actions that will put the new master plan into action. This Chapter will enable the Gorham Planning Board and Board of Selectmen to monitor the completion of the implementation actions of this master plan. Each of the actions below should be assigned a timeline and a responsible party to assist with future evaluation of the progress on these tasks. This chapter is dynamic and should be reviewed and modified after 12 months to measure the progress made on the implementation actions.

<b>Economic Development</b>
Encourage and facilitate appropriate economic growth and development which will benefit area residents, including the protection of their property values, natural environment, and community character.
Expand existing training opportunities by enhancing linkages with the College of Lifelong Learning, New Hampshire Community Technical College in Berlin, and Plymouth State University.
Work with local organizations on attracting and retaining employment opportunities, especially jobs at higher pay scales, which will contribute positively to the community's economic well being.
Strengthen Berlin-Gorham's market position as a regional employment center, through positive promotion and marketing, to attract desirable growth, development or redevelopment investments.
Continue to strengthen the downtown as the historic center of commerce, serving as a complement to surrounding retail districts and the core of the community.
Attract and retain more tourism related businesses and a wider range of industries to help diversify the local economy and increase the non-residential tax base.
Pursue opportunities to reuse or redesign existing industrial and commercial areas, including the reuse of existing buildings and infill with new development. Building design, signs, landscaping, and overall appearance of these areas should be encouraged to meet high standards. Attention to image and appearance is part of being a regional center and will help

attract more commercial, industrial and tourism growth.
Discourage industries posing a substantial health, safety, or environmental hazard.
Continue to recognize, encourage, and promote volunteer, public, and private efforts as a mechanism for promoting economic growth.
Ensure that growth is properly managed, rather than attempting to attract an absolute amount of growth.
<b>Natural Resources</b>
Join the Clean Cities Program administered through the US Department of Energy.
Pursue the use of alternative fuels in town vehicles and the school bus fleet if economically feasible.
Encourage alternative modes of transportation (biking, walking, public transportation) to reduce automobile emissions in the region.
Consider a ridgeline development ordinance to limit the impact of developments at higher elevations.
Pursue land protection opportunities that preserve open space.
Review site plan review regulations and subdivision regulations to ensure they reduce the impact of development on steep slopes, and ensure that they are following the most current “best management practices” (BMPs) relative to erosion and sediment control.
Consider adoption of a steep slope ordinance to protect the slopes and ridgelines in the community.
Gorham should periodically revisit the earth excavation regulations.
Evaluate future sewer and water line extensions based on the desired development pattern of the community.
Consider the regional impact statute (NH RSA 36:54-58) when reviewing development proposals that may impact shared watersheds, and continue to work proactively with neighboring communities.
Attempt to improve the quality of stormwater being discharged into surface waters through treatment, or stormwater detention.
Pursue easements for buffers along the Androscoggin River.
Promote the use of permeable surfaces in the site plan review process.
A Prime Wetlands Study could be pursued, and any proposed Prime Wetlands should be certified by the NH Wetlands Bureau.
Adopt impervious surface limits in the site plan review regulations, and encourage the use of pervious structures for areas like overflow parking lots.
Promote the use of Low Impact Development (LID) regulations that help manage non-point pollution and stormwater drainage, and improve water quality.
Promote Best Management Practices (BMPs) to reduce nonpoint pollutants from industrial, commercial and residential developments.
Pursue protection of the limited agricultural land that remains through outright purchase, purchase of easements/development rights, and donations.
Require open space developments in areas involving agricultural land. Concentrate all the development on the non-agricultural land areas in order to preserve valuable farmland soils

