



*Implementation Chapter is to identify realistic and achievable actions that may be taken to further the regional plan vision. Outcomes occur only when plans are implemented. Additionally, developing an implementation table provides an opportunity to coordinate regional plan elements with other local, regional and state projects and processes. The regional plan's implementation strategies were developed over the three year planning process beginning with outreach efforts and recommendations as to what is best and what could be better about the region.*

***Adopted December 17, 2014***

# Implementation

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The Nashua Regional Planning Commission's vision for the future is to:

*Maintain a high quality of life characterized by the Region's small-town feel and suburban setting. Economic prosperity is based on well-functioning public infrastructure, including a robust multi-modal transportation system, as well as diverse and affordable housing options, vibrant town centers and downtowns with thriving arts and cultural amenities, and easy access to natural resources and recreational opportunities.*

Due to changing demographics, the Nashua Region is in a transitional state. Over the last half century, the region grew at a significant rate. However, growth has subsided and nearly come to a stop. Additionally, the region's demographic composition is rapidly changing as the baby boomers near retirement. Approximately a quarter of the region's population is projected to be over the age 65 by the year 2040.

This changing demographic landscape played a significant role in the

development of NRPC's Regional Plan along with the need to promote a region that continues to be a place where residents love to live, work and play. How do we ensure a resilient region that can adapt to demographic changes, as well as, economic changes and increased storm frequencies? How do we ensure a range of transportation and housing choices for all residents regardless of age, ability or income?

The purpose of the Implementation Chapter is to identify realistic and achievable actions that may be taken to further the regional plan vision. Outcomes occur only when plans are implemented. Additionally, developing an implementation table provides an opportunity to coordinate regional plan elements with other local, regional and state projects and processes.

## Process

The following implementation strategies were developed over the three year planning process beginning with outreach efforts and recommendations as to what is best and what could be better about the region. Members of the region's communities through a series of workshops brainstormed actions that NRPC could take to address identified

issues and opportunities. Through a series of subcommittee meetings, representatives from the member communities, including NRPC's commissioners, formed a more detailed list of actions and projects that are included in each of the plan's technical chapters: Community and Economic Vitality, Environment, Housing, and Transportation. These strategies and projects presented in each of the chapters have been merged and are presented here. There were many strategies that were presented in two or more chapters that have been consolidated in the following implementation matrix.

The NRPC Commissioners at their March 2014 meeting utilized key pad polling technology to identify project types of greatest benefit to their communities to help identify project priorities. These results, combined with a review of the potential impact and feasibility of each action, formed the ranking of whether individual strategies were a high, medium or low priority. That said, as funding becomes available and projects thus become more feasible in the future, priorities may shift.

## The Matrix

The following matrix groups strategies into action types, including:

- Build strategic partnerships
- Focus our Transportation Planning Program
- Provide Regional Coordination
- Develop and Analyze Data
- Develop Outreach and Education Resources
- Develop Planning Tools
- Provide Technical Assistance
- Projects

Additional details including the level of action are identified for each project. The level of action may include involvement at the local, regional or state level. Each associated goal, as outlined in the Telling the Story chapter, is identified for each strategy. In many instances a single strategy may implement multiple goals and relate to multiple functional areas.

Functional areas include:

- Traditional Settlement Patterns
- Housing
- Transportation
- Community and Economic Vitality
- Natural Resources
- Climate Change and Natural Hazards
- Energy Efficiency
- Equity and Engagement