while accommodating future development.
Make all of Gorham's land use regulations "farm friendly" and support non-traditional agricultural operations (small scale, seasonal, organic, specialty or "niche markets").
Gorham should consider having a licensed forester inspect all logging jobs to insure compliance with wetland and erosion and sediment control regulations. The forester could also inspect the sites relative to the amount of timber harvested. This may increase the amount of tax revenue from logging in Gorham, and provide an opportunity to educate loggers on Best Management Practices (BMPs) to use on site.
The minimum lot size in zones with valuable forest resources should be examined. Subdivision of land into small units makes logging difficult.
Increase efforts to secure conservation easements on undeveloped land with significant natural resources.
Pursue conservation easements, or other forms of protection, on lands adjacent to permanently protected parcels in order to preserve contiguous corridors of undeveloped land.
Partner with other conservation based organizations working in Gorham and the region to increase funds, access a wider audience, and pursue land protection efforts that will benefit the community and the region.
Protect areas that are known to support or have the potential to support important wildlife.
Preserve corridors between habitats and protected open space to facilitate the movement of animals in the region and locally.
<b>Population and Housing</b>
The Town of Gorham may wish to begin to plan for services that will be required by a larger elderly population. This may include transportation, housing, access to healthcare, and other programs.
Ensure that Gorham's regulations continue to provide opportunities for a diverse mix of housing unit types that can accommodate the changing composition of Gorham's households. This should include provisions for accessory apartments, smaller units, opportunities for higher densities, and other techniques.
Continue to work with the School Administrative Unit to better incorporate school properties into community life. With decreasing enrollment the school buildings may be able to meet some of the needs of the community by providing space for programs and services that would otherwise be housed elsewhere with additional costs.
Continue to allow accessory apartments in owner-occupied single-family homes and within accessory buildings throughout town.
Encourage the redevelopment of downtown properties to incorporate a mix of uses including a variety of housing types.
<b>Transportation</b>
There is currently a need for more comprehensive traffic count data in Gorham. This is especially true in the Downtown area. Data on the volume of trucks on Gorham's roadways would also help identify the number, frequency, and destination of these vehicles. The Town should work with the North Country Council and the NHDOT as they plan the location and

timing of future traffic counts in Gorham.
Roadway improvements and future road construction should be designed to control the flow of traffic, to reduce the number of access points to the roadway, and to promote connections between adjacent commercial properties. This will help preserve the capacity of Gorham's roadways without making them unnecessarily large, and will reduce the number of conflict points where crashes can occur.
The Town of Gorham should work with the NHDOT on Context Sensitive Solutions for roadway improvements in the community. Improvements are needed on NH Route 16 north of U.S. Route 2 (Berlin/Gorham Road), especially, and should continue to be brought to the attention of the NH DOT and the North Country Council's Transportation Advisory Committee (TAC).
Evaluate the quality and effectiveness of the existing signage and wayfinding systems. Provide visible and high quality signage with accurate information in a consistent format to direct travelers to the routes and destinations the community has identified. Commit to an ongoing program of signage repair and replacement. Work with agencies and towns outside of Gorham to improve directions and signage to Gorham.
Accommodate walking as a key mode of transportation in the downtown by maintaining and enhancing existing sidewalks and other pathways.
Include provisions for bicycle and pedestrian facilities in the site plan review and subdivision regulations.
Apply for Transportation Enhancement Funds, through the NH Department of Transportation, for the construction of additional sidewalks and multi-use paths along state routes in Gorham.
Work with local providers to educate the public on how they can better access public transportation, and all of the economic, social, and environmental benefits of public transportation.
Require access management in the town regulations. Discuss these requirements with the NH Department of Transportation and consider signing a Memorandum of Understanding with the Department. This will ensure better coordination over future curb cuts. Implement access management improvements through municipal roadway projects, and the voluntary efforts of property owners.
Implement traffic calming techniques on new roadway projects and on existing roadways when possible.
Require dead end streets to connect to adjacent developments when feasible.
Changes to Gorham's land use regulations should continue to promote mixed-use development so that daily activities are integrated rather than separated. Activities that are separated require vehicle trips between zones. Mixed-use development can be successful in downtown and commercial corridor locations.
Evaluate the potential for expanding the trolley (bus) system during peak seasons and times.
Review the existing street design standards and include greater detail to ensure a hierarchy of roads in Gorham.