## Matrix Symbols Key

### Level of Action

- Primary level of action
- Secondary level of action

### Functional Areas

- Primary Functional Area Affected
- Secondary Functional Area(s) Affected

## Acronyms

DAMF – NH Department of Agriculture Markets and Foods

DCR – NH Department of Cultural Resources

DES – NH Department of Environmental Services

DHHS – NH Department of Health and Human Services

DOT – NH Department of Transportation

DRED – NH Department of Resources and Economic Development

EDA – Economic Development Administration

HEAL – Healthy Eating Active Living

NTS – Nashua Transit Services

NHES – NH Employment Security

NHHFA – New Hampshire Housing Finance Authority

NWSNH – NeighborWorks Southern New Hampshire

OEP – NH Office of Energy and Planning

UNH Coop. Ext. – UNH Cooperative Extension

DPR- NH Parks and Recreation

NWA – Nashua Watershed Association

SORLAC – Souhegan River Local Advisory Committee

LMRLAC – Lower Merrimack River Local Advisory Committee

PUC – Public Utilities Commission

Priority Rating	Strategy	Functional Areas							Related Goal	
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy		Equity
<b>Build Strategic Partnerships</b>										
High	Collaborate with local governments and organizations to further education and outreach programs to promote affordable housing in the region.	○	●						○	Affordable and Workforce Housing Development
High	Connect individuals to transportation for job interviews, regular employment, child care, food shopping, ongoing education, health visits, and other activities that promote and maintain a healthy lifestyle.	○		●	○				○	Environmental Preservation
High	Continue to provide technical support to the New Hampshire Rail Transit Authority	○		●	●					Fiscal Impacts of Economic Growth
High	Assist with workforce development and training programs.				●					Workforce Development and Job Creation
Medium	Work to reinstate regional Brownfields program.	○			●	●			○	Environmental Preservation
Medium	Partner with the NH Farm Bureau to support local agriculture through programs to expand local food procurement and expansion of the Farm to School programs.					●			○	Environmental Preservation
Medium	Encourage local community coalitions to support healthy living and local policy ideas such as adopting healthy vending standards for municipal buildings, serve healthy foods and beverages at city and town meetings, discouraging fast food restaurants near schools, parks, and playgrounds.				●	●				Fiscal Impacts of Economic Growth
Medium	Partner with municipalities and community organizations to promote and market destinations in the region, including arts and cultural venues and historic sites.	○			●					Quality of Life; Neighborhood, Town and Rural Character
Medium	Support and foster workforce development and training program partnerships between community colleges and universities and regional employers, including apprenticeship and internship opportunities.				●				○	Workforce Development and Job Creation
Low	Consider the needs of local agriculture producers through zoning regulations and programs to enhance access to locally produced foods.					●			○	Environmental Preservation
Low	Make it easier to get healthy foods and beverages in under-served areas by offering incentives to grocery and other food stores to improve offerings in existing stores and sell quality fruits and vegetables at affordable prices.	○			●	○			○	Fiscal Impacts of Economic Growth

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
Low	Cooperate with and support regional and state efforts to raise awareness of relationships between land use and transportation issues, and incorporate planning and development.	●	○	●	○	○	○	○	○	Mobility

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
<b>Focus our Transportation Planning Program</b>										
High	Establish passenger rail service to the Nashua region.	○		●	○	○	○		○	Environmental Preservation; Mobility; Quality of Life; System Sustainability
High	Provide transportation stops that are visible, clean, and shelter from the elements when possible.			●					○	Environmental Preservation
High	Plan for a diversity of transportation options, including increased public transit, pedestrian and bicycle offerings, to meet the mobility needs of all residents, including those without access to an automobile or those that prefer not to drive, and persons of all ages and incomes, with expanded fixed route service and access to health care facilities, employers, and grocery stores.	○	○	●	●	○	○	○	○	Fiscal Impacts of Economic Growth; Environmental Preservation; Mobility; Affordable and Workforce Housing Development
High	Improve east-west travel.			●	○					Mobility
High	Improve the availability of transportation options for people and goods through investment in future transportation alternatives.	○		●	○					Mobility; System Sustainability
High	Ensure adequate maintenance of roads and bridges and enhance the safety and reliability of the existing transportation system.	○		●	○					Mobility; System Sustainability
Medium	Update the region's bicycle and pedestrian plan and promote alternative travel mode use to reduce emissions associated with automobile use and support implementation of livable walkable communities.	○	○	●	○	○	○	○	○	Environmental Preservation; Mobility; Affordable and Workforce Housing Development
Medium	Coordinate transit service between Nashua, Manchester, and Boston.			●	○					Mobility
Medium	Manage travel demand and reduce peak hour travel times through support for travel efficiency measures and system enhancements targeted at congestion reduction and management.	○		●	○		○	○		Mobility; System Sustainability
Medium	Pursue long-term sustainable revenue sources to address regional transportation system needs.			●						System Sustainability
Low	Plan for alternative fuel infrastructure.	○		●		○	○	○		Environmental Preservation

Priority Rating	Strategy	Functional Areas								Related Goal	
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity		
<b>Provide Regional Coordination</b>											
High	Examine feasibility of shared infrastructure and municipal facilities in order to reduce long-term infrastructure costs and improve service quality to taxpayers.		○		●				○		Fiscal Impacts of Economic Growth
High	Assure all communities are provided access to the regional transportation system and planning process	○		●						○	Mobility
High	Provide a central forum to market the region's destination and cultural and arts activities.	○			●					○	Quality of Life; Neighborhood, Town and Rural Character
High	Serve as an information hub for municipalities.	●	●	●	●	●	●	●	●	○	Regional Coordination
Medium	Identify funding sources to plan for affordable housing.	○	●		○						Affordable and Workforce Housing Development
Medium	Collaborate with municipalities to identify and share transferable initiatives and programs of regional interest; particularly education, outreach, and technical assistance related work to share regionally.	○	●	●	●	●	○	○	○	○	Affordable and Workforce Housing Development
Medium	Support natural resource based recreation opportunities in the region: identify connecting trails, stakeholders, frequently used sites, funding sources for conversion of brownfield to open space, and mapping greenways.	○	○			●				○	Environmental Preservation
Medium	Plan improvements to broadband access in the region to ensure that residents and businesses are afforded swift access to communications and technological resources regardless of where they are situated.				●					○	Fiscal Impacts of Economic Growth
Medium	Conserve prime and active farmland within the Lower Merrimack River corridor through purchase of easements and/or development rights and adoption of local regulations which protect farmlands.	○				●	○				Environmental Preservation
Medium	Retain the existing character of the Lower Merrimack River shoreline by planning a "greenbelt" system along the Lower Merrimack River shoreline.	○				●	○				Environmental Preservation
Medium	Establish a regional planners roundtable to discuss community and economic development, housing, environment and transportation issues and opportunities.	○	●	●	●	●	○	○	○	○	Workforce Development and Job Creation; Regional Coordination
Low	Encourage connectivity in the management of Lower Merrimack River corridor resources.					●					Environmental Preservation
Low	Establish a regional bicycle and pedestrian committee.			●		○	○	○	○	○	Environmental Preservation
Low	Coordinate policies that insure access to clean water in the event of an emergency.			○		●					Environmental Preservation
Low	Provide a forum for local organizations and communities to promote and advertise new initiatives through the NRPC website, e-newsletter, or other means.	○	●	●	●	●	○	○	○	○	Regional Coordination

Priority Rating	Strategy	Functional Areas							Related Goal	
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy		Equity
<b>High</b>	Develop tools and data products to help communities measure their housing needs for residents of all ages, incomes, and abilities. NRPC can continue to track trends and regularly provide data update bulletins.		●		○				○	Affordable and Workforce Housing Development; Diverse Housing Supply
<b>High</b>	Identify and report on housing needs and existing barriers for the region's young professionals to help support a diverse workforce.	○	●	○						Diverse Housing Supply
<b>High</b>	Assist towns with asset management inventories and creating cost benefit analyses for funding opportunities.	○			○	●				Environmental Technical Studies
<b>Medium</b>	Help municipalities to identify and protect water resources in the region through the identification of pollution sources to enable education and outreach efforts to be targetted to the largest contributors.	●				●				Environmental Preservation
<b>Medium</b>	Conduct a region-wide vulnerability assessment of water and transportation infrastructure to help municipalities to better understand their vulnerabilities to hazards and add to the climate change adaptation work that has occurred at the state level through NH DOT and NH DES.	○		●		●	●			Environmental Technical Studies
<b>Medium</b>	Report on public input related to rural features that residents most value.	○	●	●	●	●			○	Infrastructure Development
<b>Medium</b>	Conduct baseline assessments of existing facilities and accessibility, and develop and implement transition plans for facilities and programs that are not now accessible to better develop their use.	○			●				●	Regional Coordination
<b>Low</b>	Help municipalities to reduce the amount of solid waste they generate. Begin by collecting recycling data to establish baseline savings and tonnage data such as with the HHW project.					●				Environmental Technical Studies
<b>Low</b>	Assess labor force demographics.	○	○	○	●				○	Fiscal Impacts of Economic Growth
<b>Low</b>	Provide technical resources for municipalities to update their local master plan.	●	●	●	●	●	●	●	●	Fiscal Impacts of Economic Growth
<b>Low</b>	Develop resources to help municipalities plan for and mitigate any future impacts associated with low growth, an aging housing stock and possible future growth and development.	●	●		●	○	○			Fiscal Impacts of Housing
<b>Low</b>	Identify industry clusters in the region, including assess current data, and partner with employers in the region to evaluate needs relating to job training, workforce development, infrastructure and livability.	○	○		●				●	Workforce Development and Job Creation



Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
<b>High</b>	Research and develop education and outreach programs about the benefits of using non-motorized and alternative forms of transportation.			○		●	○	○	○	Environmental Preservation
<b>High</b>	Encourage more efficient and compact development such as transit oriented development and redevelopment as a part of an enhanced system of public transportation that provides communities with options that can result in decreased burdens of fiscal resources.	○	○	●			○	○		Environmental Preservation
<b>High</b>	Develop model ordinances to encourage economic development in already developed areas, particularly downtowns, to preserve the natural environment, improve air quality, promote active lifestyles, and minimize impacts to existing open space and habitats.	○			●	○				Environmental Preservation; Regional Coordination
<b>High</b>	Encourage communities and municipalities to support local business incentives that encourage the recruitment and training of racial and ethnic minorities.				●				●	Workforce Development and Job Creation
<b>Medium</b>	Hold workshops and seminars on current planning trends and affordable housing needs.		●						○	Affordable and Workforce Housing Development; Infrastructure Development
<b>Medium</b>	Develop materials to establish an anti-idling policy to encourage municipal fleet users and the general public to turn off their vehicles when not in use.			○		●	○	○	○	Environmental Preservation
<b>Medium</b>	Encourage and communicate with town planners and regional planning commissions to support the development or enhancement of existing walking, biking, and bicycle trails in rural and urban areas.	●		●	○	●		○	○	Environmental Preservation
<b>Medium</b>	Provide outreach to municipalities regarding context-sensitive design strategies relating to transportation, land uses and site design.	○		○	●				○	Quality of Life; Neighborhood, Town and Rural Character
<b>Medium</b>	Assist communities in the education of citizens about point-source and non-point source pollution within watersheds.					●				Environmental Preservation
<b>Medium</b>	Build support for housing choices and options through production of a suite of housing information that municipalities can use to market and coordinate their housing efforts.		●						○	Regional Coordination
<b>Low</b>	Increase the knowledge of local citizenry of the Lower Merrimack Rive corridor by conducting at least yearly information dissemination efforts.					●				Environmental Preservation
<b>Low</b>	Brainstorm strategies for addressing the large supply of single family homes should demand shift toward smaller units or to create opportunities for multi-family living in single family environments.	○	●							Diverse Housing Supply
<b>Low</b>	Educate municipalities and school districts on financing methods for energy projects.						○	●	○	Environmental Preservation
<b>Low</b>	Work with town planners, including local master planning advisory committees and regional planning commissions to develop plans that make the link between land use and healthy eating and active living.	●	○						○	Environmental Preservation

Priority Rating	Strategy	Functional Areas							Related Goal	
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy		Equity
<b>High</b>	Identify tools such as incentives and flexible regulations, to enable the housing market to provide housing choices that respond to local demographic and economic conditions.		●		○					Diverse Housing Supply
<b>High</b>	Develop model ordinances such as form based codes and performance zoning, which can scale regulatory requirements and permitting fees to the size and intensity of developments.	○	●							Diverse Housing Supply; Regional Coordination
<b>High</b>	Provide resources and information to communities regarding 'Complete Streets' roadway design for consideration into municipal codes. Provide street design with pedestrians and bicyclists in mind: better transit stop design, street furniture, bike racks, building frontage, sidewalk width, and landscaping.	●		●						Environmental Preservation; Mobility
<b>High</b>	Create models for expedited permitting and review processes to promote economic development				●					Regional Coordination
<b>High</b>	Create models that provide incentives, including eased regulatory requirements or density bonuses, for economic development projects that address broader livability goals, including historic preservation or arts and cultural programming.				●					Workforce Development and Job Creation
<b>Medium</b>	Develop model ordinances and accompanying technical guidance to help communities meet their regional housing needs and the Workforce Housing Law, create affordable housing, and provide anti-displacement solutions; such as inclusionary zoning, housing trusts, etc.		●							Affordable and Workforce Housing Development
<b>Medium</b>	Develop design guidelines, illustrations and case studies of well-designed affordable and multi-family housing developments in the region and how it can be achieved.	○	●							Infrastructure Development; Affordable and Workforce Housing Development
<b>Medium</b>	Provide a safe means of getting about for pedestrians and bicycles, including sidewalks and bike paths that are safely removed from automobile traffic. Generate rights of way laws that support this concept and provide clear way-finding.			●						Mobility
<b>Medium</b>	Create land use and design standards as well as case studies of walkable neighborhood design, mixed use and density that supports short distances between homes, workplaces, schools, and recreational opportunities which support sustainability and economic vitality.			●						Mobility; Environmental Preservation
<b>Low</b>	Implement regulations to address setback, buffer and shoreland protection issues within the Lower Merrimack River corridor.					●				Environmental Preservation
<b>Low</b>	Consider rebates and other incentive programs to retrofit existing energy options into green technologies.		○			●		●		Environmental Preservation
<b>Low</b>	Develop a template process for communities to audit their regulations to ensure the existing language meets the objectives of the Workforce Housing Law.		●							Affordable and Workforce Housing Development

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
Low	Develop a toolkit of strategies and incentives municipalities can leverage to support development on specific parcels, encourage reinvestment in older neighborhoods and redevelopment of underutilized buildings.	○	●		●					Fiscal Impacts of Housing; Workforce Development and Job Creation

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
<b>Provide Technical Assistance</b>										
High	Assist communities with planning to preserve their natural resources and the rural character of the region.	●				●				Environmental Preservation
High	Help municipalities to incorporate environmental and energy considerations into their planning processes, including energy usage through EPA Portfolio Manager.	○				●	●	●	○	Regional Coordination
High	Promote the continued development of diverse housing options in the region, including workforce housing, to meet the needs of the regional workforce through continued outreach and technical support to municipalities.	○	●		●				○	Workforce Development and Job Creation
Medium	Support utilization of vacant lots for recreational activities and enable community cultural events in public spaces.	●			●				●	Environmental Preservation
Medium	Provide technical support to municipalities in meeting federal storm water regulations.	○			●	●				Environmental Preservation
Medium	Review and update the regional open space plan and assist communities to develop open space and conservation plans.	○			○	●				Environmental Preservation
Medium	Assist communities to identify strategies to allow for balanced growth that supports the local tax base.		●		●	●				Fiscal Impacts of Economic Growth
Medium	Support communities and municipalities to utilize different social mediums in encouraging healthy eating and active living.				●				○	Fiscal Impacts of Economic Growth
Medium	Assist communities in identifying funding sources for projects that enrich a community's quality of place, including those that incorporate historic preservation, land conservation, and expanded recreational offerings.	○			●	○			○	Quality of Life; Neighborhood, Town and Rural Character
Medium	Assist communities to develop design guidelines and master plans for smaller geographies including neighborhoods, corridors and villages.	○	●	○	●					Quality of Life; Neighborhood, Town and Rural Character
Medium	Assist municipalities in addressing stormwater management and MS4 permit requirements and future water infrastructure needs.	○				●	○			Regional Coordination
Low	Map community key destinations and assets and their proximity to housing that enhance access to opportunity for residents.	●	●		●	●			●	Affordable and Workforce Housing Development; Fiscal Impacts of Housing
Low	Map trails, sidewalks, parks, and recreation facilities to identify opportunities to access natural resources and open space and identify those within walking distance of homes and schools.	○	●		○	●			●	Environmental Preservation
Low	Help municipalities assess and understand local values and priorities and the corresponding land use tools.	●	○	○	○	○	○	○	○	Infrastructure Development

Priority Rating	Strategy	Functional Areas							Related Goal	
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy		Equity
<b>Projects</b>										
TBD	Keyes Field Expansion, Milford Community Center: construction of a community center at the site, and second phase would be supplemented by private fundraising activity.	○			●					Infrastructure Development
	Bridge Street Waterfront Redevelopment, Nashua: development of a mixed-use multi-surface structure on the Merrimack River made possible by construction of a combined sewer overflow system and construction of a roundabout to improve traffic flow.	○		●	●	○				Infrastructure Development
	Front and Franklin Streets Redevelopment, Nashua: enhance the city's downtown riverfront and historic mill structures through expanded public access and adaptive re-use efforts.	●			●				○	Infrastructure Development
	Water and Sewer Feasibility Study, Pelham: examine the feasibility and funding mechanisms available to expand water and sewer facilities to the Route 38 corridor in Pelham.	●			●	○				Infrastructure Development
	Commerce and Community District, Milford: fund infrastructure work in the district to support private economic development.	●			●					Workforce Development and Job Creation
	Wilton Town Hall Theater Conversion to Digital Technology: investigate potential grant opportunities including those available from the NH Community Development Finance Authority.	●			●					Workforce Development and Job Creation
	Mohawk Tannery Cleanup and Redevelopment, Nashua: City of Nashua and a local developer and US EPA developing a site cleanup plan, completion is expected in late 2015.	●			●	●				Workforce Development and Job Creation
	Construction of the Broad Street Parkway in Nashua.			●						Mobility
	Improve East-West Travel			●						Mobility
	Nashua Exit 36 Off-Ramp Project.			●						Mobility
	Development of commuter rail stations in Nashua and Merrimack.			●						Mobility
	Circumferential Highway in Hudson (Sagamore Bridge to NH 111).			●						Mobility

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
TBD	F.E.E. Turnpike Widening.			•						Mobility
	NH 101A Corridor Improvements.			•						Mobility
	Passenger rail between Manchester, Nashua, and Concord			•						Mobility
	Brookline- left turn lan onto Old Milford Rd.			•						Mobility
	New interchange on NH 101 in Milford			•						Mobility
	Construct a northern crossing of Merrimack River.			•		○				Mobility
	Improvements to the Milford Oval in cooperation with the South Street Improvement Project.			•						Quality of Life; Neighborhood, Town and Rural Character
	NH 101 Safety Improvements.			•						Quality of Life; Neighborhood, Town and Rural Character
	Minority and Low Income Access to Transit Projects.			•						Quality of Life; Neighborhood, Town and Rural Character
	Main Street Reconstruction in Nashua.			•						System Sustainability
	Lowell Road changes in Hudson			•						System Sustainability
New sidewalk on Derry Rd. in Hudson			•						System Sustainability	

Priority Rating	Strategy	Functional Areas								Related Goal
		Settlement Patterns	Housing	Transportation	Economic	Natural Resources	Climate	Energy	Equity	
TBD	Bridge replacement at Baboosic Lake			•						System Sustainability
	Bridge Deck replacement in Wilton on NH 31			•						System Sustainability
	Bridge Replacement in Pelham			•						System Sustainability